PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 9 FEBRUARY 2023 @ 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: 10 NOVEMBER 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*
- Service Delivery Model Programme Closing Report and Dossiers *D Lockhart/* A Girrity
  - Community Risk Index Model Dossier *(attached)*
  - Station and Appliance Review Dossier *(attached)*
  - Demand Based Duty Systems Dossier *(attached)*

7.2 Community Risk Index Model Project Timeline Clarification *(attached)* *D Lockhart/ A Girrity*

7.3 People, Training, Finance and Assets System Programme Update *(presentation)* *P McGovern*

The Committee is asked to scrutinise these attached reports.

Please note that the meeting will be recorded for minute taking purposes only.

8	**GENERAL REPORTS**	
8.1	Portfolio Office Progress Update (*attached)*	*C Montgomery*
8.2	Change Programme for Resource Spending Review *(verbal)*	*J Thomson*
8.3	Change Key Performance Indicators *(verbal)*	*D Lockhart/ C Montgomery*
8.4	Draft Safe and Well Evaluation Report	*G Pryde/L Gow*
	The Committee is asked to scrutinise these reports.	
9	**RISK**	
9.1	Portfolio Office Risk Report *(attached*)	*R Robison*
9.2	Committee Aligned Directorate Risks (*attached*)	*C Montgomery*
	The Committee is asked to scrutinise these 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 11 May 2023 @ 1000 hrs	

PRIVATE SESSION

13	**MINUTES OF PREVIOUS PRIVATE MEETING: 10 NOVEMBER 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	**PORTFOLIO OFFICE RESOURCING** *(verbal)*	*C Montgomery*
	The Committee is asked to note the verbal update.	

17 **UPDATE ON LATE COMMAND AND CONTROL FUTURES PROJECT AND NEW MOBLISING SYSTEM** *(verbal)* *D Lockhart*

- Command and Control Futures Highlight Report *(attached)*

The Committee is asked to note the verbal update.

18 **CHANGE PROGRAMME FOR RESOURCE SPENDING REVIEW** *(verbal)* *J Thomson*

The Committee is asked to note the verbal update.

19 **ASSURANCE MAPPING AND ASSURANCE STATEMENTS** *(attached)* *B Baverstock/ R Whetton*

This report is for information only.

Please note that the meeting will be recorded for minute taking purposes only.

Agenda Item 6

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PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 10 NOVEMBER 2022 @ 1000 HRS

BRAIDWOOD SUITE, SCOTTISH FIRE AND RESCUE SERVICE HEADQUARTERS, WESTBURN DRIVE, CAMBUSLANG, G72 7NA / CONFERENCE FACILITIES

PRESENT:

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

IN ATTENDANCE:

Stuart Stevens (SS)	Interim Deputy Chief Officer
Andy Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
Kirsty Darwent (KD)	Chair of the Board
Curtis Montgomery (CM)	Interim Head of Portfolio Office
Gillian Buchanan (GB)	Portfolio Manager
David Farries (DF)	Assistant Chief Officer, Director of Service Delivery (Item 7.1 only)
Stewart Nicholson (SN)	Deputy Assistant Chief Officer, Service Delivery
Marysia Waters (MWa)	Head of Communications and Engagement (Item 7.1 only)
Andy Girrity (AG)	Area Commander, Service Delivery (Item 7.1 only)
Gordon Pryde (GP)	Deputy Assistant Chief Officer, Community Safety (Item 7.1 only)
Kevin Murphy (KM)	Group Commander Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS

Leanne Stewart	Portfolio Office
Joan Nilsen	Portfolio Office
Siobhan Hynes	Portfolio Office
Kimberley Gogarty	Corporate Administration

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 and introduce themselves, 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

David Lockhart, Assistant Chief Officer, Director of Service Development

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

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3.1 The Committee agreed that the *Financial Reports – Change Portfolio* (Agenda Item 15) and *Command and Control Futures (CCF) Project* (Agenda Item 16) would be heard in the private session due to confidential commercial/financial information (Standing Order 9E) and the *Resource Spending Review – Programme of Work* (Agenda Item 17) would be held in private session due to confidential nature of the issues (Standing Order 9G).

3.2 Following a request from SS, the Committee agreed to move the *People, Training, Finance and Assets System (PTFAS) update* (Agenda Item 7.2) into the private session under *Resource Spending Review – Programme of Work* (Agenda Item 17).

4 DECLARATION OF INTERESTS

4.1 There were no declarations of interest noted.

5 MINUTES OF PREVIOUS PUBLIC MEETING: 15 AUGUST 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 15 August 2022 were approved as a true record of the meeting.**

5.2 Matters Arising

5.2.1 There were no matters arising.

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.

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

7 CHANGE PORTFOLIO/MAJOR PROJECTS

7.1 Portfolio Office Highlight Report

7.1.1 CM presented the Portfolio Office Highlight Report to the Committee which provided a wider overview of the identified risks, interdependencies, costs and capacity to deliver. It was noted that the financial information had been redacted and would be discussed in the private session.

7.1.2 In regard to the Rostering project, the Committee noted that there was no business case/dossier associated with this project and queried what the current RAG status (green) was measuring against. CM noted that some projects are borne out of business as usual, so retrospective business cases are produced however, some projects are so mature that it was not deemed appropriate to produce a retrospective business case. CM assured the Committee that all new projects would require a business case/project dossier. CM noted that the timeline and costs were being monitored for this project.

7.1.3 Within the covering report (under the Community Risk Index Model (CRIM) update), the Committee noted their concern relating to the implications of the sentence “*Extension to the timeline should have a positive impact on the current RAG status moving forward*”. CM noted and agreed with the concerns and advised that this was an area that would be scrutinised more once the Assurance Group were stood up. The current capacity within the Portfolio Office remained a challenge in this regard.

7.1.4 With regard to the Community Risk Index Model (CRIM) project, the Committee requested clarification on the timescale and organisation capability (GIS analysis).

7.1.5 AG explained that the timeline within the dashboard was the original timeline which had still to be updated. AG noted that the completion date for the development phase should be September 2023 (not July 2023 as stated). Between October 2023 and March 2024, the project would transition to programme end. AG noted that following approval of the timeline, the timeline would be realigned and risks would be revisited.

7.1.6 The Committee commented on the different phases of projects and how these are articulated, what the role of the Committee is in the implementation phase and when engaged and what the timeframe was for signing off on full integration.

ACTION: PO

7.1.7 To help provide clarity on the project timeline, a short report (one A4 page) to be prepared on all the revisions to the timelines relating to the Service Delivery Model Programme (SDMP).

ACTION: PO

7.1.8 AG confirmed that the GIS senior capability was required and a procurement exercise was currently ongoing with the hope to award the contract by the end of the year. AG confirmed that the large capacity desktop at HQ was being sourced and would enable the Service to refresh and run the risk metrics independently.

7.1.9 Low Carbon Appliance Project (Presentation)
SN provided a presentation to the Committee on the Low Carbon Appliance project highlighting the following key points:

- Change in Executive Lead reflecting the change from the build to delivery to Service Delivery (on station).
- Business planning assumption/engagement.
- Mission Statement, success criteria and benefits.
- Benefits of collaborative approach with Portfolio Office.

7.1.10 The Committee commented on the benefits from the Portfolio Office's involvement and the quality of the information being presented.

7.1.11 In regard to the business case, CM noted that it was considered appropriate that the outline success criteria/benefits considered against the finances of the project would be sufficient. As this project was borne out of business as usual, it was felt that there was justification to look forward rather than retrospectively look back.

7.1.12 The Committee commented on the scale, cost and potential risks associated with this project and the level of early governance and oversight given to it. Discussion then took place around the benefits of the new governance being put in place eg Change Portfolio Investment Group. CM noted that the lack of metrics data was due to the project moving through the pilot activity and work was ongoing to identify the benefits from the pilot to then inform the decision whether to roll out nationally.

7.1.13 SN accepted the comments regarding the early stages of the project and noted the collaborative approach with the Portfolio Office to identify the best way to progress through proof of concept stage over the next 12-18 month period. SN to explore how to provide regular focussed data internally to SFRS on how the Low Carbon Appliance was performing over the next 12 months as input to the future decision on whether to move from proof of concept to full rollout.

ACTION: PO/SN

7.1.14 The Committee requested that a retrospective business case be produced and include whole life costs.

ACTION: PO

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7.1.15 *During discussions, the Committee requested some additional information relating to the CRIM (as noted with the Highlight Report covering report). To avoid any potential confusion, these has been captured within the minutes in paragraphs 7.1.4-7.1.8.*

7.1.16 **The Committee noted the Low Carbon Appliance Project presentation and verbal update.**

7.1.17 Web/iHub Design Project Dossier
MWa provided an overview to the Committee noting the project was initially approved in 2020 but delayed due to Covid. A discovery exercise was undertaken in early 2022 to identify options for redevelopment of iHub. Subsequently, issues were also identified with the current website. A complete redesign of the iHub and website was recommended and approved by the Strategic Leadership Team in May 2022.

7.1.18 MWa outlined the key elements of the project, ie improved document management and governance arrangements, user centric and intuitive, improved cyber security and accessibility. MWa also outlined the key benefits which included improved user experience/access, improved trust on content, enhanced public accessibility and improved cyber security.

7.1.19 The Committee commented on the advanced stage of the project as the procurement exercise was currently ongoing and questioned whether the Committee should have had earlier sight. MWa noted that due to time pressures relating to the website, the procurement exercise was running concurrently with the project development.

7.1.20 In regard to benefits, MWa to provide clarity on financial benefits associated with the project.

ACTION: MWa

7.1.21 **The Committee scrutinised the project dossier.**

(M Waters left the meeting at 1050 hrs)

7.1.22 Service Delivery Model Programme (SDMP) Change Request and Framework
AG presented the Change Request, noting that reference to transition to business as usual was incorrect and should read transition to programme end. The end date for the programme had been identified as October 2023-March 2024. The outputs from SDMP would support and inform any options for change that are implemented for the wider organisation moving forward. Due to the change in timeline, AG noted that risks have been revisited (no additional risk identified), milestones realigned and project dossiers are being revised.

7.1.23 AG noted that the next steps were: developing the CRIM to holistic point continue to conduct relevant response modelling scenarios to align with Service priorities, development of impact assessment process, continuing assessments of existing alternative duty systems, and continuing to liaise with public involvement consultation team regarding potential public consultation.

7.1.24 AG assured the Committee that the core programme elements would continue to be developed and completed by the development phase.

7.1.25 **The Committee scrutinised the Change Request and Framework.**

(G Pryde joined the meeting at 1055 hrs)
(A Girrity left the meeting at 1055 hrs)

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7.1.26 Safe and Well Project Evaluation Update
GP informed the Committee that the project evaluation was nearing completion and would be presented through the appropriate governance before being brought forward to the Change Committee (February 2023).

7.1.27 GB noted that work had been undertaken to review the pilot and capture and collate information to develop a full implementation plan.

7.1.28 In regard to key learning, GB advised the Committee that feedback from partners was positive, however, some areas were continuing to be tested and piloted.

7.1.29 GB noted that further details on the benefit, key performance indicators, etc would be captured within the evaluation report.

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

(G Pryde left the meeting at 1100 hrs)

7.1.31 On-Call Improvement Programme
DF provided a brief update on progress of the On-Call Improvement Programme, the following key points were highlighted:

- Some milestones were able to be delivered immediately whilst other elements would be presented as recommendations at the end of the programme.
- Mapping interdependencies and review of project timelines to consider the impact of the Resource Spending Review and the lack of harmonised terms and conditions.
- Significant improvements within the Attraction and Recruitment Improvements project, such as streamlined recruitment processes and the Pre-Recruitment Engagement Programme (PREP).
- Significant risk remains around the lack of harmonised terms and conditions alongside skills and resources.
- Accelerated elements of the Responding Options and Duty System project such as migration and accelerated route to competency.
- Scheduled migration of 35 firefighters in December 2022. Awareness of potential issue relating to competency rate of pay and are communicating with individuals.
- Significant work within the Variable Contract Options and On Call Statement Establishment projects, including modelling options, identified costs, etc.

7.1.32 DF informed the Committee that although the Service had improved the systems/processes for recruitment, there were still challenges and the downward trajectory remained unchanged. DF noted that there were pockets of high interest and it was hoped that this would spread wider within communities.

7.1.33 DF noted that the project structure was supportive, drives the individual elements, provided clear governance arrangements and was timebound to June 2023. DF further noted his hopes to maintain the On-Call Support Team on a permanent basis. The Committee noted the clear purpose and practical application of the project and the value of any lessons learned.

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

(D Farries left the meeting at 1123 hrs)
(Meeting broke at 1123 hrs and reconvened at 1130 hrs.)

7.2 **People, Training, Finance and Assets System Programme Update**
7.2.1 This item was deferred to the private session.

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8 GENERAL REPORTS

8.1 Portfolio Progress Update

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

- Business case for Portfolio Office capabilities developed and submitted to the Senior Management Board and Strategic Leadership Team (7 December). Developed strategy based on 4 pillars of activities, these were (i) Centre of Excellence; (ii) Portfolio Management, Assurance and Governance; (iii) Business Architecture, Analysis; and Service Improvement; and (iv) Programme and Project Delivery.
- Presentation on Low Carbon Appliance Project Test of Change using the business change lifecycle.
- External supplier engaged to support our maturity assessment on the capabilities within the Portfolio and Portfolio Office. Key findings include recognition of progress over the last 12 months, implementation of new process, development of draft governance structure and future implementation, creation of Portfolio Office KPIs to identify and understand volitivity and drift within projects, recommendations for improvements in project handover/data transfer, improving support for Project Manager, lack of suitably qualified experienced personnel within the Portfolio Office, and the maturity of the toolkits at handover stage.

8.1.2 The Committee to consider the findings of the External Supplier at the workshop (January/February 2023).

ACTION: PO

8.1.3 In regard to benefits management, CM assured the Board that the benefits management process had been launched and based on standard practice. CM highlighted the 7 key categories where benefits can be identified and improvements measured. These include cost, quality, risk and user satisfaction. CM noted that the facilitation of the process was a challenge due to lack of resources across the portfolio.

8.1.4 **The Committee noted the report.**

9 RISK

9.1 Portfolio Office Risk Report

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

9.1.2 The Committee commented on the statistic nature of the risks. GB noted that further work was required in this area and discussions were ongoing with Project Managers.

9.1.3 In regard to Risk CCF008 (supplier instability), the Committee were reminded that there was some delay in updating the risk ratings due to the timings of the Senior Management Board meetings.

9.1.4 **The Committee noted the report.**

9.2 Committee Aligned Directorate Risks

9.2.1 CM presented the Aligned Directorate Risks report to the Committee noting that there has been no change since the previous report.

9.2.2 Update on ICT to be provided within the private session.

9.2.3 **The Committee noted the report.**

10 COMMITTEE ROLLING FORWARD PLANNING

10.1 **Committee Forward Plan**

10.1.1 No additional items were identified.

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

10.2.1 No additional items were identified.

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

11 REVIEW OF ACTIONS

11.1 KM confirmed that 6 formal actions was recorded during the meeting.

12 DATE OF NEXT MEETING

12.1 The next meeting is scheduled to take place on Thursday 9 February 2022 at 1000hrs.

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

PRIVATE SESSION

13 MINUTES OF PREVIOUS PRIVATE MEETING: 15 AUGUST 2022

13.1 The minutes of the meeting held on 15 August 2022 were approved as a true record of the meeting.

14 PRIVATE ACTION LOG

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

15 FINANCIAL REPORTING – CHANGE PORTFOLIO

15.1 CM presented a report to the Committee providing an overview of the financial forecast for the Change Portfolio and its evolution.

15.2 **The Committee noted the report.**

16 COMMAND AND CONTROL FUTURES (CCF) PROJECT UPDATE

16.1 AW provided a verbal update to the Committee of the status of the project and the recent discussions at both the Board and Strategic Leadership Team meetings.

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

17 RESOURCE SPENDING REVIEW PROGRAMME OF CHANGE

17.1 SS presented a report to update the Committee on the methodology and approach being adopted in order to manage the significant change implications associated with the Scottish Government's Resource Spending Review (RSR) and also the review and prioritisation of current in-flight change projects.

17.2 **The Committee noted the report.**

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Agenda
Item 6

CHANGE COMMITTEE – ROLLING ACTION LOG

Background and Purpose

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

The status of Actions are categorised as follows:

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

Actions/recommendations
Currently the rolling action log contains 8 actions. A total of 7 of these actions has been completed.

The Committee is therefore asked to approve the removal of the 7 actions noted as completed (Blue status), note the one action categorised as Green status and note no 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	**Portfolio Office Progress Update:** Portfolio Office Function Strategy document has been drafted and once approved by the SMB, would be shared with the Committee for review/input retrospectively	**PO** (org AM)	**November 2022** **(Org June 2022)**	🟦	**February 2023**	**Update (12/05/2022):** Strategy revisions required as a result of budgetary constraints 22/23 – Review of capabilities, services and resourcing required. **Update (15/08/2022):** This activity remains in progress. Consultation input and feedback from SMB colleagues requires consideration and merging into a final version of the strategic document for the function. **Update (10/11/2022):** 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: **1.** Centre of Excellence (CoE) **2.** Portfolio Management, Governance and Assurance **3.** Business Architecture, Analysis and Service Improvement **4.** Programme and Project Delivery 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.

				🟦		**Complete (09/02/2023):** The Portfolio Office case for change and proposed target operating model was presented to SLT on 7 December. 2022. The target operating model was approved in principal and discussions around funding the portfolio office roles and capabilities are ongoing.
9.1.8	**Portfolio Office Progress Update:** Portfolio Office to look at how to manage the gap around benefits realisation for projects currently in progress.	**PO**	**November 2022 (Org August 2022)**	🟦	**February 2023**	**Update (12/05/2022):** Activity currently in progress – evaluating known benefit data for accuracy and validity. New benefits framework developed and conducting 'Test of Change' on select projects – New framework spotlight session and workshop scheduled. **Update (15/08/2022):** Work in Progress. Portfolio Office are partnering with Finance to re-design of the current state Business Case Process / Template to incorporate a measurable benefits section within the template to allow for identification and quantification of benefits from the outset. **Update (10/11/2022):** 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. **Complete (09/02/2023):** The benefits management test of change has now concluded with positive results, wider roll out is to be initiated for all new projects.

Committee Meeting: 10 November 2022						
Agenda Item	**Actions Arising**	**Lead**	**Due Date**	**RAG Status**	**Completion Date**	**Position Statement**
7.1.6	**Portfolio Office Highlight Report:** Re Community Risk Index Model project, the Committee commented on the different phases of projects and how these are articulated, what the role of the Committee is in the implementation phase and when engaged and what the timeframe was for signing off on full integration.	**PO**	**February 2023**	🟦	**February 2023**	**Complete (09/02/2023):** A verbal update will be provided as part of the project dossier presentation by AC Girrity.
7.1.7	**Portfolio Office Highlight Report:** For clarity on the project timeline, a short report (one A4 page) to be prepared on the revisions to the timelines relating to the Service Delivery Model Programme (SDMP).	**PO**	**February 2023**		**January 2023**	**Complete (09/02/2023):** Paper has been put forward to Committee as requested.
7.1.13	**Portfolio Office Highlight Report, Low Carbon Appliance Project:** Explore how to provide regular focussed data internally to SFRS on how the Low Carbon Appliance was performing over the next 12 months as input to the future decision on whether to move from proof	**PO/SN**	**February 2023**	🟦	**February 2023**	**Complete (09/02/2023):** Internal reporting on key data will form an essential part of the proof of concept and evaluation report. Findings from the proof of concept evaluation will allow the Organisation to review scalability and return for investment.

	of concept to full rollout.			🟦		
7.1.14	**Portfolio Office Highlight Report, Low Carbon Appliance Project:** Conduct a retrospective Low Carbon Appliance business case, looking at all costs, including whole life costs.	**PO**	**February 2023**	🟦	**February 2023**	**Complete (09/02/2023):** A business case has been prepared and will be shared with Committee members ahead of the meeting.
7.1.19	**Portfolio Office Highlight Report Web/iHub Design Project Dossier:** Provide further clarity on financial benefits associated with the project.	**MWa**	**February 2023**	🟩		**Update (09/02/2023):** Project benefit profiles are currently being documented and will be shared with Committee once the internal governance process is complete.
8.1.2	**Portfolio Progress Update:** Committee to consider the findings of the External Supplier at the workshop (January/ February 2023).	**PO**	**February 2023**	🟦	**January 2023**	**Complete (09/02/2023):** Report provided to Change Committee members for discussion at the Change Committee workshop to be held on the 25 January 2023 .

SCOTTISH FIRE AND RESCUE SERVICE

Change Committee

Report No: **C/CC/0123**

Agenda Item: **7.1**

Report To:	**CHANGE COMMITTEE**							
Meeting Date:	**9 FEBRUARY 2023 (DATE AS AT: 19/01/23)**							
Report Title:	**PORTFOLIO OFFICE PROJECT HIGHLIGHTS COVER PAPER**							
Report Classification:	**For Scrutiny**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	The purpose of this report is to provide the Change Committee (CC) with a wider overview of the identified following areas – Risk, Interdependencies, Costs and Capacity to Deliver.
2	**Background**
2.1	The Portfolio Office (PO) will update the CC with available information associated with this programme during the reporting period.
3	**Main Report and Discussion**
3.1	**Risk**
3.1.1	Resourcing impact due to potential retirements due to Pension update.
3.2	**Interdependencies**
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	**Cost**
3.3.1	Emergency Services Network - Ongoing funding discussions taking place with the Scottish Government.
3.4	**Capacity to Deliver**
3.4.1	Full stakeholder engagement along with continuous monitoring of resource availability and allocation will be essential to ensure Scottish Fire and Rescue Service (SFRS) have the appropriate level of capacity to deliver all major change projects. The Portfolio Function will seek to develop Capacity Planning capabilities and embed across the change portfolio.

3.4.2 Potential impact on retirements due to Pension update.

3.5 **Other**

3.5.1 **Service Delivery Model Programme:**

3.5.1.1 **Community Risk Index Model (CRIM)** showing Amber for Time and Red for Skills and Resources.
Senior GIS Analyst role has still to be filled thus having an impact on time and resources.
Tender process has commenced.

3.5.1.2 **Demand Based Duty Systems and**

3.5.1.3 **Station & Appliance Review (SAR)** showing 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.

3.5.2 **People, Training, Finance and Assets Systems Programme:**

3.5.2.1 **People, Payroll and Finance** showing Red for Time and Resources due to review of programme scope and costs

3.5.2.2 **Rostering** showing Amber for time and Red for Skills and Resources due to review of programme scope and costs.

3.5.3 **On Call Improvement Programme:**

3.5.3.1 **Responding Options & Duty Systems Relationships and**

3.5.3.2 **Attraction & Recruitment Improvements** showing Amber for Time, Quality and Skills/Resources. Time, Quality due to turnover of project team and ongoing pension remedy.

3.5.3.3 **Variable Contract Options & On Call Station Establishments** showing Amber for Time, Quality and Skills and Resources due to turnover of the project teams and ongoing pension remedy.

3.5.4 **Emergency Services Network** showing Amber for Time and Skills/Resources.
Red for Costs - Ongoing perusal of funding from Scottish Government. (this is linked to the funding of the ESN Data First Pilot- a separate risk has been added to the RR to cover this).
Skills/ Resources, Engagement/recruitment of vehicle Technician process with suppliers cannot start until we have the funding secured and a letter from the Scottish Government. All other elements of this are in place waiting funding.

3.5.5 **McDonald Road Redevelopment_ Museum of Fire** showing Red for Cost, due to additional works.

3.5.6 **Safe and Well** showing Red for Quality due to ICT challenges.

4 Recommendation

4.1 Change Committee are asked to scrutinise the projects for governance under the programme.

5 Core Brief

5.1 Not Applicable

6	**Appendices/Further Reading**	
6.1 6.2	Appendix A – Project Highlights Appendix B: Service Delivery Model Programme - Community Risk Index Model, Demand Based Duty Systems and Station & Appliance Review Project Dossiers	
7	**Key Strategic Implications**	
7.1	**Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)**	**Yes**

Prepared by:	Programme Officers
Sponsored by:	David Lockhart, T/Assistant Chief Officer, Director of Service Development
Presented by:	Ross Robinson Portfolio Manager

Links to Strategy

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

Governance Route for Report	**Meeting Date**	**Comment**
Change Committee	9 February 2023	For Scrutiny

APPENDIX A

PROJECT HIGHLIGHT REPORT

- Period 5 Dec - 6 Jan 23

Project Name	Community Risk Index Model (SDMP)	**SRO**	ACO David Lockhart	**Project Manager**	Andy Girrity	**Project Start Date**	01/05/2019	**Original Project End Date**	28/02/2020
Strategic Outcome Alignment	Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5		**Revised Project End Date**	31/03/2023	

Base Rev	Rev 5

Project Update

Continuing to support Industrial Action planning. The main task involves developing a web app that will support resource deployment decisions. Information layers will include CRIM, incident data nd resource locations/response isochrones.

Tender process for Senior GIS Delivery Partner has commenced, bids will be assessed mid January 2023 with the aim of appointing later that month. This will support development of CRIM built and natural environments risk layers February 2023 onwards.

Large capacity desktop now configured with relevant software and located in ICT server room HQ.

2nd academic validation with Nottingham University is ongoing. Latest outputs include revised initial CRIM risk metric which has now been mapped and requires further analysis. Training regarding CRIM maintenance now rescheduled to Jan/Feb 2023 due to IA planning commitments.

Ongoing discussions with ICT regarding CRIM support such as access to systems and software, this includes relevant admin permissions.

Pathway to Green / Next steps

Award contract for Senior GIS Delivery Partner contract to develop built and natural risk layers (Q3 2022-23)

Confirm and test internal arrangements for running CRIM code independently. (Q3 2022-23)

Commence development of built and natural risk layers (Q4 2022-23)

Receive CRIM code maintenance training from Nottingham University. (Q4 2022-23)

Project Governance & Mgmt. Control

		Business Case	Project Dossier	Risk Register	Project Stage
Current Period Delivery Trend	☐				
Last Period Delivery Trend	☐	1	1	1	Delivery

	Overall Health	Time	Cost	Quality	Skills & Resource
Project Performance	A	A	G	G	R

Significant Milestone Forecast	Progress	Status	Planned	LPD
Complete arrangements that will allow SFRS to review, update and produce CRIM risk metric independently.	50-75%	In Progress	June 2021 to December 2022	Q4 2022-23
Complete 2nd academic validation of CRIM base model methodology	50-75%	In Progress	January 2022 to January 2023	Q4 2022-23
Complete the development of appropriate and proportionate risk layers from the built and natural environment.	0-25%	In Progress	January 2022 to Mar 2023	Q4 2023-24

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**
Dec-19	Dec-19	Sep-23	tbc	Mar-23	tbc	Mar-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
R	Securing necessary access to ICT systems and software critical to developing and maintaining the CRIM	ICT	SDMP	R	May-21	Jan-23	In progress
R	Additional GIS capability to support development of CRIM built and natural environment risk layers	Internal or external means	SDMP	R	09/01/2021	Q4 2022-23	In progress

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	Category	Date Identified	Risk Owner	By When
15	Failure to initiate an appropriate Communications and Engagement Strategy.	Develop a Communication and Engagement Plan	R	05/01/2019	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. Impact of supporting IA planning yet to be identified.	Review of timelines, secure additional GIS capability	R	08/01/2019	Andy Girrity	Q2 2022-23
16	Ability to continue to deliver planned activities and objectives during and due to the implications of IA, including pre, during and post. Consequences could include a delay in delivering programme milestones that could then adversely affect the ability to make critical organisational change that requires support from SDMP outcomes.	Establish IA commitment and prioritise project development where appropriate.	R&S	01/12/2022	Andy Girrity	tbc

Issue Impact	Top 3 Delivery Issues	Corrective Action	Category	Date Identified	Issue Owner	By When
16	Securing additional GIS capability to develop CRIM built environment layers	Ongoing discussions regarding recruitment options	R	09/01/2021	Damien Griffith	Q3 2022-23
16	Ability to continue to deliver planned activities and objectives due to IA panning commitments.	Establish IA commitment and prioritise project development where appropriate.	R&S	01/12/2022	Andy Girrity	tbc

Financial & Benefit Tracking

Financial Tracking

Planned Budget		Forecast		Actual	
Capex		**Capex**		**Capex**	
Revex		**Revex**		**Revex**	
Total		**Total**		**Total**	

Benefit Tracking

Planned		Forecast	Actual	Remaining	Due
Cashable					
Non-Cashable					
# Benefits					

PROJECT HIGHLIGHT REPORT

- Period 5 Dec - 6 Jan 23

Project Name	Station Appliance Review (SDMP)	**SRO**	ACO David Lockhart	**Project Manager**	Mark Loynd	**Project Start Date**	01/05/2019	**Original Project End Date**	Phase 2 June 2021
Strategic Outcome Alignment	Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5			**Revised Project End Date**	Phase 3 Mar 24

Change Rev
Rev 5

Project Update

- ORH are modelling a series of Station and Appliance based Options for Change which could address future strategic requirements. Outputs are being developed by SDA (starting with the East SDA) and will be combined and presented in a pan-SFRS ranked order of impact.
- A new SDMP Business Case and Impact Assessment scoring tool was workshopped by SDMP team members. This requires additional refinement and testing but will allow suites of associated change options to be assessed and compared against the SDMP Criteria for Change - and each other - to assist engagement and selection processes.
- Support has been provided to Industrial Action Planning through the development of an ArcGIS web app which can be used to assess pump coverage in the context of community risk (CRIM). Training in the use of this type of tool has been provided to nominated FDOs from LSO management teams.
- Analysis from the SAR Project has been used to support Asset Management in the strategic planning of short to medium term capital spending.

Project Governance & Mgmt. Control

		Business Case	**Project Dossier**	**Risk Register**	**Project Stage**
Current Period Delivery Trend	-,				
Last Period Delivery Trend	-,	□	1	1	Delivery

Project Performance	**Overall Health**	**Time**	**Cost**	**Quality**	**Skills & Resource**
	A	G	G	G	A

Significant Milestone Forecast	Progress	Status	Planned	LPD
Develop and consider “Outline Risk-Based Station and Appliance Change Options” which align to evolving SFRS strategic requirements.	0-25%	In Progress	Sep-23	
Refine the Matching Operational Resource to Risk and Demand (MORRD) process.	75-100%	In Progress	Sep-23	
Refine Business Case Impact Assessment (BCIA) templates.	75-100%	In Progress	Sep-23	
Produce supporting guidance and documentation for the MORRD process and BCIA templates which will enable the SAR Project to “Transition to Programme End.”	0-25%	In Progress	Mar-24	

Pathway to Green / Next steps

Next Steps

- Continue to engage ORH in identifying and ranking Station and Appliance Options for Change which address strategic requirements. (Jan-Feb)
- Analyse ORH outputs and select the most effective and viable Outline Options for Change for detailed modelling. (Jan-Feb)
- Engage with internal partners in the development of selected Station and Appliance Options for Change. (Jan-Sep)
- Populate Business Case Impact Assessments with sufficient detail to enable selection of the most suitable Options for Change for further consultation and refinement. (Jan-Sep)

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
Dec-19	Dec-19	May-23	tbc	Oct 23 - May 26	tbc	May-26	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
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

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	Category	Date Identified	Risk Owner	By When
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.	S&R	30/08/2019	Andy Girrity	Q2 2022-23
16	Industrial Action	Establishing potential impacts on SDMP timeline of SDMP Team members providing support IA Planning and uniformed SDMP members participating in IA.	S&R	30/11/2022	Andy Girrity	Q4 2022-23

Issue Impact	Top 3 Delivery Issues	Corrective Action	Category	Date Identified	Issue Owner	By When

Financial & Benefit Tracking

Financial Tracking

Planned Budget		Forecast		Actual	
Capex		Capex		Capex	
Revex		Revex		Revex	
Total		Total		Total	

Benefit Tracking

Planned		Forecast	Actual	Remaining	Due
Cashable					
Non-Cashable					
# Benefits					

PROJECT HIGHLIGHT REPORT
- Period 5 Dec - 6 Jan 23

Project Name	Demand Based Duty System (SDMP)	**SRO**	ACO David	**Project Manager**	Mark Loynd	**Project Start Date**	01/05/2019	**Original Project End Date**	Phase 2 June 2021
Change Rev									
Strategic Outcome Alignment	Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5			**Revised Project End Date**	Phase 3 Mar 24
Rev 5									

Project Update

- ORH are modelling a series of Alternative Duty System based Options for Change which could address future strategic requirements. Outputs are being developed by SDA (starting with the East SDA) and will be combined and presented in a pan-SFRS ranked order of impact.
- Critical reviews of the existing Day Shift Duty System (DSDS) and Mid Shift Duty System (MSDS) and Five Watch Duty System (5WDS) are continuing to be prepared by the HR business partner.
- Analysis from the DBDS Project has been used to support Asset Management in the strategic planning of short to medium term capital spending.

Project Governance & Mgmt. Control

Current Period Delivery Trend	☐	**Business Case**	**Project Dossier**	**Risk Register**	**Project Stage**
Last Period Delivery Trend	☐	☐	☐	☐	Delivery
Project Performance	**Overall Health**	**Time**	**Cost**	**Quality**	**Skills & Resource**
	A	G	G	G	A

Significant Milestone Forecast	Progress	Status	Planned	LPD
Provide a critical evaluation of the implementation impacts associated with a selection of alternative duty systems which could be introduced to improve alignment between local Service Delivery demands and pumping appliance crewing arrangements.	75-100%	In Progress	Mar-23	
Develop and consider “Alternative Demand Based Duty System Options” which align with Service Delivery demands and evolving SFRS strategic requirements.	0-25%	In Progress	Sep-23	
Refine the Matching Operational Resource to Risk and Demand (MORRD) process.	75-100%	In Progress	Sep-23	
Refine the Business Case Impact Assessment (BCIA) templates.	75-100%	In Progress	Sep-23	
Produce supporting guidance and documentation for the MORRD process and BCIA templates which will enable the DBDS Project to “Transition to Programme End.	0-25%	In Progress	Mar-24	

Pathway to Green / Next steps

Next Steps
- Engage ORH in the identification of locations for Alternative Demand Based Duty System Options which address the change in project scope. (Jan-Feb)
- Conduct simulation modelling to assess the impacts of Alternative Duty System Options for Change. (Jan-Mar)
- Engage with internal partners in the development of Alternative Duty System Options for Change. (Jan-Sep)
- Populate Business Case Impact Assessments with sufficient detail to enable selection of the most suitable Alternative Duty System Options for Change for refinement and consultation. (Mar-Sep)

	Gate 0 - INTAKE		Gate 1 - PLANNING		Gate 2 - DELIVERY		Gate 3 - CLOSURE		REALISE VALUE	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
	Dec-19	Dec-19	May-23	tbc	Oct 23 - May 26	tbc	May-26	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
R	Additional GIS capability to support development of the CRIM built and natural environment risk layers.	Internal or external means	SDMP	R	9/30/2021	tbc	In progress

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	Category	Date Identified	Risk Owner	By When
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	5/30/2019	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.	S&R	8/30/2019	Andy Girrity	Q2 2022-23
16	Industrial Action	Establishing potential impacts on SDMP timeline of SDMP Team members providing support IA Planning and uniformed SDMP members participating in IA.	S&R	30/11/2022	Andy Girrity	Q4 2022-23

Issue Impact	Top 3 Delivery Issues	Corrective Action	Category	Date Identified	Issue Owner	By When

Financial & Benefit Tracking

Financial Tracking						Benefit Tracking					
Planned Budget		Forecast		Actual		Planned		Forecast	Actual	Remaining	Due
Capex		Capex		Capex		Cashable					
Revex		Revex		Revex		Non-Cashable					
Total		Total		Total		# Benefits					

PROJECT HIGHLIGHT REPORT
- Period 6 Jan 23

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	**Change Rev**
Strategic Outcome Alignment	Outcome 1	Outcome 2	Outcome 3	Outcome 5	Outcome 7		**Revised Project End Date**		30/1/2026	Rev 1

Project Update

Programme re-lotting still ongoing.
SFRS continue to pursue a funded early adopter data only option in the form of ESN Connect (data only on commercial SIM) . 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 have now been ordered. Work ongoing to establish funding stream via Acceletator Fund and Scottish Government.
Further work planned on the Reference Vehicle Installation Documents, plans being developed to Survey the remaining vehicle types in SFRS fleet early 2023.
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.

Training for Data separate from Voice is under review.

Strong engagement has taken place with the Operational user community across the service relative to the R5 device and the use of data. This has been very well received."
CCF Project work being tracked by Programme Manager

Project Governance & Mgmt. Control

Current Period Delivery Trend	+	**Business Case**	**Project Dossier**	**Risk Register**	**Project Stage**
Last Period Delivery Trend	+	1	1	1	Planning
Project Performance	**Overall Health**	**Time**	**Cost**	**Quality**	**Skills & Resource**
	A	A	R	G	A

Significant Milestone Forecast	Progress	Status	Planned	LPD
Agreed funding (SG and Programme) (Data First)	75-100%	In Progress	6/30/2022	11-Jan-23
Migration to ESN Data First	25-50%	Future Task	30-Aug-23	

Pathway to Green / Next steps

Project Board supported the development and research into the ESN data first 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 Programme. Once financed this option will significantly de-risk a lot of the Project for SFRS particularly in the Fleet Migration and Training risks.

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."

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**
🟩	🟩	🟩	tbc	30-Aug-23	tbc	31 Dec 29 tbc	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
R	Scottish Government Funding agreement (ongoing)	Scottish Government	ESN	B	01-Jan-13	01-Jul-23	
R	Command and Control Futures and Systel delivery of Command and Control system	CCF/SYSTEL	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-Jun-23
15	Spare Vehicle capacity to facilitate transition (Will be de-risked by Connect)	Liaising 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 Data First only	Agree/define scope, timeline	C	01-Mar-22	SLT	01-Apr-23
6	Training delivery plan for ESN Data First	Data and Voice training plan for workforce	S	01-Jul-22	Training	01-Apr-23

Financial & Benefit Tracking

Financial Tracking

Planned Budget		Forecast		Actual	
Capex		**Capex**		**Capex**	
Revex		**Revex**		**Revex**	
Total		**Total**		**Total**	

Benefit Tracking

Planned		Forecast	Actual	Remaining	Due
Cashable					
Non-Cashable					
# Benefits					

PROJECT HIGHLIGHT REPORT

- Period 5 Dec - 6 Jan 23

Project Name	People Payroll & Finance (PTFAS)	**SRO**	Lyndsey Gaja	**Project Manager**	Meg Graham	**Project Start Date**	01/04/2021	**Original Project End Date**	01/04/2024
Strategic Outcome Alignment	Outcome 3	Outcome 5	Outcome 6				**Revised Project End Date**	*03/10/2026*	

Change Rev
Rev 1

Project Update

- Overall Health - Lack of clarity regarding viability of Programme and therefore PPFT project causing instability. Options paper being presented to Programme Board and SLT. Scottish Government Shared Services On boarding assessment report received from Sopra Steria and paper being presented to Programme Board with recommendation that SFRS does not pursue Shared Services with Scottish Government. iTrent and TechnologyOne system reviews completed and draft reports received. Recommendations on how to improve current situation being impact assessed; all require resourcing. DSSS preparation has been on going through December in antipication of project proceeding. • Develop Project Initiation Document in line with external audit requirements and subject to project continuing
- Time Health - original project plan on hold until clarity regarding direction of Project. Proposal made to Programme Board to progress with minimum project scope and descoped elements.
- Skills and Resource Health - High degree of instability in project team owing to lack of clarity, additional team members may request to leave project. No funding or resource is allocated to project beyond end of March 2023 making it difficult to envisage how project can progress to next stages of external audit or procurement in order to ensure SFRS fulfills legal obligations.

Project Governance & Mgmt. Control

Current Period Delivery Trend	🟥 ☐	**Business Case**	**Project Dossier**	**Risk Register**	**Project Stage**
Last Period Delivery Trend	☐	☐	✗	☐	Intake
Project Performance	**Overall Health**	**Time**	**Cost**	**Quality**	**Skills & Resource**
	R	R	G	G	R

Significant Milestone Forecast	**Progress**	**Status**	**Planned**	
Consolidated Requirements for ERP	75-100%	In Progress	Sep-22	Jan-23
Statement of Requirements for ERP	25-50%	In Progress	Nov-22	Jan-22
Publish expression of interest on RM6194	0-25%	In Progress	Jan-23	Jan-23
Scottish Government DAO Assurance Gate DSSS	50-75%	In Progress	Sep-22	Feb-23
Data Strategy	50-75%	In Progress	Oct-22	Mar-23
Production of PID/Dossier	50-75%	In Progress	Jan-23	Jan-23
Re-baselined Detailed Project Plan	0-25%	In Progress	Aug-22	Feb-23

Pathway to Green / Next steps

- Agree recommendation to cease engagement with Scottish Governement Shared Services Programme
- Agree future project scope and develop rebaselined plan
- Re-establish governance of project in absence of Programme Board and in line with Change Portfolio Progress Group and Design Authority
- Continue work with Client-Side Partner on project deliverables in expectation of external gateway assessments - business case update, produce DSSS artefacts
- Conclude market engagement with suppliers regarding potential costs
- Produce Legal contracts in readiness for anticipated procurement exercise
- Complete impact assessment of draft system health checks
- Publish Expression of Interest on Crown Commercial Services framework subject to agreement at Programme Board

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**
Feb-22	Feb-22	Dec-22	Feb-23	Feb-22	Apr-23				

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 difinitive 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 itrent, following thier recent proposal 28/7. Negotiations are in progress and progressing with Procurement and Head of Finance. Follow up meeting with senior management and Finance director to be arranged w/c 24/10/22.	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	Dec-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.	Seek agreement from Programme Board on recommendation to close engagement with SG Shared Services Programme	S	01-Aug	Lyndsey Gaja	Jan-23
25	The temporary position of key project members risks the stability of the PPFT Project. The Senior Business analyst has secured a permanent position within ICT as her temporary contract was due to expire June 23. This will have severe implications on the Project timelines, deliverables of the project and SG Assurance Gateways.	The Senior Business Analyst left the project in November 22. This will impact on the project critical path for the DSSS and SG gateways that are due in December and February, as well as the overall project delivery. Lack of clarity on future direction of project having impact on stability of project team	S	Sep-22	Lyndsey Gaja	Nov-22

Financial & Benefit Tracking

Financial Tracking

Planned Budget		**Forecast**		**Actual**	
Capex	-	**Capex**			
Revex		**Revex**			
Total	-	**Total**			

Benefit Tracking

Planned		**Forecast**	**Actual**	**Remaining**	**Due**
Cashable					
Non-Cashable					
# Benefits					

PROJECT HIGHLIGHT REPORT
- Period 5 Dec - 6 Jan 23

SCOTTISH FIRE AND RESCUE SERVICE

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	**Change Rev**
Strategic Outcome Alignment	Outcome 4	Outcome 5	Outcome 6	Outcome 4	Outcome 5			**Revised Project End Date**	31/10/2025	Rev 1

Project Update

- Overall health changed to amber to reflect lack of certainty regarding Programme viability and therefore projects within it including rostering project.
- Skills and resource changed to red to reflect fact that no resource or funding is allocated to the project post March 2023.
- 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.
- A User Intelligence Group (UIG) is being created to work towards the next phase of procurement.
- Preparation is underway for a likely DSSS audit
- A client side partner is now on board and working on a list of deliverables to support the progression of the project
- Planned wholetime engagement sessions complete
- Revised plan to engage with on call SME's put in place and planned engagement sessions complete
- SoR and Business Case making good progress and drafts nearing completion.
- UKG engagement started and 1:1 session will be planned
- Kronos interim contract complete. Costs received for Gartan interim contract. Both 3 years

Project Governance & Mgmt. Control

Current Period Delivery Trend	☐	**Business Case**	**Project Dossier**	**Risk Register**	**Project Stage**
Last Period Delivery Trend	☐	X	X	☐	Intake
Project Performance	**Overall Health**	**Time**	**Cost**	**Quality**	**Skills & Resource**
	A	A	G	G	R

Significant Milestone Forecast	Progress	Status	Planned	
Formation of UIG	75-100%	In Progress	15-Sep-22	
Draft Business Case	75-100%	In Progress	31-Dec-22	
Draft Statement of Requirements	50-75%	In Progress	31-Dec-22	
Additional project resource onboarding	75-100%	In Progress	01-Dec-22	
Procurement preparation	0-25%	In Progress	28-Feb	

Pathway to Green / Next steps

- Clarity regarding future direction of project required and allocation of resource post March 2023.
- Detailed analysis of information gathered to start forming the statement of requirements.
- Full planned resource option no longer available. Engagement plan utilising current project resouces presented in Oct 2022 and is progressing.
- Progress will be monitored in and the impact on the procurement element will be gauged. The current plan contained an element of slack which will be fully utilised to minimise the overall impact of the planned timelines.

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		31-Dec-25		

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-Jun-22	31-Jan-23	Open
Risk RAG/Score	**Top 3 Delivery Risks**	**Mitigation Plan**			**Category**	**Date Identified**	**Risk Owner**	**By When**
16	Adoption of new systems and processes by SFRS personnelFully eng eholder,	implement comms strategy and allow appropriate time for training and			mC	n24-Mar-22	AC Jason Sharp	dd/mm/yyyy
12	Resourcing the Project with uniformed subject matter experts	Rebaseline project if delay will impact initiation stage			R	24-Mar-22	AC Jason Sharp	dd/mm/yyyy
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	01/12/2022

Financial & Benefit Tracking

Financial Tracking						Benefit Tracking					
Planned Budget		**Forecast**		**Actual**		**Planned**		**Forecast**	**Actual**	**Remaining**	**Due**
Capex						**Cashable**					
Revex						**Non-Cashable**					
Total						**# Benefits**					

PROJECT HIGHLIGHT REPORT
- Period 5 Dec - 6 Jan 23

Project Name	Attraction & Recruitment Improvements	**SRO**	ACO David Farries (T)	**Project Manager**	AC Iain MacLeod/ GC Marc Pincombe	**Project Start Date**	30/11/2021	**Original Project End Date**	30/03/2023	**Change Rev**
Strategic Outcome Alignment	Outcome 1 Outcome 2	Outcome 3	Outcome 4	Outcome 5	**Revised Project End Date**				30/06/2023	Rev 1

Project Update

The Skills and Resource risk remains red due to the turnover within the project team, project executives and recruiting mangers.

To support the progression and success of this project, the project team have undertaken significant engagement with staff, internal partners and stakeholders via various forums and working groups (On Call Practitioner Forum, Local Solutions Group, On Call Station Watch Commander Group, Website Short Life Working Group). While some milestones have been achieved, most notably the implementation of the revised R&S process, communications will continue to ensure issues are captured and a continuous improvement approach adopted."

Pathway to Green / Next steps

"The Skills and Resource risk remains red due to the turnover within the project team, project executives and recruiting mangers.
To support the progression and success continued engagement with staff, internal partners and stakeholders via various forums and working groups (On Call Practitioner Forum, Local Solutions Group, On Call Station Watch Commander Group, Website Short Life Working Group). While most milestones have been achieved, notably the implementation of the revised R&S process and PREP, communications will continue to ensure issues are captured and a continuous improvement approach adopted."

Project Governance & Mgmt. Control

Current Period Delivery Trend	☐	**Business Case**	**Project Dossier**	**Risk Register**	**Project Stage**
Last Period Delivery Trend	☐	☐	☐	☐	Delivery
Project Performance	**Overall Health**	**Time**	**Cost**	**Quality**	**Skills & Resource**
	A	A	G	A	A

Significant Milestone Forecast	Progress	Status	Planned	LPD
SFRS website content to have RDS & VDS specific information and redesigned attraction & recruitment documentation	100%	Complete	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	75-100%	In Progress	30/12/2022	28-Feb
Design, rollout and evolve a supported RVDS pre-employment engagement programme (now PREP) to enhance the candidate experience and recruitment success rates.	75-100%	In Progress	28/02/2023	

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**
				Nov-21	Nov-21	Sep-22	Apr-23			

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	Terms and Conditions outcomes to support outcomes	HROD/Rep Bodies	On Call	S/B	30/07/2022		

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 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

Issue Impact	Top 3 Delivery Issues	Corrective Action	Category	Date Identified	Issue Owner	By When
R	Insufficient time to communicate, test and deploy and introduce full proposals.	Agree prioritises, 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			

Financial & Benefit Tracking

Financial Tracking

Planned Budget		Forecast		Actual	
Capex		**Capex**		**Capex**	
Revex		**Revex**		**Revex**	
Total		**Total**		**Total**	

Benefit Tracking

Planned		Forecast	Actual	Remaining	Due
Cashable					
Non-Cashable					
# Benefits					

PROJECT HIGHLIGHT REPORT

- Period 5 Dec - 6 Jan 23

Project Name	Variable Contract & Station Establishments (On Call)		**SRO**	ACO David Farries (T)	**Project Manager**	Rachael Scott & Craig McGoldrick	**Project Start Date**	11/30/2021	**Original Project End Date**	3/30/2023	**Change Rev**
Strategic Outcome Alignment	Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5			**Revised Project End Date**	30/06/2023	Rev 1

Project Update

Following the presentation delivered to the NOCLF and On Call Board providing initial options to consider, a further presentation was provided to SLT on 9 November. The outcomes were that SLT noted the progress of the project (along with the other On Call projects), the associated interdependencies, and approved the recommendation to align the final milestones across each of the On Call Improvement projects to enable a combined recommendation paper to be brought back at the same time to inform decision making.

Remaining project milestones and project end date have therefore been realigned to reflect an overall Programme options and recommendations report to be progressed through governance by the end of June 2023.

Project Governance & Mgmt. Control

Current Period Delivery Trend	-,	Business Case	Project Dossier	Risk Register	Project Stage
Last Period Delivery Trend	-,	☐	☐	☐	Delivery
Project Performance	Overall Health	Time	Cost	Quality	Skills & Resource
	A	A	G	A	A

Significant Milestone Forecast	Progress	Status	Planned	LPD
Develop and Define recommendations for variable contract options and station establishments	100%	Complete	30-Aug-22	30-Nov-22
Finalise potential options and present recommendations through SFRS governance via NRVLF & Programme Board	0-25%	In Progress	30-Dec-22	30-May-23
Present recommendation to SLT for decision	0%	Future Task	01-Dec-22	30-Jun-23

Pathway to Green / Next steps

Project leads will continue to meet regularly, supported by the On Call Support Team, with focused workshops scheduled for January 2023 to start drafting a structured final Programme report and governance dates being identified to progress this within the agreed timeframes.

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
			Nov-21	Jun-23	tbc	To (Receiver)			

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			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			In progress
	Mixed crewing establishment models relies on work undertaken via Responding Options and Duty System Relationships	On Call	On Call	S			In progress

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 Programmer timelines.	HROD Business Partner allocated to Standardisation negotiations. Standardisation of RDS T&Cs sits out with On-Call Improvement Programma. 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		Capex		Capex		Cashable					
Revex		Revex		Revex		Non-Cashable					
Total		Total		Total		# Benefits					

PROJECT HIGHLIGHT REPORT

- Period 5 Dec - 6 Jan 23

Project Name	Responding Options & Duty	**SRO**	ACO David Farries (T)	**Project Manager**	GC Gavin Hammond/AC Mark Bryce	**Project Start Date**	30/11/2021	**Original Project End Date**	30/03/2023	**Change Rev**
Strategic Outcome Alignment	Outcome 1	Outcome 3	Outcome 5	Outcome 7	Outcome 5		**Revised Project End Date**	30/06/2023	Rev 1

Project Update

"Resource risk remains at 20 on programme risk register due to resource challenges within Support Team and ongoing impact of pension remedy, access to and capacity of SME's and stakeholders

- Phased/Tiered Response - presented initial options and recommendations to NOCLF November, feedback to inform final recommendations to go through governance.
- Rostered Reserve/Bank Workers - Options and recommendations presented to NOCLF November 2022. feedback to inform final recommendations paper to go through governance.
- Increasing Dual Contract Uptake - presented suggestions and recommendations for uniformed dual contractors to NOCLF November 2022. feedback to inform final recommendations paper to go through governance.
- Recognition of Prior Learning - RPL policy now live. L, S and D colleagues finalising associated guidance document to support migration pilot programme and accelerated pathway to competence cohort. Standardisation and engagement meetings with assessors to be scheduled over the coming weeks and months.
- On Call Development Pathways - L, S and D presented options and recommendations to NOCLF in November 2022 for consideration and feedback."

Project Governance & Mgmt. Control

Current Period Delivery	4	**Business Case**	**Project Dossier**	**Risk Register**	**Project Stage**
Last Period Delivery Trend	4	☐	☐	☐	Delivery
Project Performance	**Overall Health**	**Time**	**Cost**	**Quality**	**Skills & Resource**
	A	A	G	A	A

Significant Milestone Forecast	Progress	Status	Planned	LPD
Dual contract opportunities	25-50%	In Progress	30/06/2022	28-Feb-23
Phased response options	75-100%	Complete	30-Dec-22	
OnCall Development Pathways	50-75%	In Progress	01-Mar-23	

Pathway to Green / Next steps

"Skills & resource regular monitoring of the issue and potential impact and risk to agreed project milestones. Priority consideration is being given to the resourcing challenges and continuity across functions and working group members in recognition on the impact on 'Time' or 'Quality'.

- Migration - Recruitment and selection finalised with 35 successful candidates with Transition course due to commence 12 Dec 2022 Newbridge and Portlethen. Continued support for pilot and planned in-depth evaluation with training, L, S & D, SDA's, work force planning and resourcing
- Finalising recommendation papers on above work streams
- Review work previously undertaken with stakeholders regarding strategic station identification, station clusters and associated flexible mobilizing options and recommendations to present to NOCLF members for consideration and feedback.
- Project leads and OC Support Team to hold focused workshops in the new year to start drafting a structured final Programme report. Individual project areas identified will continue to be discussed and presented to the Forum which will culminate in a suit of recommendations and options as an overall Programme recommendations and considerations report. It is also acknowledged that some areas of opportunity will be interdependent and dependent on other project work stream recommendations, other strategic programmes, ongoing and future negotiations and decisions yet to be made on implementation plans and

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	
	date tbc	date tbc	Nov-21	Nov-21	Mar-23	tbc	Mar-23	tbc	30-Jun-23		

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
🟥	Rostering system needs, requirements and delivery time	PTFAS	ON Call	S/C	30-Jul-22	tbc	
🟧	SDMP station establishments, demand based and station appliance	SDMP	On Call	S/B/R	30-Jul-22	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&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-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
🟥	Insufficient resources within the team and wider stakeholder/SME groups	Prioritise requirements. Complete backfill for vacant team positions	R	30-Nov-21	SLT	
🟧	Ability to effectively engage with stakeholders	Agreement of standardises RDS T&Cs	S/R	30-Nov-21	HROD/SLT	

Financial & Benefit Tracking

Financial Tracking						Benefit Tracking					
Planned Budget		Forecast		Actual		Planned		Forecast	Actual	Remaining	Due
Capex		**Capex**	£ -	**Capex**		**Cashable**					
Revex		**Revex**		**Revex**		**Non-Cashable**					
Total		**Total**		**Total**		**# Benefits**					

PROJECT HIGHLIGHT REPORT

Project Name	Safe and Well		**SRO**	DACO Ali Perry	**Project Manager**	Lynne Gow	**Project Start Date**	04/01/2018	**Original Project End Date**	30/04/2022	**Change Rev**
Strategic Outcome Alignment	Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5	**1/4/18Revised Project End Date**				31/08/2022	Rev 4

Project Update

Safe and Well project pilot evaluation report is being updated to include benefits and delivery model options appraisal. This will be will be presented to SMB in January 2023. A Safe and Well tasking group is established in P&P projects to progress the various incomplete elements.

Pathway to Green / Next steps

Project requires the Partner site to be completed and piloted. The PWA application is "on hold" to allow for focus on partner site and prioritising change requests due to the resourcing challenges within ICT.

Project Governance & Mgmt. Control

Current Period Delivery Trend	☐	**Business Case**	**Project Dossier**	**Risk Register**	**Project Stage**
Last Period Delivery Trend	☐	1	1	1	Planning
Project Performance	**Overall Health**	**Time**	**Cost**	**Quality**	**Skills & Resource**
	A	G	G	R	G

Significant Milestone Forecast	Progress	Status	Planned	LPD
S&W Evaluation report to include benefits and delivery model options to progress to January SMB	75-100%	In Progress	18/01/23	🟩
Implementation Plan	0-25%	In Progress	31/03/23	🟧
	0-25%	In Progress	TBC	🟥
	0-25%	In Progress	TBC	🟩
<Milestone5>	0%	In Progress	dd/mm/yyyy	🟧
<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
🟩	🟩	🟩	🟩	*01-Aug*	*unknown*		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
R	ICT issues	ICT	Safe & Well	R	**06/01/2022**	31/03/2023	In Progress

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	Category	Date Identified	Risk Owner	By When
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 sub group in place to monitor and coordinate actions. ICT report that the tenancy issue is fixed (31/10/22) and that regression testing is underway. Product available by mid January (incomplete but pilotable) or April 23 for completion of testing (with assumptions)	**C**	**06/01/2022**	Ali Perry/Lynne Gow	
16	There is a lack of progress with the availabilty of mobile devices to enable roll out of Safe and Well. Interdependency with in vehicle system solution with no delivery anticipated.	ICT (SF) updated Safe and Well Board on 26/10/22 of progress to procure service wide front line mobile devices to roll out SAW. Gap analysis to be undertaken for remaining resources required for P&P BAU.	**S**	**06/01/2022**	Ali Perry/Lynne Gow	

Issue Impact	Top 3 Delivery Issues	Corrective Action	Category	Date Identified	Issue Owner	By When
<Score & RAG>						

Financial & Benefit Tracking

Financial Tracking						Benefit Tracking					
Planned Budget		Forecast		Actual		Planned		Forecast	Actual	Remaining	Due
Capex		Capex		Capex		Cashable					
Revex		Revex		Revex		Non-Cashable					
Total		Total		Total		# Benefits					

PROJECT HIGHLIGHT REPORT

Project Name	West ARC	**SRO**	Acting Director of Asset Ma	agem Project Manager	John Gillies	**Project Start Date**	30/08/2020	**Original Project End Date**	30/07/2023	**Change Rev**
Strategic Outcome Alignment	Outcome 1 Outcome 2	Outcome 3	Outcome 4	Outcome 5			**Revised Project End Date**	30/07/2023	Rev 6

Project Update

Overall Health: Construction works continue to progress well on site with contractual / financial discussions also continuing.**Time:** While planned completion date has moved to 31st March 2023, this is still some 8 weeks within agreed SFRS programme. **Cost:** Cost Report 9 identifies a projected final account of £13.8m incorporating seperately funded works. **Quality:** Assessment of the contractor's proposals against Client Scope requirements continue. **Skills & Resource:** Building Warrant submissions continue to be processed, no issues envisaged. **Milestones:** Works progressing well on site. While the cladding and roofing works are complete, there remains an issue with external fire exit doors and 1 no. roller shutter doors to the ICT Store. The contractor is experiencing a supply issue from their sub-contractor. Fortunately, these items are not posing significant issues with the progress of the internal fit out works. **Issues:** the contractor has raised a possible further delay to completion to 28th April 2023. **Risk:** 1 new risk has been added for the flow of smoke / contaminates from the NTC to the West ARC.

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 31st March 2023 this is in advance of the agreed SFRS programme.

Project Governance & Mgmt. Control

Current Period Delivery Trend	4	**Business Case**	**Project Dossier**	**Risk Register**	**Project Stage**
Last Period Delivery Trend	4	☐	☐	☐	Planning
Project Performance	**Overall Health**	**Time**	**Cost**	**Quality**	**Skills & Resource**
	G	G	G	G	G

Significant Milestone Forecast	Progress	Status	Planned	LPD
External envelope	75-100%	In Progress	30-Nov	31/1/23
Utilities live to building	0-25%	In Progress	31-Jan	
Internal fit out	25-50%	In Progress	28-Feb	
External works	25-50%	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	

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**
🟩	🟩	🟩	🟩	🟩	🟨	🟩	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
S, B, C, R							

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, etc.as considered appropriate.	S, B, C, R	01/08/2020	John Gillies	
12	Financial There is a risk that project costs are returned in excess of approved level.	Regular review and reporting of estimated project costs.	S, B, C, R	01/08/2020	John Gillies	
12	Operational: issues identified with long delivery dates for some IT equipment, with possible impact on occupation date for facility.	ICT progressing with procurement process with best endevours to achieve suitable delivery/installation dates for ICT equipment.	S, B, C, R	01/09/2022	Greg Aitken	

Issue Impact	Top 3 Delivery Issues	Corrective Action	Category	Date Identified	Issue Owner	By When
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	

Financial & Benefit Tracking

Financial Tracking						Benefit Tracking					
Planned Budget		**Forecast**		**Actual**		**Planned**		**Forecast**	**Actual**	**Remaining**	**Due**
Capex						**Cashable**					
Revex						**Non-Cashable**					
Total						**# Benefits**					

PROJECT HIGHLIGHT REPORT

SCOTTISH
FIRE AND RESCUE SERVICE

Project Name	McDonald Road Redeveopment_Museum of Fire	**SRO**	Acting Director of Asset Management Iain Morris	**Project Manager**	Cindy Cheong	**Project Start Date**	04/01/2017	**Original Project End Date**	03/01/2022	**Base Rev**
Strategic Outcome Alignment	Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5			**Revised Project End Date**	07/10/2022	Base Rev 6

Project Update

Main works: Fire Station
All works for Fire Station Completed and handed over on 21st December 2021. End defects period list issued Dec 22, Minor outstanding defects (5%)n still being progressed by Contractor awaiting component delivery
Main Works : Museum, Completed and Handed over on 18th October 2022
Defect Notification Period commenced there is a handful of small defects remaining outstanding and dialogue is taking place with primary contractor to rectify.

Museum works: Additional Works outside of Project
Additional asbestos removal was required when one of the steam powered fire appliance exhibits was placed into situ. A Health and Safety Audit identified asbestos surrounding the boiler which then required specialist removal .

Pathway to Green / Next steps

All Main Works completed in 7th October 2022. Asbestos issues with one of the exhibits caused a further delay in handing over museum as completed. The only outstanding issue is a Building Warrant Certificate which the inspector requested 2 additional signs to be implemented and a revised drawing of the layout including exhibits and furniture to agree and sign of fire exits, This was provided to Edinburgh Council on the 19th January 2023. We are awaiting their sign off over the coming weeks. This does not impact on the operations of the station etc

Project Governance & Mgmt. Control

Current Period Delivery Trend	4	**Business Case**	**Project Dossier**	**Risk Register**	**Project Stage**
Last Period Delivery Trend	4	✓	✓	✓	IMPLEMENT
Project Performance	**Overall Health**	**Time**	**Cost**	**Quality**	**Skills & Resource**
	G	G	R	G	G

Significant Milestone Forecast	Progress	Status	Planned	LTF
McDonald Road : Fire Station	100%	Complete	30-Sep-21	20-Dec-21
MCDonald Road : Museum	100%	Complete	07-Oct-22	28-Feb-23

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**	
					Mar-22	Feb-23	Oct-22	Feb-23			

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	Awaiting Final Building Warrant Sign off by EDC	Edinburgh District Council	SFRS	S, B, C, R	19/02/2023	4 to 6 weeks from issue	Under Review

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	Category	Date Identified	Risk Owner	By When
Red	As per the board paper submitted in May 2022, SFRS was forced to issue instructions to Pick Everard SFRS Contract Administrators to Issue an assessments process via the contract framework (SCAPE) in order to inform the contractor of a final construction cost settlement . This resulted in an agreed assessment budget of £12m the Contractor in November 2022 has since concluded that certain aspects of the build delays was out with their contractual control and have submitted a final account which is £13.1M	SFRS Legal team and Pick Everards are reviewing the Framework Contract details and are challenging the additional costs associated with the delays the figure or value that is currently under discussions is £886K	S, B, C, R	01/11/2022	Director of Asset Management	31/03/2023

Issue Impact	Top 3 Delivery Issues	Corrective Action	Category	Date Identified	Issue Owner	By When
<Score & RAG>						

Financial & Benefit Tracking

Financial Tracking						Benefit Tracking					
Planned Budget		**Forecast**		**Actual (Under Discussion)**		**Planned**		**Forecast**	**Actual**	**Remaining**	**Due**
Capex		**Capex**		**Capex**		**Cashable**					
Revex		**Revex**		**Revex**		**Non-Cashable**					
Total		**Total**		**Total**	£ -	**# Benefits**					

PROJECT HIGHLIGHT REPORT V0.5

Project Name	Low Carbon Appliance		**SRO**	Stewart Nicholson	**Project Manager**	Paul Robertson	**Project Start Date**	01/04/2020	**Original Project End Date**	Q1 2024	**Base Rev**
Strategic Outcome Alignment	Outcome 3	Outcome 4			**Revised Project End Date**						Base Rev 1

Project Update

Appliance attended ESS with support from SFRS Officers. E1 indicate the build is on schedule and road testing is going well.
Further meeting with SWARCO completed and full update on infrastructure timeline should be presented at board meeting 20.10.2022 (KR) 25KW charger (Internal appliance bay facility) installation planned to commence 17.10.22 (3 days)
Workshop on benefits and success criteria have been rescheduled (04.11.22)diary conflicts have prevented this work being completed. Workshop on Driver Trainer and Technician Training completed 10.10.22 2nd Workshop with end users informing of Fleet Technician training and resilience,infrastructure plans and technical detail, general project Q&A completed 13.10.22

Project Governance & Mgmt. Control

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**
	G	G	G	G	G

Pathway to Green / Next steps

Next steps - October to November period - Workshop to finalise benefits and success criteria planned 04.11.22 . Technician and Driver Trainers training and familiarisation at E1 . LCA will attend Procurex 27.10.22 at SECC this will be supported by SFRS staff and partners. Look to schedule Workshop with E1, Operations, Control and end user staff to discuss refueling and Off The Run protocols and procedures. Look to hold initial workshop with NTC Trainers and end users to discuss plans for fireground training and testing. Board Support/Decision on aspirational show and tell roadshow and detailed decision on call sign and location for LCA

Significant Milestone Forecast

Significant Milestone Forecast		Progress	Status	Planned	LTF
Commission charging infrastructure		25-50%	In Progress	01-Jul	
SME Workshops		25-50%	In Progress	01-Dec	
Build complete and delivery to SFRS		50-75%	In Progress	30-Nov	
Training and familiarisation commences		0%	Future Task	30-Nov	

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**
					on target	Q1 2024			

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	Infrastructure supply from third party		SWARCO	SFRS	S			
B	Budget supply from third party		Scottish Government	SFRS	B			
Risk RAG/Score	**Top 3 Delivery Risks**	**Mitigation Plan**			**Category**	**Date Identified**	**Risk Owner**	**By When**
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			
Issue Impact	**Top 3 Delivery Issues**	**Corrective Action**			**Category**	**Date Identified**	**Issue Owner**	**By When**
					R			
					S			
					C			

Financial & Benefit Tracking

Financial Tracking						Benefit Tracking					
Planned Budget		**Forecast**		**Actual**		**Planned**		**Forecast**	**Actual**	**Remaining**	**Due**
Capex		**Capex**		**Capex**		**Cashable**					
Revex		**Revex**		**Revex**		**Non-Cashable**					
Total		**Total**		**Total**		**# Benefits**					

PROJECT HIGHLIGHT REPORT
- Period 5 Dec - 6 Jan 23

Project Name	iHub_Web		**SRO**	Marysia Waters	**Project Manager**	Shirley Hartridge	**Project Start Date**	05/04/2022	**Original Project End Date**	31/03/2024	**Change Rev**
Strategic Outcome Alignment	Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5	**Revised Project End Date**			dd/mm/yyyy	Rev 1

Project Update

Project Board invites sent and first meeting held on 15th December.

Tender evaluation completed 28/11/22. Contract awarded 12/12/2023

Content Owners list updated and content review priority order established.

Project Board Terms of Reference in progress.

Initial Website Benchmarking exercise complete.

Project Governance & Mgmt. Control

Current Period Delivery Trend	+	**Business Case**	**Project Dossier**	**Risk Register**	**Project Stage**
Last Period Delivery Trend	+	✓	✓	✓	Planning
Project Performance	**Overall Health**	**Time**	**Cost**	**Quality**	**Skills & Resource**
	G	G	G	G	G

Significant Milestone Forecast	**Progress**	**Status**	**Planned**	
Procurement	100%	Complete	Jul - Nov 22	12-Dec
Document Library	0-25%	In Progress	Nov 22 - Apr 23	
Website Platform	0%	Future Task	Jan 23 - Aug 23	
Intranet	0%	Future Task	Jun 23 - Feb 24	

Pathway to Green / Next steps

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**
🟩	🟩	🟩					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
S, B, C, R	The successful delivery of a new intranet for SFRS will be linked to the work of the Sharepoint and Teams Working Group	Working Groups	IHub_Web	S	04/01/2023	30/01/2024	🟩
S, B, C, R	Staff across the service Directorates to support the review and develop the iHub and Web	Directorates	IHub_Web	R	01/12/2023	30/01/2024	🟩

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	Category	Date Identified	Risk Owner	By When
12	There is a risk that the capacity of SFRS stakeholders and teams means they are unable to release the resources required to support the programme because of competing priorities. This could result in the Project's progress being delayed and impact on implementation timescales.	In order to mitigate this risk, planning and engagement of directorate resources at the earliest opportunity to gain commitment and ensure availability. The project board will provide an escalation route should additional support be required;	R/S/B	03/08/2022	Head of Communications & Engagement	Ongoing
12	There is a risk that capacity challenges within the comms department could affect the availability of staff to deliver the project because of a change in directorate priorities, which may result in delays to the project timeline.	Work with the supplier to confirm resource expectations and required involvement in order to set expectations within the department to ensure effective planning and contingency. Regular monitoring and reviewing of capacity at the weekly project meeting and comms weekly team meeting	R	03/08/2022	Head of Communications & Engagement	Ongoing

Issue Impact	Top 3 Delivery Issues	Corrective Action	Category	Date Identified	Issue Owner	By When
<Score & RAG>						

Financial & Benefit Tracking

Financial Tracking					
Planned Budget		**Forecast**		**Actual**	
Capex		**Capex**		**Capex**	
Revex		**Revex**		**Revex**	
Total		**Total**		**Total**	

Benefit Tracking					
Planned		**Forecast**	**Actual**	**Remaining**	**Due**
Cashable					
Non-Cashable					
# Benefits					

APPENDIX B

SCOTTISH FIRE AND RESCUE SERVICE

Service Delivery Model Programme

PROJECT CHANGE REQUEST

Report No:

Agenda Item:

Project Name:	**COMMUNITY RISK INDEX MODEL, DEMAND BASED DUTY SYSTEMS AND STATION & APPLIANCE REVIEW**
Change Category:	**REQUIREMENT & SCHEDULE**
Change Number:	**005**
Request Date:	**2 NOVEMBER 2022**
Programme Manager:	**AC ANDREW GIRRITY**
Executive Lead:	**DAVID LOCKHART, DIRECTOR OF SERVICE DEVELOPMENT**

1 Justification

1.1 The current project dossiers include milestones and timelines that form part of a previous Strategic Change Timeline (May 2021). This timeline, and several of the milestones, are no longer valid, accurate and/or achievable.

1.2 The project dossier changes also align to the updates included in a revised version of the Service Delivery Model Programme (SDMP) Framework Document (v06), which was recently approved at the SDMP Board and Senior Management Board (SMB).

1.3 The revised Programme Timeline has been influenced through recent developments highlighting the requirements for collective strategic change. In practical terms, this would mean potential outcomes from SDMP analysis being delivered by several stakeholders aligned to organisational priorities, over a period yet to be defined.

2 Description of Change

2.1 This change request covers the undernoted project dossiers collectively,

- Community Risk Index Model (CRIM)
- Station and Appliance Review (SAR)
- Demand Based Duty Systems (DBDS)

2.2 Whilst there have been minor changes throughout each project dossiers, the main and common changes, relate to timelines and milestone content.

2.3 Timelines
Each project dossier now includes a revised timeline which highlights a "programme end" date. This has replaced the previous timeline which indicated Phase Three of the SDMP as "implementation". In terms of programme delivery, the change is as follows;

2.4

Previous timeline	Revised timeline
Phase Three, Stage One Implementation, **October 2023-May 2026**	Phase Three, Transition to Programme End, **October 2023-March 2024**

2.5 Phase Three will now utilise a six-month period to finalise and consolidate SDMP process

	and methodology. This will include the provision of guidance, analysis and data, such as CRIM and response modelling outputs. This will ensure that the relevant SFRS Directorates and Functions, will have ready access to information that will support informed decision making, if/when changes options are progressed to implementation. It is worth noting that Phase Two (Development) of the programme remains on schedule. There is no change to the timeline for this phase with completion due September 2023.
2.6	Milestones During Phase Two, the following core programme elements are scheduled to be complete. Whilst summarised below, these are detailed in their respective dossiers. • Developing CRIM 2 incorporating relevant and proportionate risk, from the built and natural environment; • Completing arrangements that will allow independent management of the CRIM risk metric. • Completing a 2nd academic validation of the CRIM • Updating the CRIM with outcomes from the UFAS consultation • Developing and testing a process that will support Matching Operational Resource to Risk and Demand (MORRD). • Critical analysis of SFRS Alternative Duty Systems (ADS) and viability in terms of wider adoption. • Developing change options, impact assessment process and template.
2.7	The Programme Executive Lead role has now changed from Deputy Assistant Chief Officer to Director of Service Development.
3	**Reason for Change**
3.1	The main reason for change is due to a revised programme timeline which now includes a transitional period to a programme end date in March 2024.
4	**Impact Assessment**
4.1	**Impact on Scope**
4.1.1	The scope of the programme has changed in that it will no longer form part of any Change Options implementation as detailed in the previous Strategic Change Timeline.
4.2	**Impact on Risk**
4.2.1	There is no significant impact on risk due to these changes however, the revised timeline/milestones will support realignment and reporting of risk moving forward.
4.3	**Impact on Time**
4.3.1	The revised timeline now includes a programme end date of March 2024. This was not defined in the previous timeline which included SDMP supporting phased implementation of change options beyond 2026.
4.4	**Impact on Resources**
4.4.1	Not Applicable
4.5	**Other**
4.5.1	Not Applicable

5	**Options Appraisal**
5.1	**Long and Short Lists of Options**
5.1.1	Not Applicable
5.2	**Detailed Options Appraisal**
5.2.1	Not Applicable
5.3	**Preferred Option**
5.3.1	Not Applicable
6	**Appendices/Further Reading**
6.1	**Appendices-** CRIM project dossier v05, SAR Project dossier v04, DBDS project dossier v04 **Further reading –** Updated SDMP Framework Document v06, September 2022

Prepared by:	AC Andy Girrity, Programme Lead
Sponsored by:	David Lockhart, Director of Service Development
Presented by:	AC Andy Girrity, Programme Lead

Links to Strategy

SFRS Strategic Plan 2022-2025 Outcome 1,

Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.

SFRS Strategic Plan 2022-2025, Outcome 2,

Communities are safer and more resilient as we respond effectively to changing risks.

Change Request History	**Meeting Date**	**Comment**
001 Schedule	3 October 2019	Approved
002 Schedule	15 January 2020	Approved
003 Requirement & Schedule	14 October 2020	Approved
004 Requirement & Schedule	8 July 2021	Approved
Governance Route for Report	**Meeting Date**	**Comment**
Service Delivery Model Programme Board	2 November 2022	Approved
Senior Management Board	16 November 2022	Approved
Change Committee	9 February 2023	For Scrutiny

APPENDIX B1

SCOTTISH FIRE AND RESCUE SERVICE

Portfolio Office

PROJECT DOSSIER

Agenda Item:

Project Name:	**COMMUNITY RISK INDEX MODEL**
Project Start Date:	**MAY 2019 (PHASE TWO, JANUARY 2020)**
Project Finish Date:	**MARCH 2024 (PHASE TWO, SEPTEMBER 2023)**
Project Manager:	**AC ANDY GIRRITY**
Executive Lead:	**DAVID LOCKHART, DIRECTOR OF SERVICE DEVELOPMENT**
Version:	**5.0**
Reason for Revision:	**CHANGE IN PROJECT TIMELINE, REVISED MILESTONE CONTENT AND DELIVERY DATES.**

1 BUSINESS NEED - describe why there is a need to undertake the project

1.1 Analysis of our incident performance data continues to highlight changing risk within our communities. Whilst we accept that response to fires and road traffic collisions will remain a core function of SFRS, we also recognise emerging and significant risks such as the effects of an ageing population, climate change and terrorism.

1.2 Taking cognisance of changing risk whilst ensuring we continue to fulfil our statutory duties detailed within the Fire (Scotland) Act 2015 there is a requirement that a detailed and thorough assessment of short, medium and long-term community risk is carried out.

1.3 The Community Risk Index Model (CRIM) is part of the Service Delivery Model Programme (SDMP). In addition to the CRIM, the SDMP contains the following projects;
Station & Appliance Review;
Demand Based Duty Systems;

1.4 Each of the projects are interdependent and will be progressed in a chronological order in terms of overall delivery. The CRIM is the first part of the programme which will provide an evidence based assessment of current and predicted community risk. These assessments are crucial for informing the wider programme of work which will ultimately shape how we deliver our resources over the next 10 years and potentially beyond.

2 SMART PROJECT OBJECTIVES - describe the objectives of the project (what will it do)?

2.1 Phase One of the project will conduct research and analysis regarding historical community risk. This will include the assessment of other UK Fire & Rescue Services (FRS) Integrated Risk Management Plans (IRMP) and where possible, the identification of best practice.

2.2 Phase Two of the CRIM project will undertake medium and long-term scenario planning, seeking to inform an analysis of risk across Scotland's communities, using a range of robust primary and secondary data.

2.3 Analysis of small area data will enable the service to determine known and predicted potential future changes in the Service’s operating environment. A weighted and systematic evaluation of fire risk will support the efficient reconfiguration of resources to create a modern service aligned to the demands of continuous demographic, social, technological, political and environmental change in Scotland.

2.4 Phase Three of the project will see the production and finalisation, of suitable process and methodology guidance that will allow the management and maintenance of CRIM to transition to “Programme End.”

3 SCOPE - describe the boundaries of the project

3.1 The following data sources are within the scope of the project;

- Historical and current data regarding SFRS response activity;
- Historical and current data regarding SFRS prevention activities;
- The current locations of SFRS Community Fire Stations;
- The current locations of our Specialist Equipment assets;
- Data from partner agencies including Scottish local authorities; Improvement Service; Historic Environment Scotland; Scottish Natural Heritage
- Data from official sources including Scottish Government, National Records of Scotland, Ordnance Survey, SEPA, Forestry & Land Scotland, Scottish Forestry, Scottish Assessors Association; European Forest Fire Information Services etc;
- Data from commercial suppliers used to provide additional layers of neighbourhood intelligence - e.g. Edge Analytics, CACI Ltd, UK Centre for Ecology & Hydrology, Firebreak Services Ltd

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

4.1 **Project Phases**

The Service Delivery Model Programme will be delivered over three phases with key outputs from the CRIM project presented in Phases 1 to 3. These include:

- Phase One - Research and Initial Options Appraisal, May 2019 to December 2019 **(Completed)**
- Phase Two, January 2021 to September 2023, Model Design and Development
- Phase Three – October 2023 to March 2024 Transition to Programme End

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

5.1 The overall project will deliver an assessment of risk and associated scenario planning based on historical and predicted data for the short, medium and long term. This will be dependent on several factors including technology, ICT support for ArcGIS (the suite of GIS mapping & analytical products), statistical validation of the model by an accredited external institution, as well as professional expertise and judgement. The ability to accurately assess risk may be reduced if longer term planning is required (more than 10 years).

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

6.1 Whilst the CRIM project will inform other workstreams of the SDMP, other projects will be progressed separately and will not influence CRIM analysis or outcomes.

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

7.1 The project will require the following;

- Oversight and scrutiny by the SDMP Board;
- Daily management by a Programme/Project Manager;
- Co-ordination via the SDMP Project Team;
- Continued input from SFRS Services;
- Analytical expertise regarding risk and risk modelling;
- Maintenance of SFRS Public Sector Geospatial Agreement (Ordnance Survey)
- SFRS Administrator privileges on the Ordnance Survey DataHub
- Procurement of a suitable geodemographic dataset for the model
- Dedicated high capacity desktop for spatial dataset integration
- Ongoing ICT support for the ArcGIS suite of products;
- Licensing of SDMP reps as ESRI ArcGIS Online Administrators
- GIS Officer to support Phase Two outputs;
- GIS Consultancy to support Phase Two outputs & objectives
- Financial support regarding ICT hardware and software requirements;
- Portfolio Office support;
- SFRS Directorates support;
- SFRS Local Senior Officer support.

8 OUTPUTS - What new capabilities will be delivered?

8.1 The process of developing and implementing the community risk model will generate a number of project outputs. These include a final community risk model, forecasting insights and a range of digital assets for SFRS:

- **Community Risk Model** (CRM) - a fully integrated, spatially based model for estimating fire and non-fire risk at community level using latest geodemographic data for Scotland. The model will be externally validated and incorporate:
    - ***Community Risk Index*** *(CRI)* – A Risk Metric for all of Scotland's 6,976 data zones providing an index of fire and non-fire risk at neighbourhood level for the Scottish mainland and islands.
    - ***Interactive Web Map -*** Presentation of the model and Risk Index as a fully interactive Web Map application on the ESRI ArcGIS Online platform. This will permit users to see how the model has been constructed, and to select their own variables for mapping queries.
    - ***Report*** – A full report detailing how the model is constructed, variables, assumptions, data transformations etc. The report will provide a snapshot of current risk across Scotland with embedded links to online web maps where appropriate for closer analysis.

- **Digital Assets -**
    - ***Analytical Framework*** – An externally validated, evidence based, digital model of fire and non-fire risk (SFRS intellectual property). The

	CRIM framework facilitates yearly updates and has potential for further adaptation to generate future business insights ○ ***Metadata* –** Clear documentation of all data sources, weightings, transformations and aggregations applied within model ○ ***Geodatabases* –** a final infrastructure of spatial database containers for future modelling & analysis	
9	**MILESTONES (INCL. ANTICIPATED DELIVERY DATES) - describe key activities and dates along with a target end date**	
9.1	**Milestones**	**Anticipated Delivery Date**
	· **Stakeholder Consultation:** Wider appraisal & feedback on draft Model and Community Risk Index from SFRS partners & stakeholders	September 2020 **Complete**
	· **External validation** - Composite Indicator Methodology approved as robust1	September 2020 to February 2021 **Complete**
	· **Draft Model** - Draft model variables & weightings.	October 2020 **Complete**
	· **Data Management -** Completion of dataset collation, cleaning, imputation, interpretation & full geocoding for essential geodatabase infrastructure.	March 2021 **Complete**
	· **Community Risk Index** – development of datazone index scores and visualisation on ArcGIS Online	March 2021 **Complete**
	· **Approval** of Model and Community Risk Index with recommendations from stakeholder consultation, external sponsors and how it can be further strengthened.	March 2021 **Complete**
	• Complete arrangements that will allow SFRS to review, update and produce CRIM risk metric independently. This includes the provision of appropriate ICT software and hardware	June 2021 to December 2022
	• Complete 2nd academic validation of CRIM base model methodology	January 2022 to January 2023
	• Complete the development of appropriate and proportionate risk layers from the built and natural environment that will be robust enough to support implementation of options for change, if/when appropriate.	January 2022 to March 2023
	• Update CRIM with predictive elements arising from Unwanted Fire Alarm Signals (UFAS) consultation.	January 2023 to March 2023
	• Produce suitable process and methodology guidance that will allow the management and maintenance of CRIM to transition to "Programme End."	October 2023 to March 2024
10	**DEPENDENCIES - is the project dependent on any other activity to be successful?**	
10.1	The project will require extensive engagement with multiple Directorates. Successful delivery of the project will also require identification of existing and planned Directorate priorities in addition to other Change projects including the wider SDMP. The project will also require contributions from relevant Directorates including representation at	

forums, provision of information and where appropriate funding such as procuring ICT software.

11 STAKEHOLDERS - who will be involved or affected by the change?

11.1 Key stakeholders will include;

- SFRS Board;
- SFRS Senior Leadership Team;
- Change Committee; · Service Delivery Directorate;
- Training, Safety and Assurance Directorate
- People and Organisational Development Directorate;
- Strategic Planning, Performance and Communications Directorate;
- Finance and Contractual Services Directorate;
- Service Development Directorate
- Representative Bodies;
- Local authorities;
- Community Councils;
- Communities;
- Partner agencies.

12 CONSULTATION AND ENGAGEMENT - who has been consulted about the change?

12.1 Relevant stakeholders will be consulted and engaged with at the appropriate times throughout the project lifespan. This will include SFRS staff, representative bodies, local communities and partners. This will form part of the wider Communications & Engagement Strategy including the formal consultation process.

13 COMMUNICATION - is there a communication plan and what are the main actions?

13.1 A communications strategy will be developed in consultation with the SFRS communications business partner. Communications, aimed at key stakeholders, will support the wider SDMP aims and objectives whilst aligning to SFRS Change Programme messaging. Internal engagement is ongoing at Directorate/Service Delivery Management level.

14 LEGAL - are there any legal considerations?

14.1 The project manager will continue to liaise with SFRS legal advisors to ensure that all legal obligations are met in terms of the project aims, objectives and outcomes. SFRS legal advisory team are represented on the SDMP Board which provides oversight for the CRIM project and wider SDMP.

15 CASE FOR CHANGE (INCL. DATE OF SUBMISSION, DATE OF APPROVAL ETC)

15.1

Submission date:	25 September 2019
Approval date:	April 2020
Approved by:	Strategic Leadership Team
Comments:	Not Applicable

16 RISK - capture the key risks

16.1

Risk	**Probability**	**Impact of Event**	**Mitigation to Date**
A SDMP risk register has been produced considering risk across all projects including the CRIM The log is reviewed regularly by the programme team and formally by the			

	SDMP Board with risks rated as high and very high scrutinised at the Senior Management Board.
17	**ACCEPTANCE CRITERIA - what are the main things users require and expect?**
17.1	The aim of Phase Two is to provide a robust and evidence based assessment of medium (3-5 years) and long term (5-10 years) community risk. Acceptance criteria will include the provision of this information and associated scenario planning that will inform and support SFRS decisions regarding medium to long term prevention and intervention response. Findings and outcomes should be robust enough to withstand potential challenges from internal and external scrutiny whilst maintaining the good reputation of SFRS.
18	**BENEFITS - describe the benefits that the project will deliver or enable**
18.1	• Production of evidence based outcomes that would support SFRS decisions regarding current and potential future response models. • Production of evidence based outcomes that would support SFRS responses to internal and external scrutiny regarding the SDMP process and potential outcomes.
19	**DISBENEFITS - will there be any negative outcomes of the project?**
19.1	• Project aims and objectives may be viewed negatively by staff and some external stakeholders. · Potential outcomes may attract negative publicity for SFRS. • Potential outcomes may have a personal impact on some SFRS staff. • Potential increased workload for some Directorates in addition to “business as usual” activities
20	**PROJECT SUCCESS CRITERIA - what are the measures the project is aspiring to deliver?**
20.1	The project success will be gauged by timely delivery of milestones in the first instance. This will be reported monthly to the SDMP Board, Senior Management Board and scrutinised quarterly by the Change Committee Project milestones are detailed in section 9 of this dossier. Production of a robust CRIM could support the realisation of benefits highlighted in section 18 of this dossier.
21	**PERFORMANCE MEASURES - are there any KPIs to help monitor progress?**
21.1	Project progress will be measured in the first instance against delivery milestones. Formal governance and scrutiny arrangements are also in place including oversight and guidance from the SDMP Board, Senior Management Board and Change Committee.
22	**PROJECT TOLERANCES - is there a percentage of tolerance around timescales or cost?**
22.1	Phase Two and Three objectives are expected to be met within timescales detailed as project milestones. The approved project business case contains some indicative costs which may be subject to variance.

23	**Project Management Team Structure – who is in the Team**
23.1	• Programme Board. • Executive Lead, David Lockhart, Director of Service Development • Project Team including Project Manager, AC Andrew Girrity Programme Officer, Joan Nilsen Strategic Analyst, Damien Griffith Geographical Information Systems (GIS) Officer, Oisin Riney
24	**PROJECT ROLE DESCRIPTIONS - who conducts which activity?**
24.1	• The Executive Lead is responsible for the successful delivery of the project and will provide the strategic link to SFRS Board, Strategic Leadership Team and Change Committee; • The Project Manager is responsible for the day to day management of the project ensuring project milestones are met. The Project Manager will report directly to the Executive Lead and will act as their deputy when/if required; • The Programme Officer will ensure the group meet the requirements of the Portfolio Office regarding governance and reporting; • The Strategic Analyst will assess community risk and conduct scenario planning based on current SFRS statutory duties. • The GIS officer will support the Strategic analyst by collecting, analysing and locating relevant geographical risk data.
25	**PROJECT TEAM MEETING SCHEDULE - when does the project team meet?**
25.1	The Project Team meet on a weekly basis, these meetings are chaired by the Project Manager. Other meetings such as themed workshops are arranged as and when required.
26	**EQUALITY & HUMAN RIGHTS IMPACT ASSESSMENT - conduct your assessment and document the outcome.**
26.1	A separate Equality & Human Rights Impact Assessment (EHRIA) has been produced for the CRIM. This has been subject to a recent review by the Equalities Manager and will remain a live document throughout the lifespan of the project.
27	**DATA PROTECTION IMPACT ASSESSMENT - conduct your assessment and document the outcome.**
27.1	A Data Protection Impact Assessment has been initiated and will be a live document subject to review as the project progresses through Phase Two and Three.
28	**Appendices/Further Reading**
28.1	Not Applicable
Prepared by:	AC Andy Girrity, Programme Lead
Sponsored by:	David Lockhart, Director of Service Development
Presented by:	David Lockhart, Director of Service Development
Links to Strategy & Corporate Values	

SFRS Strategic Plan 2022-2025 Outcome 1,

Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.

SFRS Strategic Plan 2022-2025, Outcome 2,

Communities are safer and more resilient as we respond effectively to changing risks.

Governance Route for Report	**Meeting Date**	**Comment**
Service Delivery Model Programme Board	2 November 2022	Approved
Senior Management Board	16 November 2022	Approved
Change Committee	9 February 2023	For Scrutiny

APPENDIX B2

SCOTTISH FIRE AND RESCUE SERVICE

Portfolio Office

PROJECT DOSSIER

Agenda Item:

Project Name:	**STATION AND APPLIANCE REVIEW – PHASE TWO**
Project Start Date:	**May 2019 (Phase Two, January 2020)**
Project Finish Date:	**March 2024 (Phase Two, September 2023)**
Project Manager:	**GC Mark Loynd**
Executive Lead:	**David Lockhart, Director of Service Development**
Version:	**4.0**
Reason for Revision:	**Change to project timeline aligned with amended SDMP Framework v6.0.**

1 BUSINESS NEED - describe why there is a need to undertake the project

1.1 The *Station and Appliances Review* (SAR) *Project* is one of three projects within the *Service Delivery Model Programme* (SDMP). It was initiated through the *SFRS Transformation Programme* (now the *SFRS Change Programme*) to address aspects of the *Response and Resilience* and *Modernising Response* strategic priorities from the *Fire and Rescue Framework for Scotland 2016*.

1.2 A significant number of Scottish community fire stations and pumping appliances were originally located to deliver the historic response standards set out within the *National Standards of Fire Cover*. Between 2003 and 2006 each of the legacy Scottish fire and rescue services developed and delivered Integrated Risk Management Plans (IRMP) which realigned the number and location of community fire stations and pumping appliances to achieve the strategic objectives of community risk reduction and operational incident response. Each fire authority addressed the unique circumstances within its own geographic boundary by creating a service delivery model based on: strategic intent; budgetary capabilities; and political environment within relevant local authorities.

1.3 Over the last few decades the cultures and behaviours within Scotland have changed. The ways people now live, work and travel are reflected in changes observed in the number, distribution, severity and type of incidents attended by SFRS.

Following its initial period of reform and consolidation, SFRS now needs to review and rebalance the geographical distribution of its operational resources. Phase Two of the *Station and Appliances Review* (SAR) *Project* will develop “risk-based options for change” which are designed to create a more efficient and harmonised delivery of service throughout Scotland.

2 SMART PROJECT OBJECTIVES - describe the objectives of the project (what will it do)?

2.1 **Project Phases**

The SAR Project has been divided into three distinct phases:

- Phase One – Research and Initial Report - **Complete**
- Phase Two – Design and Development.
- Phase Three – Transition to Programme End.

This project dossier details the delivery of Phase Two.

2.2 **Phase Two Objectives - Design and Development**

1. Agree a set of criteria which will be used to determine the suitability of various “risk-based options for change” in relation to the location of fire stations and pumping appliances - **Complete**
2. Design and agree a set of Scottish “Incident Response Benchmarks” based on historical incident responses and the Scottish Government Urban Rural Classifications - **Complete**
3. Employ a suitable computer-based modelling tool to:
    a. generate potential “risk-based options for change” in the distribution of community fire stations and pumping appliances - **Complete**; and
    b. assist in assessing the “risk-based options for change” against the agreed criteria - **Complete**
4. Engage with Local Senior Officer areas and SFRS directorates to design and develop a process for identifying valid and viable “risk-based options for change”.
5. Develop a methodology for clearly presenting evidence which describes the potential impacts of proposed “risk-based options for change”.
6. Provide inputs to support Phase Two of the *Demand Based Duty Systems Project*.

2.3 Phase Three of the project will see the production and finalisation, of suitable process and guidance documentation that will allow the management and maintenance of the SAR project to “Transition to Programme End.”

3 SCOPE - describe the boundaries of the project

3.1 **Project Scope**

The *SAR Project* seeks to apply “Incident Response Benchmarks” and the “Community Risk Index Model” (CRIM) to each geographic area of Scotland to identify where and how the distribution of community fire stations and pumping appliances can be rebalanced to provide a more efficient and harmonised delivery of services.

3.2 **Phase Two Scope**

- Use the risk profiles generated by Phase Two of the *Community Risk Index Model Project* to determine local levels of community risk and firefighter risk.
- Use the outputs from Phase One of the *SAR Project* and engage with relevant internal partners to develop, assess and refine “risk-based options for change”.
- Consider potential impacts of any future expansion of the firefighter role.
- Provide inputs to Phase Two of the *Demand Based Duty Systems Project*.

4	**PROJECT APPROACH - describe how the change will be delivered (the who, the what and the how)**
4.1	1. The *CRIM Project* will provide community risk metrics (Lowest, Low, Medium, High or Highest) for each of the 6,976 small area data zones throughout Scotland. 2. The *SAR* and *DBDS* projects will develop and agree a set of "*SDMP Criteria for Change*" which will be used to develop and assess risk and demand based *"Options for Change*" relating to the location and number of fire stations, number of pumping appliances and the duty systems used to crew them. 3. The *SAR* and *DBDS* projects will develop and agree a set of Scottish "*Incident Response Benchmarks*" based on historical incident responses within the geographical *Scottish Government Urban Rural Classifications*. 4. A computer-based modelling tool will simulate historical SFRS incident responses. Optimisation modelling will be used to identify potential "*Outline Options for Change*" which prioritise pumping appliance response time based on the CRIM risk metrics. Modelling parameters will be adjusted to focus outputs towards the most feasible and viable change options. 5. "*Business Case Impact Assessment*" (BCIA) templates will be developed to present each "*Option for Change*" based on the "*SDMP Criteria for Change*". These will support effective option consultation, refinement, scrutiny and selection by stakeholders and SFRS governance bodies. 6. Those change options selected for implementation will become supported projects delivered in partnership with relevant Local Senior Officer areas and SFRS directorates.
5	**ASSUMPTIONS - what have you assumed during the scoping of the project?**
5.1	1. A "Community Risk Index Model" will be generated during Phase Two of the *Community Risk Index Model Project.* 2. A set of Scottish "Incident Response Benchmarks" can be agreed. 3. A suitable computer-based modelling tool can be employed to generate and assess "risk-based options for change". 4. Relevant Local Senior Officer areas and SFRS directorates will provide the resources required to support the development, assessment and refinement of the processes and outputs required to develop "risk-based options for change".
6	**EXCLUSIONS - what will not be included in the scope of this project?**
6.1	**Phase Two Exclusions** Phase Two of the *SAR Project* does not seek to address the following. • Design or develop options for changing the duty systems used by SFRS to crew fire appliances at community fire stations. This will be addressed by Phase Two of the *Demand Based Duty Systems Project*; • Directly consider the distribution of appliances and assets which provide specialist operational capabilities. This will be addressed by the Operational Strategy Review whilst being informed and assisted by the SDMP and associated response modelling outcomes
7	**HIGH LEVEL REQUIREMENTS - what changes will be required to systems, processes, information or teams for the project to be successful?**
7.1	1. Geographic risk profiles will require to be generated by Phase Two of the *Community Risk Index Model Project*. 2. A set of SFRS "Incident Response Benchmarks" which can be used to assess potential changes in pumping appliance distribution will need to agreed. 3. A suitable computer-based incident response modelling tool will be required to generate and assess the viability of "risk-based options for change". 4. Collaboration with the Operations Function will be required in relation to the *Operational Strategy Review* and the distribution of specialist operational capabilities.

	5. Supporting resources from relevant Local Senior Officer areas and internal business partners will be required to develop “risk-based options for change”.
8	**OUTPUTS - What new capabilities will be delivered?**
8.1	**SDMP Criteria for Change** An agreed set of criteria for developing and assessing viable change options relating to the location of fire stations, number of pumping appliances and associated duty systems.
8.2	**Scottish Incident Response Benchmarks** An agreed set of benchmarks based on historical incident responses aligned to the Scottish Government Urban Rural Classifications. These will enable effective comparison between current operational response times and those resulting from proposed “Options for Change”.
8.3	**Matching Operational Resource to Risk and Demand (MORRD) Process** An agreed process which considers the “SDMP Criteria for Change” when identifying how the distribution of stations, pumping appliances and associated duty systems can be most effectively aligned to mitigate community risk, firefighter risk and address operational demand. The MORRD process will enable the identification of geographical locations where SFRS should consider alternative: a. numbers or distribution of community fire stations; and/or b. numbers or distribution of pumping appliances; and/or c. duty systems for crewing pumping appliances.
8.4	**Business Case Impact Assessments (BCIAs)** Documentation which incorporates comprehensive and robust evidence to illustrate the impacts of potential “Options for Change”. Each valid option will be provided with a BCIA which states its likely influence on each of the elements within the “SDMP Criteria for Change”. BCIAs will present the complexities of “Options for Change” in a clear and consistent format, facilitating consultation with stakeholders and supporting effective decision making by SFRS governance bodies.

9	**MILESTONES (INCL. ANTICIPATED DELIVERY DATES) - describe key activities and dates along with a target end date**	
9.1	**Milestones**	**Anticipated Delivery Date**
	Agree a set of criteria (the SDMP Criteria for Change) for determining the suitability of various “Risk-Based Station and Appliance Change Options”.	Delivered September 2020
9.2	Agree a set of SFRS “Incident Response Benchmarks” based on historical incident response times and the Scottish Government Urban Rural Classifications.	Delivered November 2020
9.3	Provide evidenced geographical locations where SFRS could consider developing “Risk-Based Station and Appliance Change Options”.	Delivered December 2020
9.4	Provide “Outline Risk-Based Station and Appliance Change Options” which SFRS should consider, based on response modelling and internal consideration of the SDMP Criteria for Change.	Delivered March 2022
9.5	Develop and consider “Outline Risk-Based Station and Appliance Change Options” which align to evolving SFRS strategic requirements.	October 2022 to September 2023
9.6	Refine the Matching Operational Resource to Risk and Demand (MORRD) process.	October 2022 to September 2023

9.7	Refine Business Case Impact Assessment (BCIA) templates.	October 2022 to September 2023
9.8	Produce supporting guidance and documentation for the MORRD process and BCIA templates which will enable the SAR Project to "Transition to Programme End."	October 2023 to March 2024
10	**DEPENDENCIES - is the project dependent on any other activity to be successful?**	
10.1	1. Phase Two of the *Community Risk Index Model Project*. 2. Priorities within the Asset Management Property Strategy. 3. Selection of an alternative UFAS incident response policy by the *UFAS Project*. 4. Pumping and specialist appliance crewing requirements and options identified by the *Operational Strategy Review*. 5. Requirements of the *RVDS Strategy Project*. 6. Maintenance of effective employee relations in developing and implementing alternative "demand-based duty system options".	
11	**STAKEHOLDERS - who will be involved or affected by the change?**	
11.1	**Core Users** 1. Local Senior Officer areas requiring the development of "risk-based options for change". 2. Employees working from SFRS Community Fire Stations requiring the development of "risk-based options for change". **Internal Parties** 3. Service Delivery Model Programme. 4. Operations Function. a. Operational Strategy and Development. b. Operations Control. c. Central Staffing. 5. Prevention and Protection Function. *a. UFAS Project.* 6. Training Function. 7. Safety and Assurance Function. 8. Portfolio Office Function. a. *Safe and Well Visit Project*. b. *Command and Control Futures Project*. 9. Legal Services. 10. People and Organisational Development Directorate. a. Equality and Diversity 11. Finance & Procurement Function. 12. Asset Management Function. a. Property and Facilities 13. Information and Communication Technology Function. 14. Governance, Strategy and Performance Function. 15. Communications and Engagement Function. a. Information Governance **External Parties** 1. Fire service employee representative bodies: a. Fire Brigades Union (FBU). b. Fire Officers Association (FOA). c. Fire and Rescue Services Association (FRSA). 2. Scottish Government. 3. Members of Scottish Parliament. 4. Members of UK Parliament.	

5. Scottish Category 1 Responder Agencies.
6. Scottish Local Authorities served by areas with “risk-based options for change”.
7. Community Councils served by areas with “risk-based options for change”.
8. Communities served by areas with “risk-based options for change”.
9. Press and media agencies.
10. National Fire Chiefs Council (NFCC).

12 CONSULTATION AND ENGAGEMENT - who has been consulted about the change?

12.1

- Relevant stakeholders will be consulted and engaged at appropriate stages throughout the lifespan of the *SAR Project*. This will include SFRS employees, employee representative bodies, local communities and partner agencies.
- Consultation and engagement will form part of the wider SDMP Communications and Engagement strategy referenced below.

13 COMMUNICATION - is there a communication plan and what are the main actions?

13.1

- A SDMP Communications Strategy is currently being developed in consultation with the SFRS Communications and Engagement business partner.
- Communications, aimed at key stakeholders, will support the wider SDMP aims and objectives whilst aligning to *SFRS Change Programme* messaging.
- Internal engagement continues at Directorate/Service Delivery Management level.

14 LEGAL - are there any legal considerations?

14.1 Relevant legislation includes:

- Employee contracts of employment.
- Equality Act 2010.

The project manager will collaborate with SFRS Legal and SFRS Human Resources to ensure that all legal obligations are met in terms of the Phase Two development.

SFRS Legal and SFRS Human Resources are both represented on the SDMP Board which provides oversight for the *SAR Project*.

15 CASE FOR CHANGE (INCL. DATE OF SUBMISSION, DATE OF APPROVAL ETC)

15.1

Submission date:	11 September 2022
Approval date:	21 September 2022
Approved by:	Strategic Leadership Team
Comments:	The *Futures Vision Project* (now *CRIM Project*) Business Case includes the provision of resources which directly contribute to the delivery of the *SAR Project* including: • SDMP Support Watch Commander; • External modelling and validation of resource distribution options • BCIA Team: Station Commander and Watch Commander.

16 RISK - capture the key risks

16.1

Risk	**Probability**	**Impact of Event**	**Mitigation to Date**

All risks are captured within the *Service Delivery Model Programme Risk Register*.

17 ACCEPTANCE CRITERIA - what are the main things users require and expect?

17.1	1. Robust and repeatable methodologies for producing valid and viable "risk-based options for change" in relation to station and pumping appliance distribution. 2. Clear and consistent format for presenting the complex evidence relating to community risk data, incident response data and incident response modelling which suggest that benefits could be gained in the efficiency, effectiveness or harmonisation of the service delivery model. 3. Alignment with current and predicted changes to community risk and associated service delivery demands. 4. Alignment with budgetary requirements.
18	**BENEFITS - describe the benefits that the project will deliver or enable**
18.1	**Phase Two Benefits** 1. Identification of the least efficient community fire station-based resources and creation of risk-based options for achieving associated efficiency savings (non-cashable). 2. Provision of a robust methodology for determining the alignment of station and pumping appliance distribution with levels of community risk and firefighter risk (non-cashable). 3. Options for redistributing less efficient station-based resources to locations of greater risk to provide a more harmonised delivery of service throughout Scotland (non-cashable).
19	**DISBENEFITS - will there be any negative outcomes of the project?**
19.1	In locations where "risk-based options for change" are being developed the following disbenefits are possible: 1. Stakeholder perception of a reduction in operational response and resilience (non-cashable). 2. Employee perception of potential for development of less attractive terms and conditions of employment (non-cashable). 3. Negative media publicity (non-cashable). 4. Potential for reputational damage to SFRS (non-cashable).
20	**PROJECT SUCCESS CRITERIA - what are the measures the project is aspiring to deliver?**
20.1	The project success will be gauged by timely delivery of milestones in the first instance. This will be reported monthly to the SDMP Board, Senior Management Board and scrutinised quarterly by the Change Committee. Project milestones are detailed in section 9 of this dossier. Production of the outputs detailed in section 8 could support the realisation of the benefits highlighted in section 18.
21	**PERFORMANCE MEASURES - are there any KPIs to help monitor progress?**
21.1	The delivery of the key milestones will be the main indicator of progress towards the successful delivery of the project. Progress will be monitored and reported upon in quarterly Highlight Reports, which will be submitted to the Senior Management Board and Change Committee. Time, capacity, cost and quality will be measured.
22	**PROJECT TOLERANCES - is there a percentage of tolerance around timescales or cost?**

22.1	Phase Two objectives are expected to be met within the timescales detailed as project milestones.
23	**Project Management Team Structure – who is in the Team**
23.1	**Phase Two Structure** • Service Delivery Model Programme (SDMP) Board. • Service Delivery Model Programme (SDMP) Senior User Group. • Service Delivery Model Programme (SDMP) Team. • Station and Appliances Review (SAR) Project Manager.
24	**PROJECT ROLE DESCRIPTIONS - who conducts which activity?**
24.1	• Service Delivery Model Programme Executive Lead o Responsible for leading and directing the programme of projects. • Service Delivery Model Programme Lead o Responsible for co-ordinating the SDMP Team in the delivery of the inter-related projects within the SDMP. • Station and Appliances Review Project Manager o Responsible for delivering the SAR Project Phase Two – Design and Development objectives.
25	**PROJECT TEAM MEETING SCHEDULE - when does the project team meet?**
25.1	• SDMP Board meetings – 6 weekly. • SDMP Team face-to-face and MS Teams meetings (weekly) chaired by the SDMP Programme Manager. • Project workshops - scheduled as required.
26	**EQUALITY & HUMAN RIGHTS IMPACT ASSESSMENT - conduct your assessment and document the outcome.**
26.1	• An Equality & Human Rights Impact Assessment (EHRIA) has been produced for the SAR project. This is subject to review by the Equalities Manager and will remain a live document throughout the lifespan of the project. • Specific EHRIAs will be developed for each refined SAR Option for Change.
27	**DATA PROTECTION IMPACT ASSESSMENT - conduct your assessment and document the outcome.**
27.1	• The SDMP has engaged with the SFRS Information & Governance to produce a *SDMP Data Protection Impact Assessment* (DPIA). • The SDMP DPIA considers the full SDMP and is reviewed and revised as a live document on a regular basis. • Specific DPIAs will be developed for each SAR change option.
28	**Appendices/Further Reading**
28.1	Not Applicable

Prepared by:	GC Mark Loynd
Sponsored by:	David Lockhart, Director of Service Development
Presented by:	David Lockhart, Director of Service Development

Links to Strategy & Corporate Values
Fire and Rescue Framework for Scotland 2022

- *Strategic Priority 2 - Response*
    - SFRS should continue to analyse and understand the broad range of community risks across Scotland to ensure it has the right resources in the right places at the right time in order to deliver the right service.
    - SFRS should strategically decide how best to locate its operational resources based on where the greatest risk exists, making certain that the greatest possible improvement in public safety can be assured across all of Scotland.
    - SFRS should provide the most effective operational response possible at times of emergency, whilst maintaining firefighter safety.
    - SFRS's delivery model must be flexible to reflect the differing needs of local communities.
- *Strategic Priority 3 – Innovation and Modernisation*
    - SFRS should ensure that any changes or improvements to the service it provides are carried out on the basis of sound research, data and evidence, in particular through a thorough and robust assessment of the risks facing individual communities across Scotland.
    - Through a thorough risk-based approach, SFRS should consider if its physical and people resources are situated in the right place and available at the right time. This should include using risk-based evidence to ensure that fire stations are situated in the best place and firefighters are available at the right time.

Scottish Fire and Rescue Service Strategic Plan 2022-25

- *Strategic Outcome 2 - Communities are safer and more resilient as we respond effectively to changing risks.*
    - We will continue our work to understand the changing risks within our communities and strategically decide how best to locate our operational resources based on where the greatest risks lie.
    - We will ensure we have the right resources in the right places at the right times.
    - We will continue to plan and respond with other emergency services to improve public and firefighter safety.
- *Strategic Outcome 3 - We value and demonstrate innovation across all areas of our work.*
    - Over the next three years, innovation will be crucial in helping us to continue to deliver and develop our services as we face budgetary pressures.
    - We will continue to embed innovation into how we work and operate.
    - We will work with others to seek innovative opportunities to drive change and improvement.
    - We will continue to use our talent, partnerships and resources to develop and improve our systems, processes and performance.

Governance Route for Report	**Meeting Date**	**Comment**
Service Delivery Model Programme Board	2 November 2022	Approved
Senior Management Board	16 November 2022	Approved
Change Committee	9 February 2023	For Scrutiny

Completed Project Dossiers should be submitted to the Portfolio Office

APPENDIX B3

SCOTTISH FIRE AND RESCUE SERVICE

Portfolio Office

PROJECT DOSSIER

Programme Number:

Agenda Item:

Project Name:	**DEMAND BASED DUTY SYSTEMS – PHASE TWO**
Project Start Date:	**June 2018 (Phase Two, January 2020)**
Project Finish Date:	**March 2024 (Phase Two, September 2023)**
Project Manager:	**GC MARK LOYND**
Executive Lead:	**David Lockhart, Director of Service Development**
Version:	**4.0**
Reason for Revision:	**Change to project timeline aligned with amended SDMP Framework v6.0.**

1 BUSINESS NEED - describe why there is a need to undertake the project

1.1 The *Demand Based Duty Systems* (DBDS) *Project* is one of three projects within the *Service Delivery Model Programme* (SDMP). It was created through the amalgamation of two earlier projects, namely the *Demand Based Watch Duty Systems* (DBWDS) *Project* and the *Urban On-Call* (UOC) *Project*. These projects were initiated through the *SFRS Transformation Programme* (now the *SFRS Change Programme*) to address aspects of the *Response and Resilience* and *Modernising Response* strategic priorities from the *Fire and Rescue Framework for Scotland 2016*.

1.2 With the exception of one pumping appliance at Livingston Community Fire Station, Scottish Fire and Rescue Service (SFRS) continuously crews all of its wholetime pumping appliances twenty-four (24) hours per day via the SFRS Common Duty System (also known as the Five Watch Duty System).

1.3 The DBDS Project aims to create a more efficient alignment between appliance crewing arrangements and variations in the local Service Delivery demand profiles throughout Scotland. The resulting efficiency savings will help to increase capacity and productivity within the Service Delivery workforce.

2 SMART PROJECT OBJECTIVES - describe the objectives of the project (what will it do)?

2.1 **Project Phases**

The *DBDS Project* has been divided into three distinct phases:

Phase One of the *DBWDS Project* and the *UOC Project* – Research and Initial Report - **Complete**

- Phase One – Research and Initial Report - **Complete**
- Phase Two – Design and Development.
- Phase Three – Transition to Programme End.

This project dossier details the delivery of Phase Two.

2.2 **Phase Two Objectives - Design and Development**

1. Identify opportunities to increase capacity and flexibility within the station based SFRS workforce so that additional time can be allocated to the delivery of key SFRS objectives which enhance firefighter safety and provide improved outcomes for Scotland's communities - **Complete**

	2. Identify opportunities to realise financial efficiency savings within the station-based workforce by aligning appliance crewing arrangements with local Service Delivery demands - **Complete** 3. Engage with Local Senior Officer areas and SFRS directorates to design and develop a process for identifying “demand-based duty system options” which are valid and viable. 4. Develop and appraise a suite of demand-based duty systems for Scotland which utilise effective and efficient crew rostering options to meet local and national requirements. 5. Develop a methodology for clearly presenting evidence which describes the potential impacts of proposed “demand-based duty system options”.
2.3	Phase Three of the project will see the production and finalisation, of suitable process and guidance documentation that will allow the management and maintenance of the DBDS project to “Transition to Programme End.”
3	**SCOPE - describe the boundaries of the project**
3.1	**Project Scope** The *DBDS Project* will use the *Community Risk Index Model* and “Service Delivery Demand Profiles” for each geographic area of Scotland to identify appropriate duty systems which create a more efficient alignment between fire appliance crewing arrangements and the demands of operational response and supporting Service Delivery activities. **Phase Two Scope** 1. Use outputs from Phase Two of the *Community Risk Index Model Project* and the *Station and Appliances Review Project* to identify the pumping appliance locations which should be considered for the development of alternative “demand-based duty system options”. 2. Revise the “Operational Demand Profiles” generated by Phase One of the *Demand Based Watch Duty System* (DBWDS) *Project* to reflect the reductions in incident demand forecast by the UFAS Project options and use these to help determine local levels of Service Delivery demand. 3. Use the duty systems identified by Phase One of the *DBWDS Project* and *UOC Project* as the basis for engaging with relevant Local Senior Officer areas and internal business partners to develop, assess and refine suitable “demand-based duty system options”. 4. Consider potential impacts of any future expansion of the firefighter role.
4	**PROJECT APPROACH - describe how the change will be delivered (the who, the what and the how)**
4.1	1. The *CRIM Project* will provide community risk metrics (Lowest, Low, Medium, High or Highest) for each of the 6,976 small area data zones throughout Scotland. 2. The *SAR* and *DBDS* projects will develop and agree a set of “*SDMP Criteria for Change*” which will be used to develop and assess risk and demand based *“Options for Change*” relating to the location and number of fire stations, number of pumping appliances and the duty systems used to crew them. 3. The *SAR* and *DBDS* projects will develop and agree a set of Scottish “*Incident Response Benchmarks*” based on historical incident responses within the geographical *Scottish Government Urban Rural Classifications*. 4. A computer-based modelling tool will simulate historical SFRS incident responses. Optimisation modelling will be used to identify potential “*Outline Options for Change*” which prioritise pumping appliance response time based on the CRIM risk metrics. Modelling will consider the potential use of alternative duty systems. 5. “*Business Case Impact Assessment*” (BCIA) templates will be developed to present

each “*Option for Change*” based on the “*SDMP Criteria for Change*”. These will support effective option consultation, refinement, scrutiny and selection by stakeholders and SFRS governance bodies.

6. Those change options selected for implementation will become supported projects delivered in partnership with relevant Local Senior Officer areas and SFRS directorates.

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

5.1

1. Phase Two of the *Community Risk Index Model Project* and the *Station and Appliances Review Project* will:
    - provide geographic risk profiles which will indicate the likely prevention and response demands for Service Delivery resources; and
    - provide “Risk-Based Options for Change” which will indicate the potential geographic distribution of pumping appliances; and
    - facilitate the modelling of operational response times.
2. Relevant Local Senior Officer areas and internal business partners will provide the resources required to support assessment and refinement of the processes and outputs required to develop “demand-based duty system options”.

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

6.1 **Project Exclusions**

The *DBDS Project* does not consider the duty systems or work patterns of:

- Non-uniformed SFRS employees.
- Uniformed SFRS employees working to the *Flexible Duty System*.

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

7.1 **Phase Two Project Requirements**

1. Outputs are required from Phase Two of the *Community Risk Index Model Project*.
    - Geographic community risk profiles.
2. Outputs are required from Phase Two of the *Station and Appliance Review Project*.
    - Potential geographic distributions of pumping appliances.
    - Operational response time modelling and validation.
3. Specific supporting activity demand information is required:
    - Appliance and equipment testing and maintenance demands;
    - Core and specialist response training demands;
    - Community safety activity demands.
4. Supporting resources from relevant Local Senior Officer areas and internal business partners are required to develop “demand-based duty system options”.
5. A suitable IT based roster management system requires to be specified and precured to meet the requirements of the “demand-based duty system options” being developed. This requires collaboration with the *People, Training, Finance and Assets Systems (PTFAS) Programme* and Central Staffing.
6. Forecast incident demand reductions resulting from the *UFAS Project* options need to be provided.

8 OUTPUTS - What new capabilities will be delivered?

8.1 **SDMP Criteria for Change**

An agreed set of criteria for developing and assessing viable change options relating to the location of fire stations, number of pumping appliances and associated duty systems.

8.2 **Scottish Incident Response Benchmarks**

An agreed set of benchmarks based on historical incident responses aligned to the Scottish Government Urban Rural Classifications. These will enable effective comparison between current operational response times and those resulting from proposed “alternative duty system options”.

8.3 **Matching Operational Resource to Risk and Demand (MORRD) Process**

An agreed process which considers the “SDMP Criteria for Change” when identifying how the distribution of stations, pumping appliances and associated duty systems can be most effectively aligned to mitigate community risk, firefighter risk and address operational demand.

The MORRD process will enable the identification of geographical locations where SFRS should consider alternative:

a. numbers or distribution of community fire stations; and/or
b. numbers or distribution of pumping appliances; and/or
c. duty systems for crewing pumping appliances.

8.4 **Business Case Impact Assessments (BCIAs)**

Documentation which incorporates comprehensive and robust evidence to illustrate the impacts of potential “Options for Change”. Each valid option will be provided with a BCIA which states its likely influence on each of the elements within the “SDMP Criteria for Change”.

BCIAs will present the complexities of “Options for Change” in a clear and consistent format, facilitating consultation with stakeholders and supporting effective decision making by SFRS governance bodies.

8.5 **Critical Evaluation of Alternative Duty System Implementations**

A review of the People (Employee) and implementation impacts associated with a selection of alternative duty systems which could be introduced to improve alignment between local Service Delivery demands and pumping appliance crewing arrangements.

9 MILESTONES (INCL. ANTICIPATED DELIVERY DATES) - describe key activities and dates along with a target end date

9.1	**Milestones**	**Anticipated Delivery Date**
	Agree a set of criteria (the SDMP Criteria for Change) for determining the suitability of various “demand-based duty system options”.	Delivered September 2020
9.2	Provide evidenced identification of geographical locations where SFRS could consider developing “Demand Based Duty System Change Options”.	Delivered December 2020
9.3	Provide “Outline Duty System Change Options”, which SFRS should consider, based on response modelling and internal consideration of the SDMP Criteria for Change.	Delivered March 2022
9.4	Provide a critical evaluation of the implementation impacts associated with a selection of alternative duty systems which could be introduced to improve alignment between local Service Delivery demands and pumping appliance crewing arrangements.	October 2022 to March 2023
9.5	Develop and consider “Alternative Demand Based Duty System Options” which align with Service Delivery demands and evolving SFRS strategic requirements.	October 2022 to September 2023
9.6	Refine the Matching Operational Resource to Risk and Demand (MORRD) process.	October 2022 to September 2023
9.7	Refine the Business Case Impact Assessment (BCIA) templates.	October 2022 to September 2023
9.8	Produce supporting guidance and documentation for the MORRD process and BCIA templates which will enable the DBDS Project to “Transition to Programme End.”	October 2023 to March 2024

10	**DEPENDENCIES - is the project dependent on any other activity to be successful?**
10.1	1. Phase Two of the *Community Risk Index Model Project*. 2. Phase Two of the *Station and Appliance Review Project*. 3. Implementation of the UFAS reduction strategy by the *UFAS Project*. 4. Pumping and specialist appliance crewing requirements and options identified by the *Operational Strategy Review*. 5. Requirements of the *RVDS Improvement Programme*. 6. Variations to operational staffing or response including: o Target Operating Model (TOM); o Resource Based Crewing (RBC); o Appliance crewing levels/models; o Generic and site specific pre-determined attendances. 7. *People, Training, Finance and Assets Systems (PTFAS) Programme:* o Procurement and configuration of a suitable crew rostering system. 8. Predicted expansion of operational incident and supporting activity demand resulting from relevant *SFRS Change Programme* projects. 9. Maintenance of effective employee relations in developing and implementing alternative “demand-based duty system options”.
11	**STAKEHOLDERS - who will be involved or affected by the change?**
11.1	**Core Users** 1. Operational employees based at relevant Community Fire Stations. 2. Commanders with line management responsibility for relevant Community Fire Stations. 3. Watch based employees based at the three SFRS Operations Control Rooms. 4. Commanders with line management responsibility for the three SFRS Operations Control Rooms. 5. SFRS Central Staffing.
11.2	**Internal Parties** Service Delivery Model Programme. 1. People, Training, Finance and Assets Systems (PTFAS) Programme 2. People and Organisational Development Function. a. Equality and Diversity 3. Operations Function. a. Operational Strategy and Development b. Central Staffing. c. Operations Control. d. *RVDS Improvement Programme*. 4. Training Function. 5. Safety and Assurance Function. 6. Prevention and Protection Function. *a. UFAS Project.* 7. Legal Services. 8. Finance & Procurement Function. 9. Asset Management Function. a. Property and Facilities 10. Information and Communication Technology Function. 11. Governance, Strategy and Performance Function. 12. Communications and Engagement Function. a. Information Governance 13. Portfolio Office. a. *Safe and Well Visit Project*. b. *Command and Control Futures Project*.

11.3 **External Parties**

1. Fire service employee representative bodies:
    a. Fire Brigades Union (FBU).
    b. Fire Officers Association (FOA).
    c. Fire and Rescue Services Association (FRSA).
2. Scottish Government.
3. Members of Scottish Parliament.
4. Members of UK Parliament.
5. Scottish Category 1 Responder Agencies.
6. Community Councils served by relevant community fire stations.
7. Communities served by relevant community fire stations.
8. Press and media agencies.
9. National Fire Chiefs Council (NFCC).

12 CONSULTATION AND ENGAGEMENT - who has been consulted about the change?

12.1

- Relevant stakeholders will be consulted and engaged at appropriate stages throughout the lifespan of the *DBDS Project*. This will include SFRS employees, employee representative bodies, local communities and partner agencies.
- Consultation and engagement will form part of the wider SDMP Communications and Engagement strategy referenced below.

13 COMMUNICATION - is there a communication plan and what are the main actions?

13.1

- A SDMP Communications Strategy is currently being developed in consultation with the SFRS Communications and Engagement business partner.
- Communications, aimed at key stakeholders, will support the wider SDMP aims and objectives whilst aligning to SFRS Change Programme messaging.
- Internal engagement continues at Directorate/Service Delivery Management level.

14 LEGAL - are there any legal considerations?

14.1 Relevant legislation includes:

- Health and Safety at Work etc. Act 1974.
- The Working Time Regulations 1998 (as amended).
- Employee contracts of employment.
- Equality Act 2010.

The project manager will collaborate with SFRS Legal and SFRS Human Resources to ensure that all legal obligations are met in terms of the Phase Two development.

SFRS Legal and SFRS Human Resources are both represented on the SDMP Board which provides oversight for the *DBDS Project*.

15 CASE FOR CHANGE (INCL. DATE OF SUBMISSION, DATE OF APPROVAL ETC)

15.1

Submission date:	11 September 2022
Approval date:	21 September 2022
Approved by:	Strategic Leadership Team
Comments:	The *Futures Vision Project* (now *CRIM Project*) Business Case includes the provision of resources which directly contribute to the delivery of the *SAR Project* including: • SDMP Support Watch Commander; • External modelling and validation of resource distribution options. • BCIA Team: Station Commander and Watch Commander.

<table>
<tr><td>16</td><td colspan="4">RISK - capture the key risks</td></tr>
<tr><td>16.1</td><td>Risk</td><td>Probability</td><td>Impact of Event</td><td>Mitigation to Date</td></tr>
<tr><td></td><td colspan="4">All risks are captured within the <i>Service Delivery Model Programme</i> risk register.</td></tr>
<tr><td>17</td><td colspan="4">ACCEPTANCE CRITERIA - what are the main things users require and expect?</td></tr>
<tr><td>17.1</td><td colspan="4">1. Compliance with legal requirements.
2. Demonstration of due regard to the NJC Scheme of Conditions of Service.
3. Alignment with current and predicted changes in Service Delivery demand.
4. Robust and repeatable methodologies for identifying where valid and viable “alternative demand-based duty systems” could be utilised.
5. Clear and consistent format for presenting the complex evidence relating to alternative duty systems, community risk data and Service Delivery demand data which suggest that benefits could be gained from alternative duty systems.
6. Alignment with budgetary requirements.</td></tr>
<tr><td>18</td><td colspan="4">BENEFITS - describe the benefits that the project will deliver or enable</td></tr>
<tr><td>18.1</td><td colspan="4">1. Development of alternative demand-based duty system options which improve employee capacity, flexibility and productivity (non-cashable).
2. Development of more efficient and flexible crew rostering options for SFRS fire appliances (cashable and non-cashable).
3. Support for the development of options which will contribute to improving the effectiveness and efficiency of crew roster management systems (cashable and non-cashable).</td></tr>
<tr><td>19</td><td colspan="4">DISBENEFITS - will there be any negative outcomes of the project?</td></tr>
<tr><td>19.1</td><td colspan="4">In locations where “demand-based duty system options” are being developed the following disbenefits are possible:
1. Stakeholder perception of a reduction in operational response and resilience (non-cashable).
2. Employee perception of potential for indirect financial detriment or less attractive terms and conditions of employment (non-cashable).
3. Negative media publicity (non-cashable).
4. Potential for reputational damage to SFRS (non-cashable).</td></tr>
<tr><td>20</td><td colspan="4">PROJECT SUCCESS CRITERIA - what are the measures the project is aspiring to deliver?</td></tr>
<tr><td>20.1</td><td colspan="4">The project success will be gauged by timely delivery of milestones in the first instance. This will be reported monthly to the SDMP Board, Senior Management Board and scrutinised quarterly by the Change Committee.

Project milestones are detailed in section 9 of this dossier.
Production of the outputs detailed in section 8 could support the realisation of the benefits highlighted in section 18.</td></tr>
<tr><td>21</td><td colspan="4">PERFORMANCE MEASURES - are there any KPIs to help monitor progress?</td></tr>
<tr><td>21.1</td><td colspan="4">The delivery of the key milestones will be the main indicator of progress towards the successful delivery of the project.

Progress will be monitored and reported upon in quarterly Highlight Reports, which will be submitted to the Senior Management Board and Change Committee. Time, capacity, cost and quality will be measured.</td></tr>
</table>

22	**PROJECT TOLERANCES - is there a percentage of tolerance around timescales or cost?**
22.1	Phase Two objectives are expected to be met within timescales detailed as project milestones.
23	**Project Management Team Structure – who is in the Team**
23.1	• Service Delivery Model Programme (SDMP) Board. • Service Delivery Model Programme (SDMP) Senior User Group. • Service Delivery Model Programme (SDMP) Team. • Demand Based Duty System (DBDS) Project Manager.
24	**PROJECT ROLE DESCRIPTIONS - who conducts which activity?**
24.1	• Service Delivery Model Programme Executive Lead ○ Responsible for leading and directing the programme. • Service Delivery Model Programme Lead ○ Responsible for co-ordinating the SDMP Team in the delivery of the inter-related projects within the SDMP. • DBDS Project Manager ○ Responsible for delivering the DBDS Project Phase Two - Design and Development objectives.
25	**PROJECT TEAM MEETING SCHEDULE - when does the project team meet?**
25.1	• SDMP Board meetings – 6 weekly. • SDMP Team face-to-face and MS Teams meetings (weekly) chaired by the SDMP Programme Manager. • Project workshops - scheduled as required.
26	**EQUALITY & HUMAN RIGHTS IMPACT ASSESSMENT - conduct your assessment and document the outcome.**
26.1	• An Equality & Human Rights Impact Assessment (EHRIA) has been produced for the SAR project. This is subject to review by the Equalities Manager and will remain a live document throughout the lifespan of the project. • Specific EHRIAs will be developed for each DBDS change option.
27	**DATA PROTECTION IMPACT ASSESSMENT - conduct your assessment and document the outcome.**
27.1	• The SDMP has engaged with the SFRS Information & Governance to produce a *SDMP Data Protection Impact Assessment* (DPIA). • The SDMP DPIA considers the full SDMP and is reviewed and revised as a live document on a regular basis. • Specific DPIAs will be developed for each DBDS change option.
28	**Appendices/Further Reading**
28.1	Not Applicable

Prepared by:	GC Mark Loynd
Sponsored by:	David Lockhart, Director of Service Development
Presented by:	David Lockhart, Director of Service Development

Links to Strategy & Corporate Values

Fire and Rescue Framework for Scotland 2022

- *Strategic Priority 2 - Response*
    - SFRS should continue to analyse and understand the broad range of community risks across Scotland to ensure it has the right resources in the right places at the right time in order to deliver the right service.
    - SFRS should strategically decide how best to locate its operational resources based on where the greatest risk exists, making certain that the greatest possible improvement in public safety can be assured across all of Scotland.
    - SFRS should provide the most effective operational response possible at times of emergency, whilst maintaining firefighter safety.
    - SFRS's delivery model must be flexible to reflect the differing needs of local communities.
- *Strategic Priority 3 – Innovation and Modernisation*
    - SFRS should ensure that any changes or improvements to the service it provides are carried out on the basis of sound research, data and evidence, in particular through a thorough and robust assessment of the risks facing individual communities across Scotland.
    - Through a thorough risk-based approach, SFRS should consider if its physical and people resources are situated in the right place and available at the right time. This should include using risk-based evidence to ensure that fire stations are situated in the best place and firefighters are available at the right time.

Scottish Fire and Rescue Service Strategic Plan 2022-25

- *Strategic Outcome 2 - Communities are safer and more resilient as we respond effectively to changing risks.*
    - We will continue our work to understand the changing risks within our communities and strategically decide how best to locate our operational resources based on where the greatest risks lie.
    - We will ensure we have the right resources in the right places at the right times.
    - We will continue to plan and respond with other emergency services to improve public and firefighter safety.
- *Strategic Outcome 3 - We value and demonstrate innovation across all areas of our work.*
    - Over the next three years, innovation will be crucial in helping us to continue to deliver and develop our services as we face budgetary pressures.
    - We will continue to embed innovation into how we work and operate.
    - We will work with others to seek innovative opportunities to drive change and improvement.
    - We will continue to use our talent, partnerships and resources to develop and improve our systems, processes and performance.

Governance Route for Report	**Meeting Date**	**Comment**
Service Delivery Model Programme Board	2 November 2022	Approved
Senior Management Board	16 November 2022	Approved
Change Committee	9 February 2023	For Scrutiny

SCOTTISH FIRE AND RESCUE SERVICE

Change Committee

Report No: C/CC/02-23

Agenda Item: 7.2

Report to:	**CHANGE COMMITTEE**	
Meeting Date:	**9 FEBRUARY 2023**	
Report Title:	**COMMUNITY RISK INDEX MODEL, PROJECT TIMELINE CLARIFICATION**	
Report Classification:	**For Information Only**	**Board/Committee Meetings ONLY** **For Reports to be held in Private** **Specify rationale below referring to** **Board Standing Order 9** A B C D E F G

1 Purpose

1.1 The purpose of this short report is to provide clarity to the Change Committee (CC) regarding revisions to the Community Risk Index Model (CRIM) project timeline.

2 Background

2.1 The report is in response to action 7.1.7 from the previous CC meeting on the 10 November 2022. This followed on from a presentation of a change request relating to the Service Delivery Model Programme (SDMP) Framework Document.

2.2 The CRIM is one of three interrelated projects that form the SDMP which also includes the Station and Appliances Review (SAR) and Demand Based Duty Systems (DBDS) projects. The SDMP was initiated in April 2019.

3 Main Report/Detail

3.1 The SDMP is split into three distinct phases, Phase One for research, Phase Two for development and Phase Three for implementation. The research phase was completed for all project in December 2019 with findings presented as a Phase One report.

3.2 Phase Two for Development was originally scheduled to be completed on 31st March 2021 however for a number of reasons, including professional advice regarding public consultation requirements, it was agreed to extend the development phase by 28 months to 31 July 2023. This was approved as part of a change request to the Senior Management Board (SMB) on 16 July 2021 and scrutinised, with no objections, by the CC on 5 August 2021.

3.3 As a result of the above, all project dossier timelines, including CRIM, where updated and approved through project change requests to SMB in August 2021 and the CC in November 2021 respectively.

3.4 The most recent change has seen approval of a new programme timeline which replaces the implementation phase with a “Transition to Programme End”. This includes extending the development phase by a further two months to September 2023 followed by a six-month period that will support the transition to programme/project end. **A summary of the changes to the programme and project timelines is included at the end of this report.**

3.5	There have been a number of changes to the CRIM milestones during the development phase. This is due to several factors with many out with control of the project team. These factors include; • Restrictions and disruption encountered during COVID • Delays in developing CRIM built and natural environments due to recruitment challenges. • Delay in completing the 2nd academic validation of the CRIM due to remedial work required for initial CRIM risk metric code. • Timeframes associated with securing ICT hardware and software due to procurement and resourcing challenges. • The project team supporting wider organisational work and priorities such as On Call improvement workstreams, appliance withdrawal planning during COVID and most recently Industrial Action.	
3.6	The remaining CRIM project milestones, including delivery dates, are highlighted at the end of this report.	
4	**Recommendation**	
4.1	The Committee note the contents of this report.	
5	**Core Brief**	
5.1	Not Applicable	
6	**Appendices/Further Reading**	
6.1	Appendix A: Timeline Change Summary and Project Dossier, V05 outstanding milestones	
7	**Key Strategic Implications**	
7.1	**Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)**	**Yes**

Prepared by:	Area Commander Andrew Girrity
Sponsored by:	David Lockhart, T/Assistant Chief Officer, Director of Service Development
Presented by:	David Lockhart, T/Assistant Chief Officer, Director of Service Development
Links to Strategy	

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Change Committee	9 February 2023	For Information Only

APPENDIX A

Community Risk Index Model – Timeline Change Summary

Project Initiation, April 2019

Research Phase completed, December 2019

Development Phase extended 28 months to July 2023 --- approved June 2021

Development Phase extension to September 2023 --- approved November 2022

Implementation Phase change to Transition to Programme End (September 2023 to March 2024) --- approved November 2022.

Community Risk Index Model Project Dossier, V05 outstanding milestones

• Complete arrangements that will allow SFRS to review, update and produce CRIM risk metric independently. This includes the provision of appropriate ICT software and hardware	June 2021 to December 2022
• Complete 2nd academic validation of CRIM base model methodology	January 2022 to January 2023
• Complete the development of appropriate and proportionate risk layers from the built and natural environment that will be robust enough to support implementation of options for change, if/when appropriate.	January 2022 to March 2023
• Update CRIM with predictive elements arising from Unwanted Fire Alarm Signals (UFAS) consultation.	January 2023 to March 2023
• Produce suitable process and methodology guidance that will allow the management and maintenance of CRIM to transition to “Programme End.”	October 2023 to March 2024

Agenda Item 7.3

PTFAS Programme Update
SFRS Change Committee

9th February 2023

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Safety. Teamwork. Respect. Innovation.

- Agreement on elements of constituent Projects (see below)
- Look to formally close Programme and align Projects to new corporate groups
- Review Project Boards and Terms of Reference

People, Payroll, Finance and Training Project

- Scottish Government Shared Services Programme – agreement not to proceed at this time
- Project scope reviewed
- HR identified as priority area
- Incremental approach agreed, extend resourcing by 3 months
- Update to Outline Business Case on going with cashable savings
- Affordability envelope current costs plus cashable savings
- Project timeline reviewed to prioritise HR
- Continue with Procurement activities
- Proceed to external gateway reviews

Rostering Project

- Agreement on requirement for need of Project
- Incremental approach agreed, extend resourcing by 3 months
- Business Case work on going to identify cashable savings
- Affordability envelope current costs plus cashable savings
- Project timeline end 2025
- CCS VAS framework potential route to market
- Wholetime and On Call engagement concluded and Statement of Requirements writing well underway
- Requirement for external gateways expected

Asset Project

- Fleet and Property descoped
- Stores and Inventory requirements within scope of Finance

Health and Wellbeing Workstream

- Migration to replacement SaaS application by March 2023

SCOTTISH FIRE AND RESCUE SERVICE

Change Committee

Report No: C/CC/04-23

Agenda Item: 8.1

Report to:	**CHANGE COMMITTTEE**	
Meeting Date:	**9 FEBRUARY 2023**	
Report Title:	**PORTFOLIO PROGRESS REPORT**	
Report Classification:	**For Information**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**
		A B C D E F G

1 Purpose

1.1 The purpose of this report is to provide a regular update on progress to the Change Committee 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).

2 Background

2.1 Between 17-19 February 2020 an Independent Assurance Team from Scottish Governments Programme and Project Management Centre of Excellence carried out a Gateway Review of the Scottish Fire and Rescue Service (SFRS) Programme Office. The findings of this review were reported to SMB on 2 April 2020. The Gateway Review Action Plan was created to track the progress of recommendations from the findings. It was agreed by Change Committee on the 5 August 2021 to close the Gateway Review action plan in its current form and track progress through quarterly updates presented by Portfolio Office Head of Function to the Change Committee and via a published Portfolio Office roadmap on an ongoing basis.

3 Main Report/Detail

3.1 The main detail of the report in the current reporting period (Q3 2022) provides an overview and status of the key actions currently initiated by the Portfolio Office function in ***'Building Capability'***

3.2 ***Key Insights:***

1. ***Portfolio Benefits Management Framework Design* -** Initial design of the Benefits Framework and Toolkit is now complete

Deliverable	Thematic Group	Status	Original Due (FY)	Latest Thinking Forecast (FY)
Benefits Mgmt. Framework Design	VALUE	COMPLETE	Q1 '22-23	Q1 '22 - 23

Testing of the Framework is now in progress across 3 Projects (Safe & Well, On-Call, and People, Payroll & Finance).

2. ***Business Case and Benefits Integration* –** 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 with SMART measures and success criteria. Portfolio Office are working with a delivery partner to prepare functional specifications to potentially digitise the process.

   The Test of Change for the Benefits management framework and toolkit has now concluded with largely positive feedback and lessons learned which will be fed into the next iteration. Work to align the benefits toolkit and business case process is due to be undertaking during Q4.

Deliverable	Thematic Group	Status	Original Due	Latest Thinking Forecast
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.

   The second iteration of the prioritisation model is complete and will be presented at the inaugural Change Portfolio Investment Group meeting (CPIG) during Q1 23/24 for approval.

Deliverable	Thematic Group	Status	Original Due	Latest Thinking Forecast
Change Portfolio Prioritisation Model Design	PRIORITISATION	COMPLETE	Q3 '22 - 23	Q1 '23 - 24

Portfolio Office Strategy – A case for change containing the Portfolio Office strategy and proposed Target Operating Model was presented to Strategic Leadership Team (SLT) 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 Thinking Forecast
Portfolio Office Function Strategy	STRATEGIC	COMPLETE	Q2 '21 - 22	Q3 '22 - 23

The strategy and target operating model were “agreed in principal”. However current budgets do not provide sufficient capacity to recruit the proposed new roles into the team. Alternative approaches to recruitment are being discussed/investigated.

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.

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

The supplier has completed a series of interview with a broad cross-section of stakeholders and ascertained the maturity levels of SFRS portfolio management capabilities using the P3M3 methodology.

From the resultant gap analysis, and working with a group of Portfolio Stakeholders including SROs, Project Managers, Portfolio Office staff and SMEs, a series of guidance documents are being produced to cover aspects of the project lifecycle and change management, including the following chapters:

- Project Overview
- Project Intake
- Project Planning
- Project Delivery
- Roles and responsibilities
- Change Management
- Stakeholder engagement
- Risk Management
- Project Closer

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	COMPLETE / READY FOR RELEASE	Q4 '21 - 22	Q2 '22 - 23

Current Activity

ID	Deliverable	Thematic Group	Status	Due (FY)	Comments
	Benefits Mgmt. Test of Change	VALUE	IN PROGRESS	Q4 '22 - 23	Conducting 'Test of Change' of the new Benefits Mgmt. toolkit across select initiatives.
	Business Case & Benefits Integration	VALUE	IN PROGRESS	Q4 '22 - 23	Partnered with ICT vendor to design a digital version of the business case with Benefits Integration, potential workflow and reporting.
	Business Change Lifecycle Test of Change	PROCESS	IN PROGRESS	Q2 '22 - 23	Conduct 'Test of Change' of the new Business Change Lifecycle across select initiatives.
	Change Portfolio Prioritisation Model Design	PRIORITISATION	IN PROGRESS	Q1 '23 - 24	Outline prioritisation model has been designed and will be presented to CPIG in Q1 23/24
	Portfolio Integrated Governance	GOVERNANCE	COMPLETE / READY FOR RELEASE	Q1 '23 - 24	New Governance arrangements will commence in Q1 23/24

3.3 **Key Strategic Implications**

3.3.1 **Risk -** The key risk factors are related to lack of resource capacity and capability available to not only develop and deliver the above effort in the timescales defined, but to then embed as best practice across the organisation.

3.3.2 **Mitigation:** A case for change has been developed for enhanced Portfolio Office capabilities which will be discussed at SLT on the 7 December 2022.

4 Recommendation

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

5 Core Brief

5.1 Not applicable

6 Appendices/Further Reading

6.1 Appendix A: Low Carbon Appliance Update

6.2 Appendix B: Benefits Managements Framework and Workbook Test of Change

7 Key Strategic Implications

7.1 **Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail** **(Section 3. Above)** **Yes**

Prepared by:	Curtis Montgomery, Head of Portfolio
Sponsored by:	David Lockhart, T/Assistant Chief Officer, Director of Service Development
Presented by:	Curtis Montgomery, Head of Portfolio Office

Links to Strategy and Corporate Values		
Outcome 4 – we are fully accountable and maximise our public value by delivery a high quality, sustainable fire and rescue service for Scotland.		
Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Senior Management Board		For Noting
Change Committee		For Information

APPENDIX A

PORTFOLIO OFFICE

LOW CARBON APPLIANCE PILOT PROJECT CASE FOR CHANGE

OVERVIEW

SN V0.2 07/11/22

Project: Low Carbon Appliance

	Insights	KPIs
Alignment with strategy	• The objective of this project is 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. • 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. • Evaluation of the effective performance of the vehicle from an operational firefighting perspective.	• See strategic alignments scores
Cost	• Budget: This project is a joint venture and will be funded by SFRS and Transport Scotland. Funding of £500K has already been provided by Transport Scotland, and a further £101,628 has been allocated by SFRS providing a working capital of £601,628 for the provision of a new appliance. In addition funding for the appliance charging infrastructure has been secured, following a grant application. Transport for Scotland has provided £254K	
Benefits	• Help to tackle climate change, prevent or respond to climate change related incidents. • Positively impact on external stakeholder relationships / SFRS' reputation. • The project is highlighting opportunities to improve the efficiency of SFRS operating model, including overall carbon footprint and efficiency of appliance and pumps. All findings will be shared and will be taken forward in the next wave of developments.	• Cost • Quality • Risk • **Stakeholder engagement** • Efficiency • **Environmental impact** • **Health impact**
Duration	• Evaluation period: Once the LCA has been received into SFRS, there will be a period of no less than 12 months and no more than 18 months operational evaluations to identify any performance issues or concerns that will inform the design and construction methodology of a future production model.	
Risk	• Reputation, this technology is moving very quickly and so SFRS could receive criticism should the vehicle become superseded quickly	
Dependencies	• There is a dependency on the local infrastructure to support operational service i.e. charging points and power supply into the building.	• The pilot has identified 1 suitable sites to host the pilot.
Resource	• No specific information to highlight.	• Number of FTEs: Data unavailable within timescales of report and will require manual extraction from finance system. • Vacancies: Data unavailable
Business Case	• £500,000 funding provided by Scottish Government. • £101,628 funding provided by SFRS. • £254,000 grant provided by Transport for Scotland	• Business case

Project: Low Carbon Appliance

LCA Mission, Success and Benefits and Benefits

Mission Statement

As part of the wider Scottish Public Sector Green Agenda Scottish Fire and Rescue Service will establish a proof of concept activity that will prove whether it is possible to replace existing carbon appliances with an alternatively fuelled low or zero carbon appliance in operational service with the same or enhanced capabilities.

Success Criteria

1. To design a low carbon appliance fit for operational service.
2. Develop a full set of specifications containing the same capacity or better performance criteria as existing carbon appliances.
3. Conduct a tender activity to identify suitable suppliers who are able to provide the low carbon appliance to the specifications, cost and quality required.
4. To procure the contract, manage the build activity and deliver into front line service for a period of time to provide enough data to evaluate the success of the pilot.
5. Understand and deliver the training requirements to support the delivery of business as usual activity (fleet & crew)
6. Conduct Technical Testing
7. Conduct User Testing
8. Assess whether it is feasible
9. Define and project potential benefits
10. Fully Evaluate the appliance in operational use
11. Establish visibility of the total cost of change to develop, deliver and implement
12. Infrastructure
13. Introduce an innovative approach to design, development and delivery of the appliance. Battery pack/chemicals/reduce size of battery….
14. Meet all safety criteria
15. Establish criteria for user (crews/supporting) satisfaction.
16. Establish a communication strategy and execute a communication plan.
17. Capture and disseminate any learning to assist with future development.
18. To assess how this proof of concept will contribute to the Scottish Government Climate Change plan and legislative requirement to decarbonisation of the Scottish Public Sector
19. Establish benefit profiles and SMART measures to assist in evaluating the success of the proof of concept and provide a set of projections across the life time of the appliance.
20. Produce an evaluation document containing evaluation criteria, cost benefits risk appraisal, options appraisal and set of recommendations for AMLB before escalation to SLT and Board.

Our SMART Benefits

	Efficiency	Risk	Cost	Quality	Satisfaction	Climate Impact	Health Impact
Examples	• Reduction in maintenance time • Reduction in time off the run due to maintenance	• Noise reduction (to confirm current risk) • Carbon Management Plan (target/related risk in not achieving – to be explored) • Reputational Risk – improved stakeholder perception	• Reductions in business process consumable costs (fuel) *variable fuel prices make this challenging to track. • Reduction in maintenance costs • Total life cost reduction	• Reduction of defects resulting in time off the run (replaced vehicle versus new)	• User satisfaction • Stakeholder satisfaction	• Consider SWARCO planting tree initiatives • Reduced emissions	• Noise reduction

Project: **Low Carbon Appliance**

Mission Statement

As part of the wider Scottish Public Sector Green Agenda Scottish Fire and Rescue Service will establish a proof of concept activity that will prove whether it is possible to replace existing carbon appliances with an alternatively fuelled low or zero carbon appliance in operational service with the same or enhanced capabilities.

Project: **Low Carbon Appliance**

Success Criteria

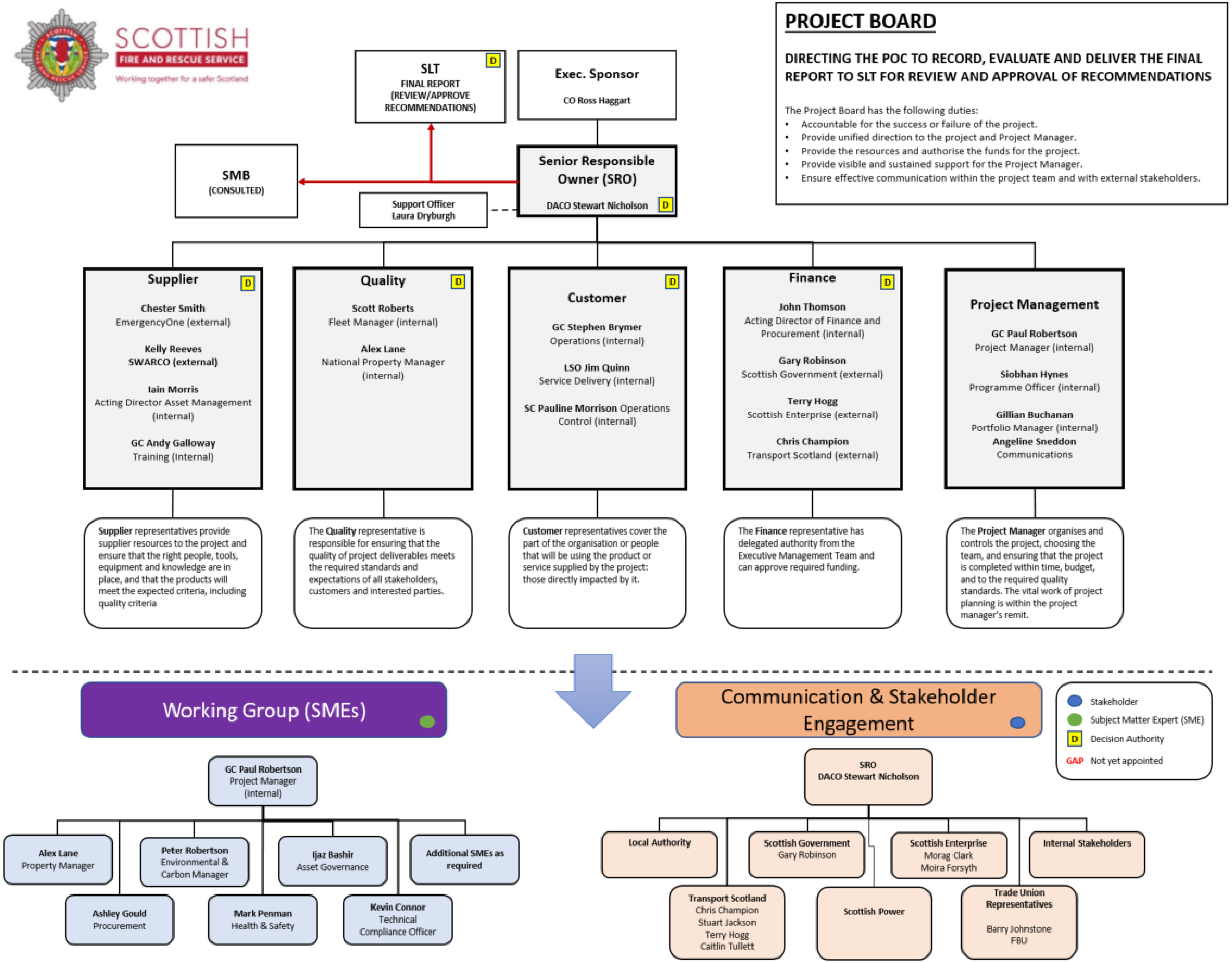
1. To design a low carbon appliance fit for operational service.
2. Develop a full set of specifications containing the same capacity or better performance criteria as existing carbon appliances.
3. Conduct a tender activity to identify suitable suppliers who are able to provide the low carbon appliance to the specifications, cost and quality required.
4. To procure the contract, manage the build activity and deliver into front line service for a period of time to provide enough data to evaluate the success of the pilot.
5. Understand and deliver the training requirements to support the delivery of business as usual activity (fleet & crew)
6. Conduct Technical Testing
7. Conduct User Testing
8. Assess whether it is feasible
9. Define and project potential benefits
10. Fully Evaluate the appliance in operational use
11. Establish visibility of the total cost of change to develop, deliver and implement
12. Infrastructure
13. Introduce an innovative approach to design, development and delivery of the appliance. Battery pack/chemicals/reduce size of battery….
14. Meet all safety criteria
15. Establish criteria for user (crews/supporting) satisfaction.
16. Establish a communication strategy and execute a communication plan.
17. Capture and disseminate any learning to assist with future development.
18. To assess how this proof of concept will contribute to the Scottish Government Climate Change plan and legislative requirement to decarbonisation of the Scottish Public Sector
19. Establish benefit profiles and SMART measures to assist in evaluating the success of the proof of concept and provide a set of projections across the life time of the appliance.
20. Produce an evaluation document containing evaluation criteria, cost benefits risk appraisal, options appraisal and set of recommendations for AMLB before escalation to SLT and Board.

Project: **Low Carbon Appliance**

Our SMART Benefits

	Efficiency	Risk	Cost	Quality	Satisfaction	Climate Impact	Health Impact
Examples	• Reduction in maintenance time • Reduction in time off the run due to maintenance	• Noise reduction (to confirm current risk) • Carbon Management Plan (target/related risk in not achieving – to be explored) • Reputational Risk – improved stakeholder perception	• Reductions in business process consumable costs (fuel) *variable fuel prices make this challenging to track. • Reduction in maintenance costs • Total life cost reduction	• Reduction of defects resulting in time off the run (replaced vehicle versus new)	• User satisfaction • Stakeholder satisfaction	• Consider SWARCO planting tree initiatives • Reduced emissions	• Noise reduction

Project: Low Carbon Appliance



SCOTTISH FIRE AND RESCUE SERVICE
Working together for a safer Scotland

SLT D
FINAL REPORT
(REVIEW/APPROVE
RECOMMENDATIONS)

Exec. Sponsor
CO Ross Haggart

SMB
(CONSULTED)

Senior Responsible Owner (SRO)
DACO Stewart Nicholson D

Support Officer
Laura Dryburgh

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.

Supplier D

Chester Smith
EmergencyOne (external)

Kelly Reeves
SWARCO (external)

Iain Morris
Acting Director Asset Management (internal)

GC Andy Galloway
Training (Internal)

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

Quality D

Scott Roberts
Fleet Manager (internal)

Alex Lane
National Property Manager (internal)

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 D

GC Stephen Brymer
Operations (internal)

LSO Jim Quinn
Service Delivery (internal)

SC Pauline Morrison Operations Control (internal)

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.

Finance D

John Thomson
Acting Director of Finance and Procurement (internal)

Gary Robinson
Scottish Government (external)

Terry Hogg
Scottish Enterprise (external)

Chris Champion
Transport Scotland (external)

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

Project Management

GC Paul Robertson
Project Manager (internal)

Siobhan Hynes
Programme Officer (internal)

Gillian Buchanan
Portfolio Manager (internal)
Angeline Sneddon
Communications

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.

Working Group (SMEs) ●

GC Paul Robertson
Project Manager
(internal)

Alex Lane
Property Manager

Peter Robertson
Environmental & Carbon Manager

Ijaz Bashir
Asset Governance

Additional SMEs as required

Ashley Gould
Procurement

Mark Penman
Health & Safety

Kevin Connor
Technical
Compliance Officer

Communication & Stakeholder Engagement ●

SRO
DACO Stewart Nicholson

Local Authority

Scottish Government
Gary Robinson

Scottish Enterprise
Morag Clark
Moira Forsyth

Internal Stakeholders

Transport Scotland
Chris Champion
Stuart Jackson
Terry Hogg
Caitlin Tullett

Scottish Power

Trade Union Representatives
Barry Johnstone
FBU

● Stakeholder
● Subject Matter Expert (SME)
D Decision Authority
GAP Not yet appointed

APPENDIX B

BENEFITS MANAGEMENT FRAMEWORK & WORKBOOK (TOOLKIT) TEST OF CHANGE

ONCALL PROGRAMME

LS/CM 9/1/23

Test of Change: On Call Programme Benefits Management Toolkit

Overview

- This presentation provides an overview of the benefits management 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 with the On Call Programme.
- The test of change introduced the newly created benefits management toolkit which contains the core documents, benefit artefacts and guidance required to manage and deliver anticipated benefits throughout a programmes or projects lifecycle.
- The programme is currently in-flight and has successfully captured the draft benefits profiles, targets and measures which have been presented to the programme board for review. Initial testing and user feedback from the approach has already demonstrated the value of using the framework and supporting workbook.

SFRS Benefits Management Process and Toolkit

***Benefits** can be referred to as "the **measurable improvement** perceived as an advantage by one or more stakeholders, which contributes to the achievement of organisational objectives".*

Source: Axelos Global Best Practice

SFRS Benefits Management Process and Toolkit – Part one: An introduction to the process

SFRS Benefits Management Process and Toolkit

The following slides provide an overview of the 4-stage SFRS Benefits Management process and supporting Benefits Management Toolkit.

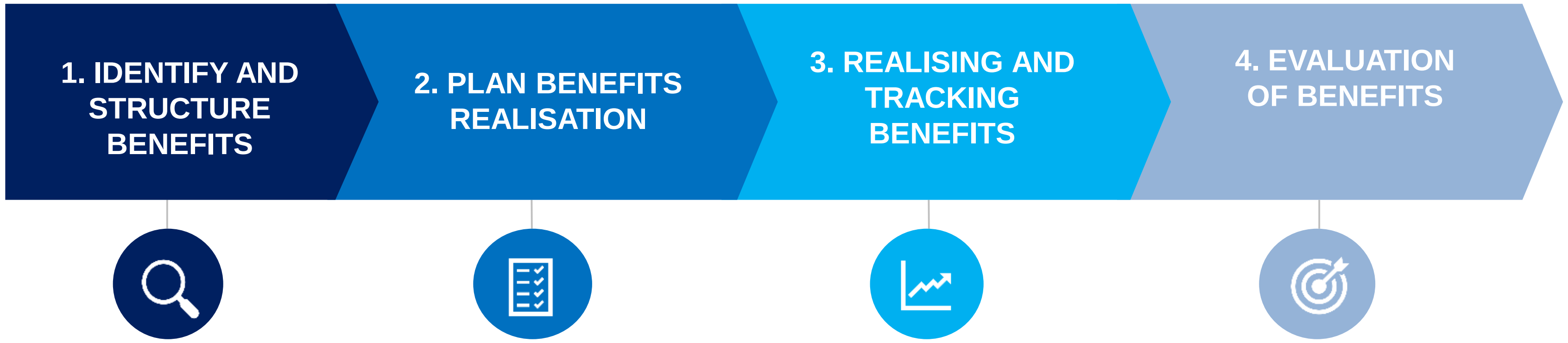
SFRS Benefits Management Process and Toolkit

This SFRS Benefits Management Process and Toolkit can be used to identify, capture and track measurable benefits including:

- **Process efficiencies** e.g. reducing time for a business process to be completed;
- **Cost** centred benefits, also known as cashable benefits e.g. procurement savings which can be removed from a budget;
- **Customer and user-centric** benefits e.g. improved user satisfaction;
- **Risk** focussed benefits e.g. reducing corporate risk scores and likelihood of the risk becoming an issue;
- **Quality improvements** e.g. reduced number of issues or errors in a process leading to rework;
- We are also capturing **Environmental** and **Health** impacts as benefits which could include improved carbon footprint or reduced absence through health related issues.

SFRS Benefits Management Process and Toolkit

The Four Stage SFRS Benefits Management Process



1. IDENTIFY AND STRUCTURE BENEFITS

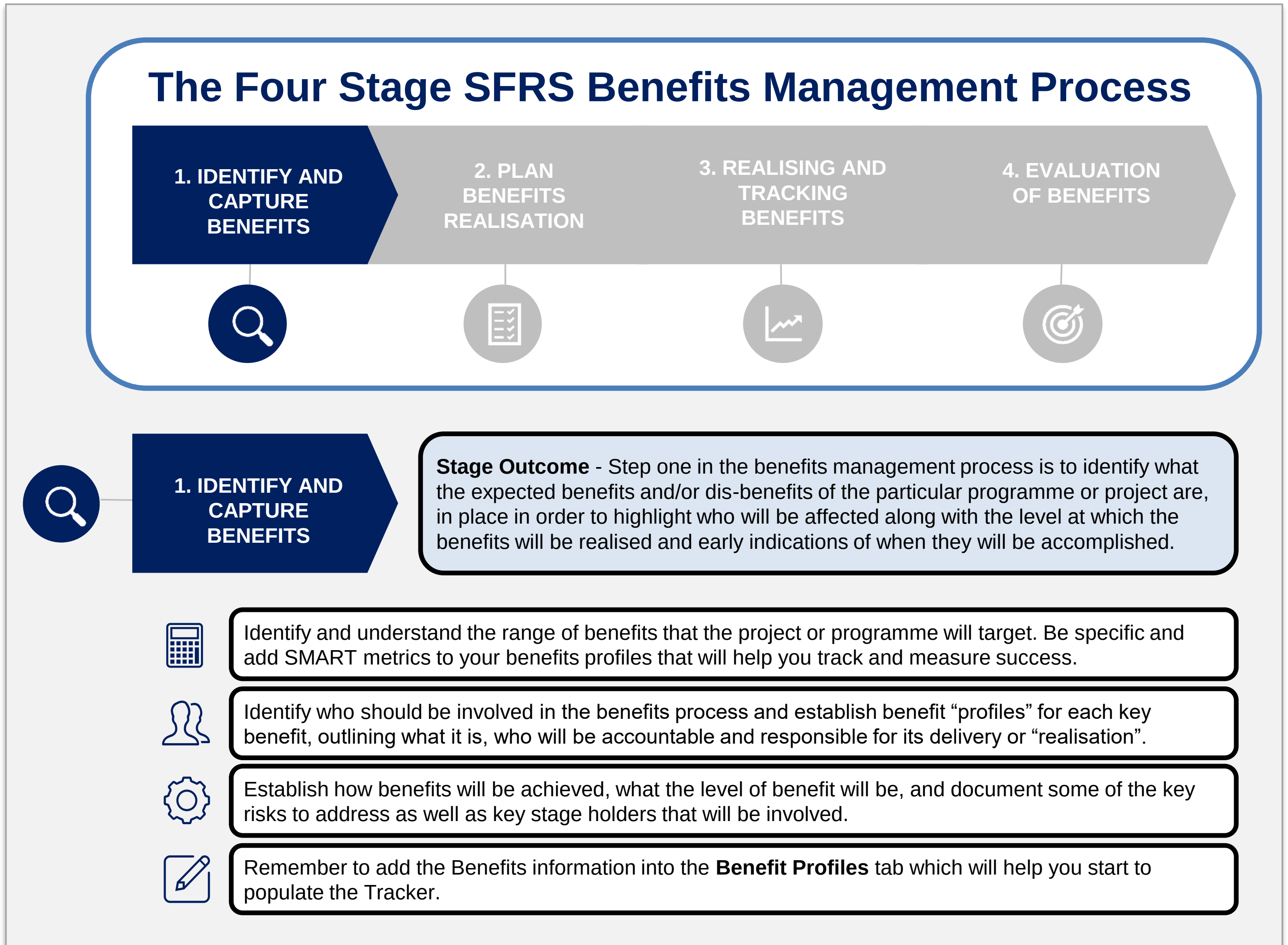
2. PLAN BENEFITS REALISATION

3. REALISING AND TRACKING BENEFITS

4. EVALUATION OF BENEFITS

SFRS Benefits Management Process and Toolkit

- Stage 1 in the process is to **Identify and Capture Benefits**.
- The diagram opposite is taken from the guidance section in the toolkit and outlines the steps involved in using SMART* measures to profile your benefits.
- The output of this stage is a set of benefits profiles with SMART measures.



The Four Stage SFRS Benefits Management Process

1. IDENTIFY AND CAPTURE BENEFITS
2. PLAN BENEFITS REALISATION
3. REALISING AND TRACKING BENEFITS
4. EVALUATION OF BENEFITS

1. IDENTIFY AND CAPTURE BENEFITS

Stage Outcome - Step one in the benefits management process is to identify what the expected benefits and/or dis-benefits of the particular programme or project are, in place in order to highlight who will be affected along with the level at which the benefits will be realised and early indications of when they will be accomplished.

Identify and understand the range of benefits that the project or programme will target. Be specific and add SMART metrics to your benefits profiles that will help you track and measure success.

Identify who should be involved in the benefits process and establish benefit “profiles” for each key benefit, outlining what it is, who will be accountable and responsible for its delivery or “realisation”.

Establish how benefits will be achieved, what the level of benefit will be, and document some of the key risks to address as well as key stage holders that will be involved.

Remember to add the Benefits information into the **Benefit Profiles** tab which will help you start to populate the Tracker.

Fig 1 – Toolkit guidance

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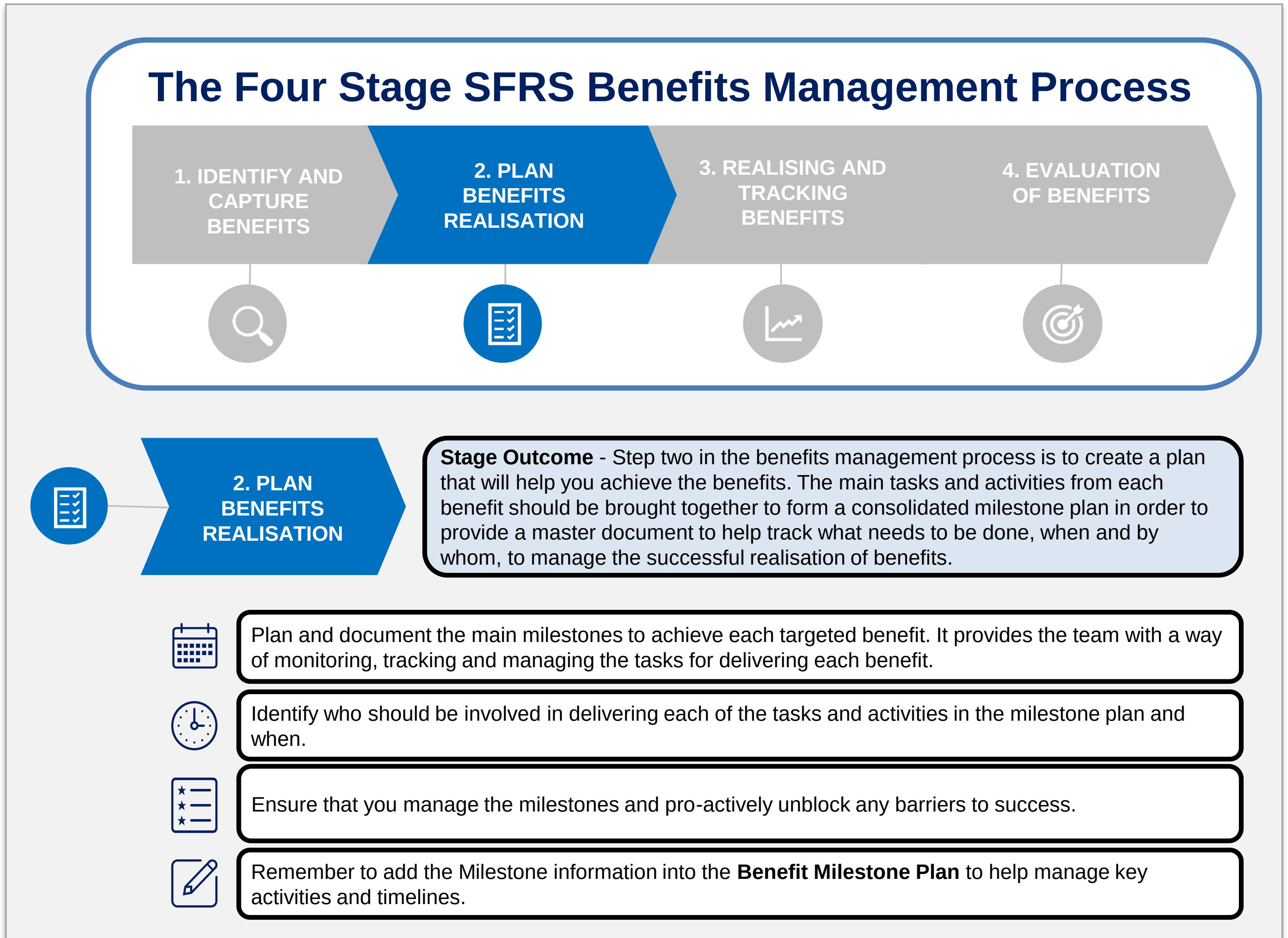
* Specific, Measurable, Achievable, Realistic, and Time-Bound.

SFRS Benefits Management Process and Toolkit

- Stage 2 is to capture all of the key milestones that will help **Plan Benefits Realisation**.
- The diagram opposite is taken from the guidance section in the toolkit and outlines the steps involved in planning benefits delivery.
- The output of this stage is a milestone plan with dates of significant activities within the process.



The Four Stage SFRS Benefits Management Process

1. IDENTIFY AND CAPTURE BENEFITS
2. PLAN BENEFITS REALISATION
3. REALISING AND TRACKING BENEFITS
4. EVALUATION OF BENEFITS
2. PLAN BENEFITS REALISATION

Stage Outcome - Step two in the benefits management process is to create a plan that will help you achieve the benefits. The main tasks and activities from each benefit should be brought together to form a consolidated milestone plan in order to provide a master document to help track what needs to be done, when and by whom, to manage the successful realisation of benefits.

Plan and document the main milestones to achieve each targeted benefit. It provides the team with a way of monitoring, tracking and managing the tasks for delivering each benefit.

Identify who should be involved in delivering each of the tasks and activities in the milestone plan and when.

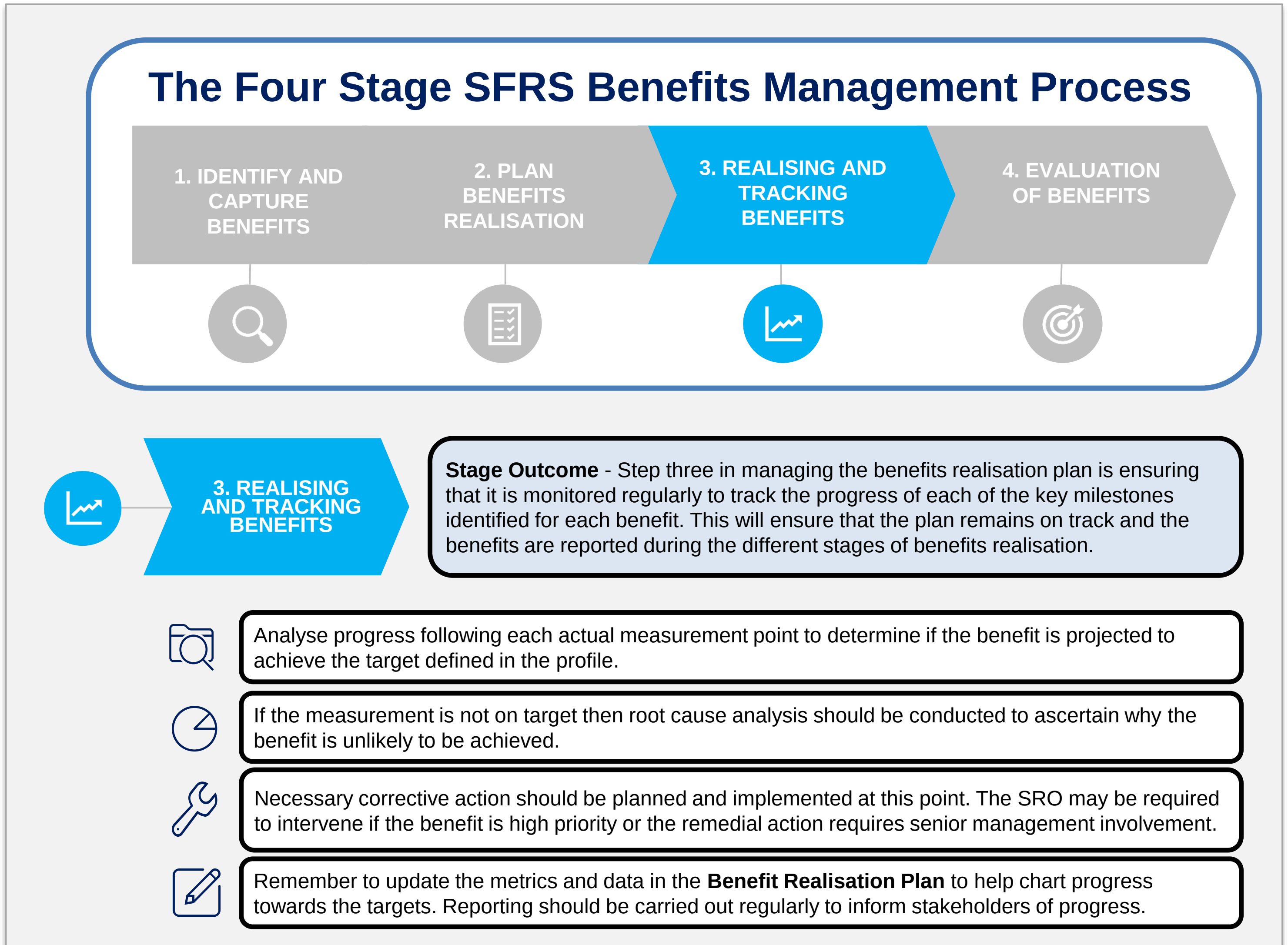
Ensure that you manage the milestones and pro-actively unblock any barriers to success.

Remember to add the Milestone information into the **Benefit Milestone Plan** to help manage key activities and timelines.

Fig 2 – Toolkit guidance

SFRS Benefits Management Process and Toolkit

- Stage 3 is to track progress against the plan and is called **Realising and Tracking Benefits**.
- The diagram opposite is taken from the guidance section in the toolkit and outlines the steps involved in realising and tracking benefits.
- The output of this stage is an updated progress reporting which may continue beyond the lifetime of the project and into BAU.



The Four Stage SFRS Benefits Management Process

1. IDENTIFY AND CAPTURE BENEFITS
2. PLAN BENEFITS REALISATION
3. REALISING AND TRACKING BENEFITS
4. EVALUATION OF BENEFITS

3. REALISING AND TRACKING BENEFITS

Stage Outcome - Step three in managing the benefits realisation plan is ensuring that it is monitored regularly to track the progress of each of the key milestones identified for each benefit. This will ensure that the plan remains on track and the benefits are reported during the different stages of benefits realisation.

Analyse progress following each actual measurement point to determine if the benefit is projected to achieve the target defined in the profile.

If the measurement is not on target then root cause analysis should be conducted to ascertain why the benefit is unlikely to be achieved.

Necessary corrective action should be planned and implemented at this point. The SRO may be required to intervene if the benefit is high priority or the remedial action requires senior management involvement.

Remember to update the metrics and data in the **Benefit Realisation Plan** to help chart progress towards the targets. Reporting should be carried out regularly to inform stakeholders of progress.

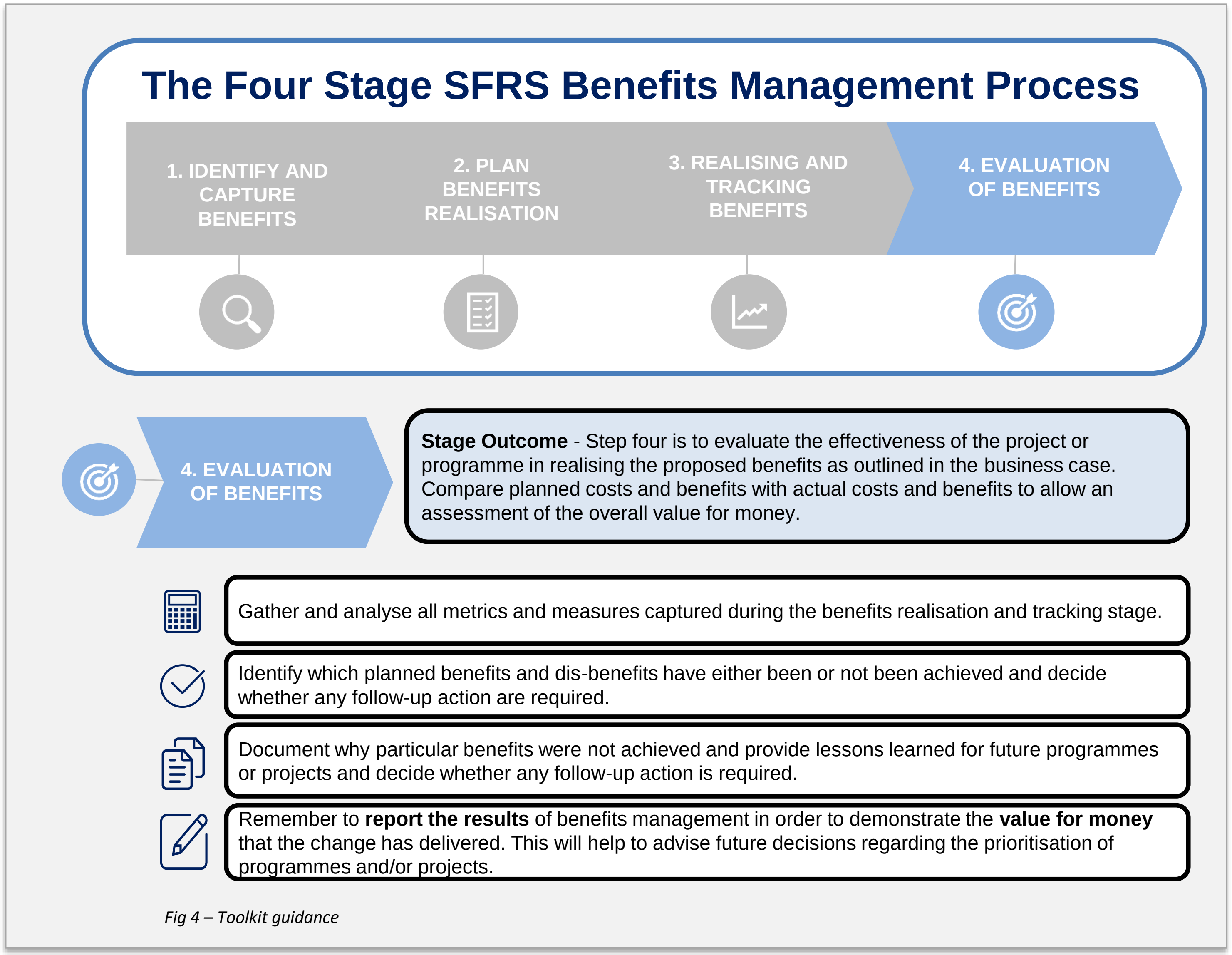
Fig 3 – Toolkit guidance

SFRS Benefits Management Process and Toolkit

- Stage 4 is to review the success of benefits delivery in **Evaluation of Benefits**. This may happen in BAU after a project has been closed.

- The diagram opposite is taken from the guidance section in the toolkit and outlines the steps involved in benefits evaluation.

- The output of this stage is a benefits review report and set of lessons learned.



The Four Stage SFRS Benefits Management Process

1. IDENTIFY AND CAPTURE BENEFITS
2. PLAN BENEFITS REALISATION
3. REALISING AND TRACKING BENEFITS
4. EVALUATION OF BENEFITS

4. EVALUATION OF BENEFITS

Stage Outcome - Step four is to evaluate the effectiveness of the project or programme in realising the proposed benefits as outlined in the business case. Compare planned costs and benefits with actual costs and benefits to allow an assessment of the overall value for money.

Gather and analyse all metrics and measures captured during the benefits realisation and tracking stage.

Identify which planned benefits and dis-benefits have either been or not been achieved and decide whether any follow-up action are required.

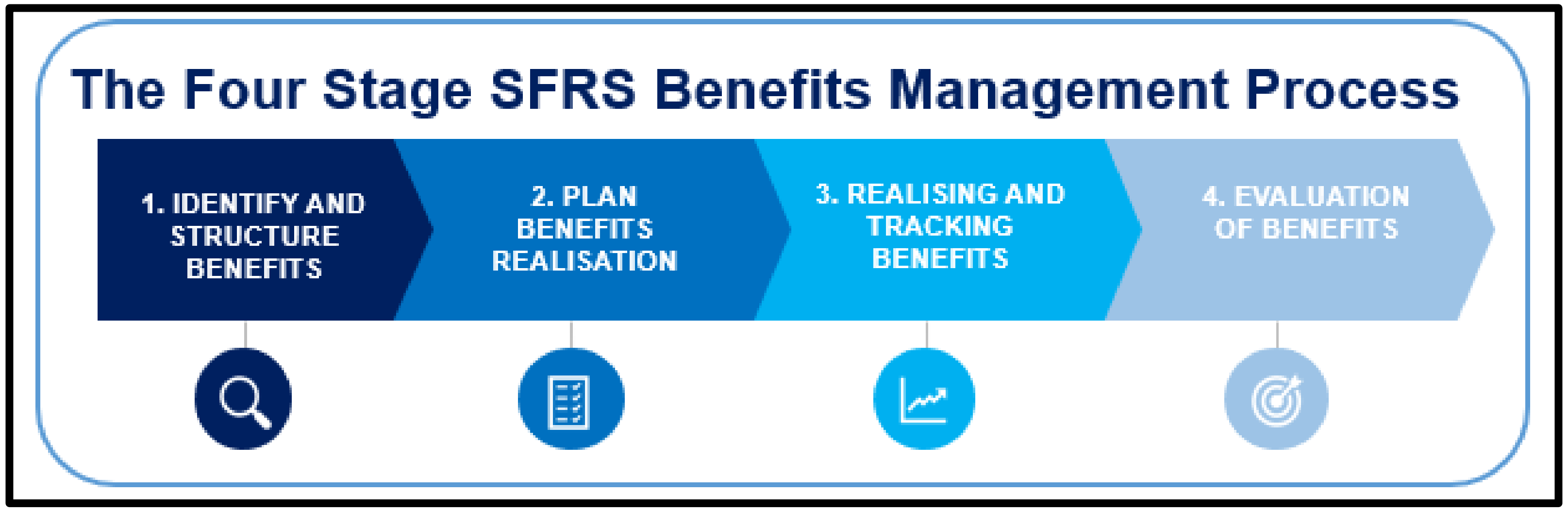
Document why particular benefits were not achieved and provide lessons learned for future programmes or projects and decide whether any follow-up action is required.

Remember to **report the results** of benefits management in order to demonstrate the **value for money** that the change has delivered. This will help to advise future decisions regarding the prioritisation of programmes and/or projects.

Fig 4 – Toolkit guidance

SFRS Benefits Management Process and Toolkit – Part two: The On Call Programme test of change

Test of Change: On Call Programme Benefits Management Toolkit



The Four Stage SFRS Benefits Management Process

1. IDENTIFY AND STRUCTURE BENEFITS

2. PLAN BENEFITS REALISATION

3. REALISING AND TRACKING BENEFITS

4. EVALUATION OF BENEFITS

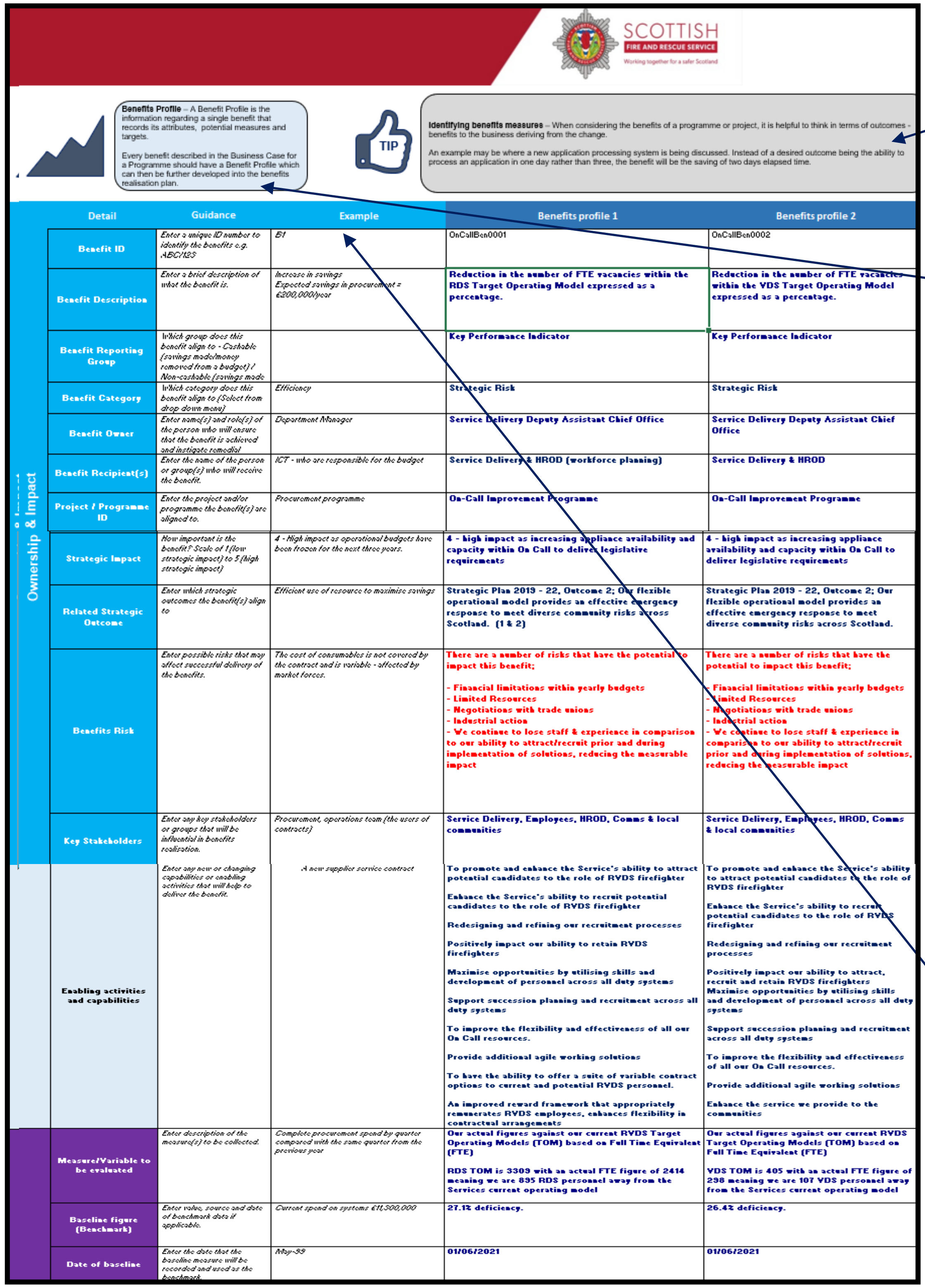
- The following slides are extracted from the On Call Programme Benefits toolkit which has been used to identify, profile and capture benefits.

- Guidance, worksheets and supporting artefacts are provided and contained within the single toolkit to assist management and tracking of benefits throughout the programme lifecycle.

- The On Call Programme are currently at stage of the process where the proposed benefits profiles, metrics, measures and SMART targets have been workshopped and submitted to the programme board for discussion and approval.

- It is anticipated that the benefits realisation plan will then be developed in the next phase of the programme using the profiles.

Test of Change: On Call Programme Benefits Management Toolkit



Benefits Profile – A Benefit Profile is the information regarding a single benefit that records its attributes, potential measures and targets.

Every benefit described in the Business Case for a Programme should have a Benefit Profile which can then be further developed into the benefits realisation plan.

Identifying benefits measures – When considering the benefits of a programme or project, it is helpful to think in terms of outcomes - benefits to the business deriving from the change.

An example may be where a new application processing system is being discussed. Instead of a desired outcome being the ability to process an application in one day rather than three, the benefit will be the saving of two days elapsed time.

Ownership & Impact

Detail	Guidance	Example	Benefits profile 1	Benefits profile 2
Benefit ID	*Enter a unique ID number to identify the benefits e.g. ABC/123*	*B1*	OnCallBen0001	OnCallBen0002
Benefit Description	*Enter a brief description of what the benefit is.*	*Increase in savings Expected savings in procurement = £200,000/year*	**Reduction in the number of FTE vacancies within the RDS Target Operating Model expressed as a percentage.**	**Reduction in the number of FTE vacancies within the VDS Target Operating Model expressed as a percentage.**
Benefit Reporting Group	*Which group does this benefit align to - Cashable (savings made/money removed from a budget) / Non-cashable (savings made*		**Key Performance Indicator**	**Key Performance Indicator**
Benefit Category	*Which category does this benefit align to (Select from drop down menu)*	*Efficiency*	**Strategic Risk**	**Strategic Risk**
Benefit Owner	*Enter name(s) and role(s) of the person who will ensure that the benefit is achieved and instigate remedial*	*Department Manager*	**Service Delivery Deputy Assistant Chief Office**	**Service Delivery Deputy Assistant Chief Office**
Benefit Recipient(s)	*Enter the name of the person or group(s) who will receive the benefit.*	*ICT - who are responsible for the budget*	**Service Delivery & HROD (workforce planning)**	**Service Delivery & HROD**
Project / Programme ID	*Enter the project and/or programme the benefit(s) are aligned to.*	*Procurement programme*	**On-Call Improvement Programme**	**On-Call Improvement Programme**
Strategic Impact	*How important is the benefit? Scale of 1 (low strategic impact) to 5 (high strategic impact)*	*4 - High impact as operational budgets have been frozen for the next three years.*	**4 - high impact as increasing appliance availability and capacity within On Call to deliver legislative requirements**	**4 - high impact as increasing appliance availability and capacity within On Call to deliver legislative requirements**
Related Strategic Outcome	*Enter which strategic outcomes the benefit(s) align to*	*Efficient use of resource to maximise savings*	**Strategic Plan 2019 - 22, Outcome 2; Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland. (1 & 2)**	**Strategic Plan 2019 - 22, Outcome 2; Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.**
Benefits Risk	*Enter possible risks that may affect successful delivery of the benefits.*	*The cost of consumables is not covered by the contract and is variable - affected by market forces.*	**There are a number of risks that have the potential to impact this benefit;** **- Financial limitations within yearly budgets** **- Limited Resources** **- Negotiations with trade unions** **- Industrial action** **- We continue to lose staff & experience in comparison to our ability to attract/recruit prior and during implementation of solutions, reducing the measurable impact**	**There are a number of risks that have the potential to impact this benefit;** **- Financial limitations within yearly budgets** **- Limited Resources** **- Negotiations with trade unions** **- Industrial action** **- We continue to lose staff & experience in comparison to our ability to attract/recruit prior and during implementation of solutions, reducing the measurable impact**
Key Stakeholders	*Enter any key stakeholders or groups that will be influential in benefits realisation.*	*Procurement, operations team (the users of contracts)*	**Service Delivery, Employees, HROD, Comms & local communities**	**Service Delivery, Employees, HROD, Comms & local communities**
Enabling activities and capabilities	*Enter any new or changing capabilities or enabling activities that will help to deliver the benefit.*	*A new supplier service contract*	**To promote and enhance the Service's ability to attract potential candidates to the role of RVDS firefighter** **Enhance the Service's ability to recruit potential candidates to the role of RVDS firefighter** **Redesigning and refining our recruitment processes** **Positively impact our ability to retain RVDS firefighters** **Maximise opportunities by utilising skills and development of personnel across all duty systems** **Support succession planning and recruitment across all duty systems** **To improve the flexibility and effectiveness of all our On Call resources.** **Provide additional agile working solutions** **To have the ability to offer a suite of variable contract options to current and potential RVDS personnel.** **An improved reward framework that appropriately remunerates RVDS employees, enhances flexibility in contractual arrangements**	**To promote and enhance the Service's ability to attract potential candidates to the role of RVDS firefighter** **Enhance the Service's ability to recruit potential candidates to the role of RVDS firefighter** **Redesigning and refining our recruitment processes** **Positively impact our ability to attract, recruit and retain RVDS firefighters** **Maximise opportunities by utilising skills and development of personnel across all duty systems** **Support succession planning and recruitment across all duty systems** **To improve the flexibility and effectiveness of all our On Call resources.** **Provide additional agile working solutions** **Enhance the service we provide to the communities**
Measure/Variable to be evaluated	*Enter description of the measure(s) to be collected.*	*Complete procurement spend by quarter compared with the same quarter from the previous year*	**Our actual figures against our current RVDS Target Operating Models (TOM) based on Full Time Equivalent (FTE)** **RDS TOM is 3309 with an actual FTE figure of 2414 meaning we are 895 RDS personnel away from the Services current operating model**	**Our actual figures against our current RVDS Target Operating Models (TOM) based on Full Time Equivalent (FTE)** **VDS TOM is 405 with an actual FTE figure of 298 meaning we are 107 VDS personnel away from the Services current operating model**
Baseline figure (Benchmark)	*Enter value, source and date of benchmark data if applicable.*	*Current spend on systems £11,300,000*	**27.1% deficiency.**	**26.4% deficiency.**
Date of baseline	*Enter the date that the baseline measure will be recorded and used as the benchmark.*	*May-99*	**01/06/2021**	**01/06/2021**

Tips are included through out the toolkit to support users

Information is provided on the purpose of each section from the outset

- This is an extract from the On Call Benefit Management workbook utilising the new standard Benefit Profile template, completed as part of stage one of the process – Identify & Capture Benefits.

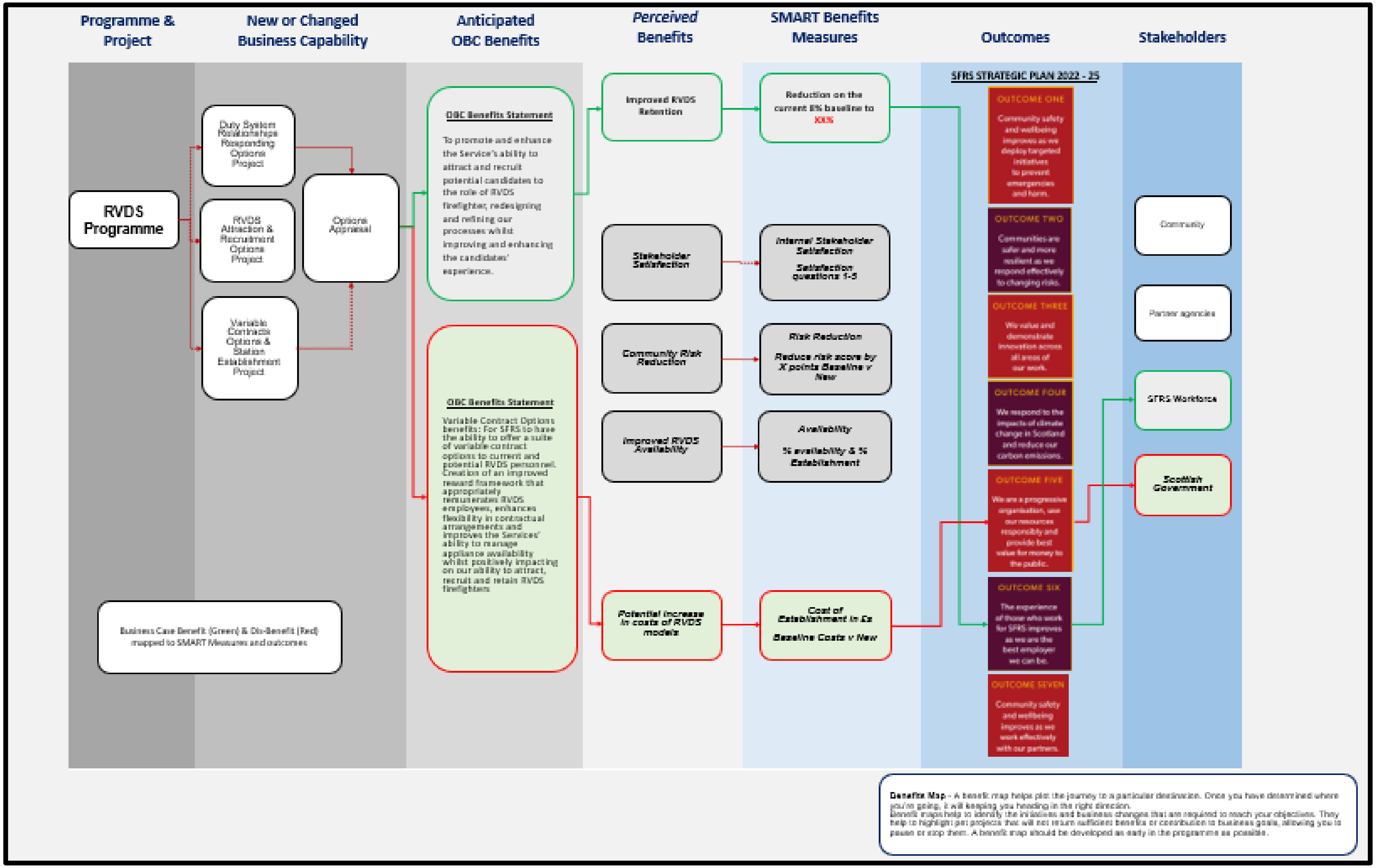
- All project/programme benefit profiles are documented in the one sheet, outlining the attributes, potential measures and targets.

- The introduction of the benefits profile template enables a consistent approach to the documentation and supports detailed scrutiny at later stages.

An example is provided to aid users with the articulation of profiles

Test of Change: On Call Programme Benefits Management Toolkit

- During the workshops and preparation of the Benefits profiles and metrics, the toolkit was used to help identify the SMART measures by mapping the potential new capabilities being delivered to organisational outcomes as well as the stakeholders who would be recipients of the benefits.


Programme & Project
New or Changed Business Capability
Anticipated OBC Benefits
Perceived Benefits
SMART Benefits Measures
Outcomes
Stakeholders
RVDS Programme
Duty System Relationships Responding Options Project
RVDS Attraction & Recruitment Options Project
Variable Contracts Options & Station Establishment Project
Options Appraisal
Improved RVDS Retention
Stakeholder Satisfaction
Community Risk Reduction
Improved RVDS Availability
Potential increase in costs of RVDS models
Reduction on the current 8% baseline to XX%
Internal Stakeholder Satisfaction
Satisfaction questions 1-5
Risk Reduction
Reduce risk score by X points Baseline v New
Availability
% availability & % Establishment
Cost of Establishment in £s
Baseline Costs v New
SFRS STRATEGIC PLAN 2022 - 25
OUTCOME ONE
OUTCOME TWO
OUTCOME THREE
OUTCOME FOUR
OUTCOME FIVE
OUTCOME SIX
OUTCOME SEVEN
Community
Partner agencies
SFRS Workforce
Scottish Government

OBC Benefits Statement

To promote and enhance the Service's ability to attract and recruit potential candidates to the role of RVDS firefighter, redesigning and refining our processes whilst improving and enhancing the candidates' experience.

OBC Benefits Statement

Variable Contract Options benefits: For SFRS to have the ability to offer a suite of variable contract options to current and potential RVDS personnel. Creation of an improved reward framework that appropriately remunerates RVDS employees, enhances flexibility in contractual arrangements and improves the Services' ability to manage appliance availability whilst positively impacting on our ability to attract, recruit and retain RVDS firefighters.

OUTCOME ONE: Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.

OUTCOME TWO: Communities are safer and more resilient as we respond effectively to changing risks.

OUTCOME THREE: We value and demonstrate innovation across all areas of our work.

OUTCOME FOUR: We respond to the impacts of climate change in Scotland and reduce our carbon emissions.

OUTCOME FIVE: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.

OUTCOME SIX: The experience of those who work for SFRS improves as we are the best employer we can be.

OUTCOME SEVEN: Community safety and wellbeing improves as we work effectively with our partners.

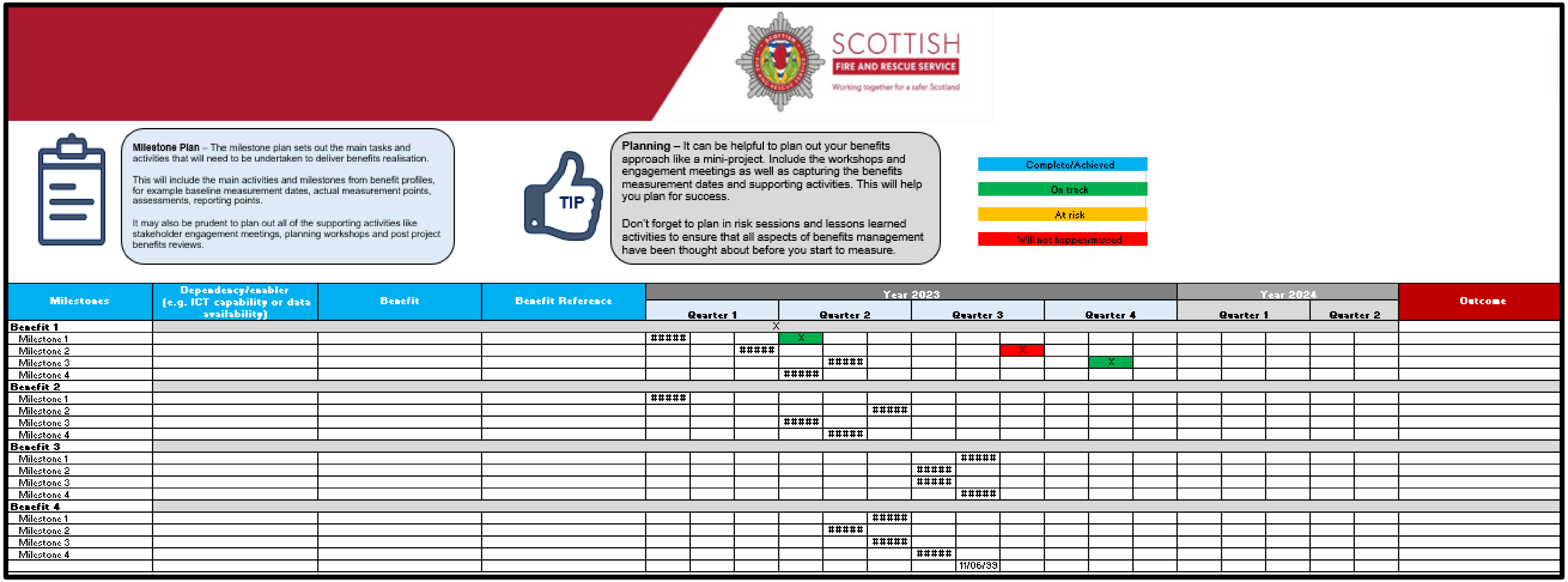
Business Case Benefit (Green) & Dis-Benefit (Red) mapped to SMART Measures and outcomes

Benefits Map - A benefit map helps plot the journey to a particular destination. Once you have determined where you're going, it will keeping you heading in the right direction.
Benefit maps help to identify the initiatives and business changes that are required to reach your objectives. They help to highlight pet projects that will not return sufficient benefits or contribution to business goals, allowing you to pause or stop them. A benefit map should be developed as early in the programme as possible.

Test of Change: On Call Programme Benefits Management Toolkit

Once the benefits profiles, targets and measures are agreed at the programme board, the team will develop the benefits milestone plan. The plan will set out the main tasks and activities to be undertaken in order to realise the benefits. This will include the main activities and milestones outlined in the benefit profiles e.g. baseline measurement dates, actual measurement points, assessments and reporting dates.

Other supporting activities may also be captured in the plan such as stakeholder engagement meetings, planning workshops and post project benefits reviews.



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Milestone Plan – The milestone plan sets out the main tasks and activities that will need to be undertaken to deliver benefits realisation.

This will include the main activities and milestones from benefit profiles, for example baseline measurement dates, actual measurement points, assessments, reporting points.

It may also be prudent to plan out all of the supporting activities like stakeholder engagement meetings, planning workshops and post project benefits reviews.

Planning – It can be helpful to plan out your benefits approach like a mini-project. Include the workshops and engagement meetings as well as capturing the benefits measurement dates and supporting activities. This will help you plan for success.

Don't forget to plan in risk sessions and lessons learned activities to ensure that all aspects of benefits management have been thought about before you start to measure.

🟦 Complete/Achieved
🟩 On track
🟨 At risk
🟥 Will not happen/missed

Milestones	Dependency/enabler (e.g. ICT capability or data availability)	Benefit	Benefit Reference	Year 2023												Year 2024						Outcome
				Quarter 1			Quarter 2			Quarter 3			Quarter 4			Quarter 1			Quarter 2			
Benefit 1						X																
Milestone 1				#####			🟩 X															
Milestone 2						#####						🟥 X										
Milestone 3								#####						🟩 X								
Milestone 4							#####															
Benefit 2																						
Milestone 1				#####																		
Milestone 2									#####													
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Benefit 4																						
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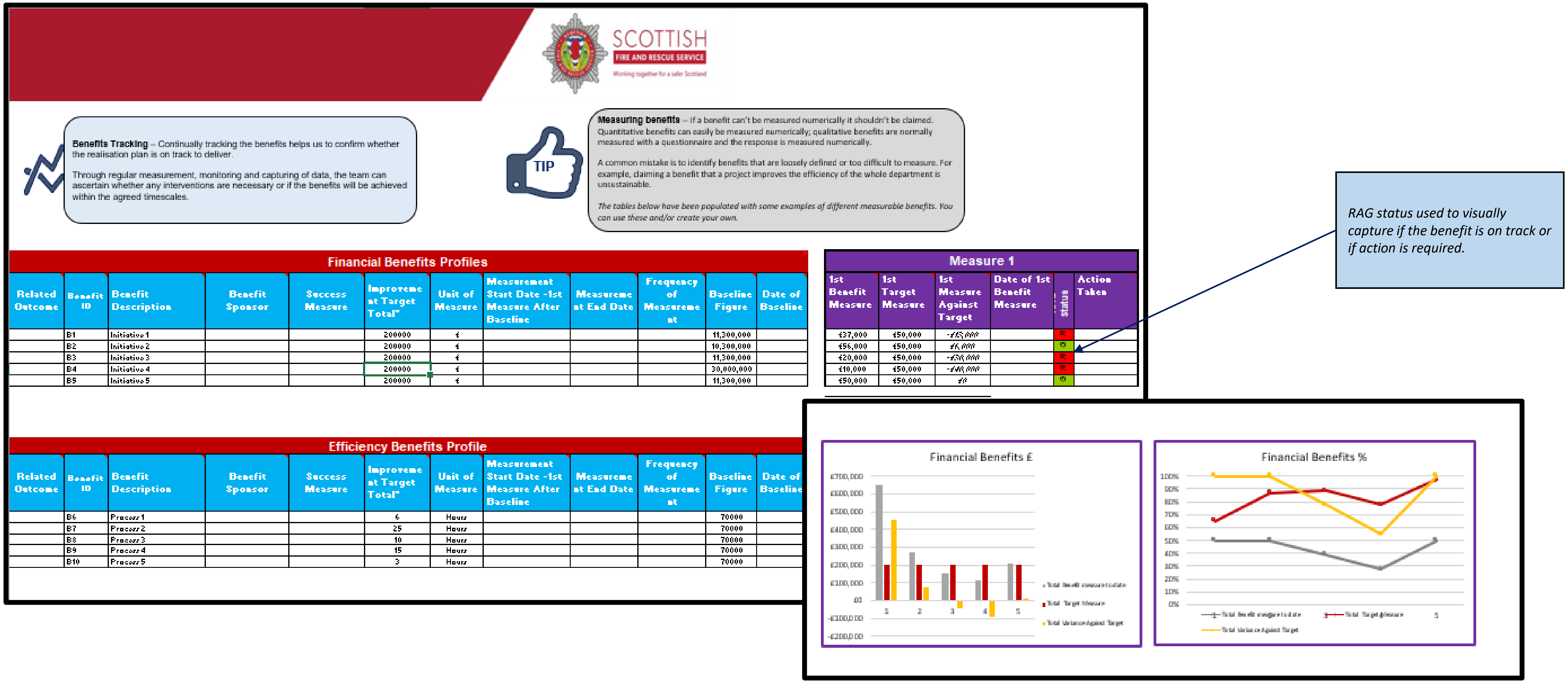
Milestone 2								#####														
Milestone 3									#####													
Milestone 4										#####												
											11/06/93											

Test of Change: **On Call Programme Benefits Management Toolkit**

The programme will then move to the stage three worksheet where a mechanism for the recording and tracking of benefits delivery has been provided.

The process will be concluded when SFRS evaluate the effectiveness of benefits realisation against the original business case.

Comparing planned costs and benefits with actual costs and benefits will allow an assessment of the overall value for money. Capturing any lessons for future projects/programmes and identifying if any follow on actions are required.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TIP
Financial Benefits £
£700,000
£600,000
£500,000
£400,000
£300,000
£200,000
£100,000
£0
-£100,000
-£200,000
1
2
3
4
5
Total Benefit measure to date
Total Target Measure
Total Variance Against Target
Financial Benefits %
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Total Benefit measure to date
Total Target Measure
Total Variance Against Target

Benefits Tracking – Continually tracking the benefits helps us to confirm whether the realisation plan is on track to deliver.

Through regular measurement, monitoring and capturing of data, the team can ascertain whether any interventions are necessary or if the benefits will be achieved within the agreed timescales.

Measuring benefits – If a benefit can't be measured numerically it shouldn't be claimed. Quantitative benefits can easily be measured numerically; qualitative benefits are normally measured with a questionnaire and the response is measured numerically.

A common mistake is to identify benefits that are loosely defined or too difficult to measure. For example, claiming a benefit that a project improves the efficiency of the whole department is unsustainable.

The tables below have been populated with some examples of different measurable benefits. You can use these and/or create your own.

Financial Benefits Profiles

Related Outcome	Benefit ID	Benefit Description	Benefit Sponsor	Success Measure	Improvement Target Total*	Unit of Measure	Measurement Start Date -1st Measure After Baseline	Measurement End Date	Frequency of Measurement	Baseline Figure	Date of Baseline
	B1	Initiative 1			200000	£				11,300,000	
	B2	Initiative 2			200000	£				10,300,000	
	B3	Initiative 3			200000	£				11,300,000	
	B4	Initiative 4			200000	£				30,000,000	
	B5	Initiative 5			200000	£				11,300,000	

Measure 1

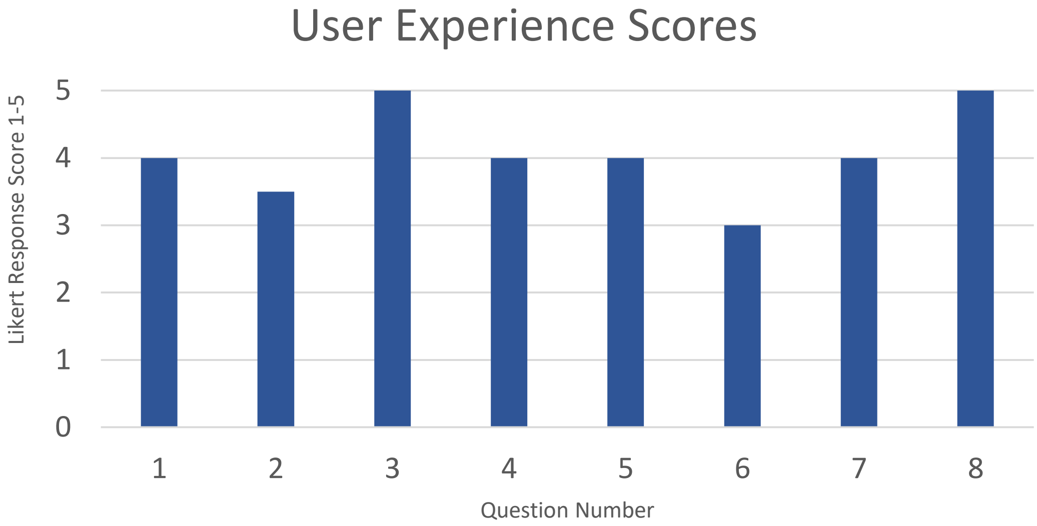
1st Benefit Measure	1st Target Measure	1st Measure Against Target	Date of 1st Benefit Measure	Status	Action Taken
£37,000	£50,000	-£13,000		🟥	
£56,000	£50,000	£6,000		🟩	
£20,000	£50,000	-£30,000		🟥	
£10,000	£50,000	-£40,000		🟥	
£50,000	£50,000	£0		🟩	

RAG status used to visually capture if the benefit is on track or if action is required.

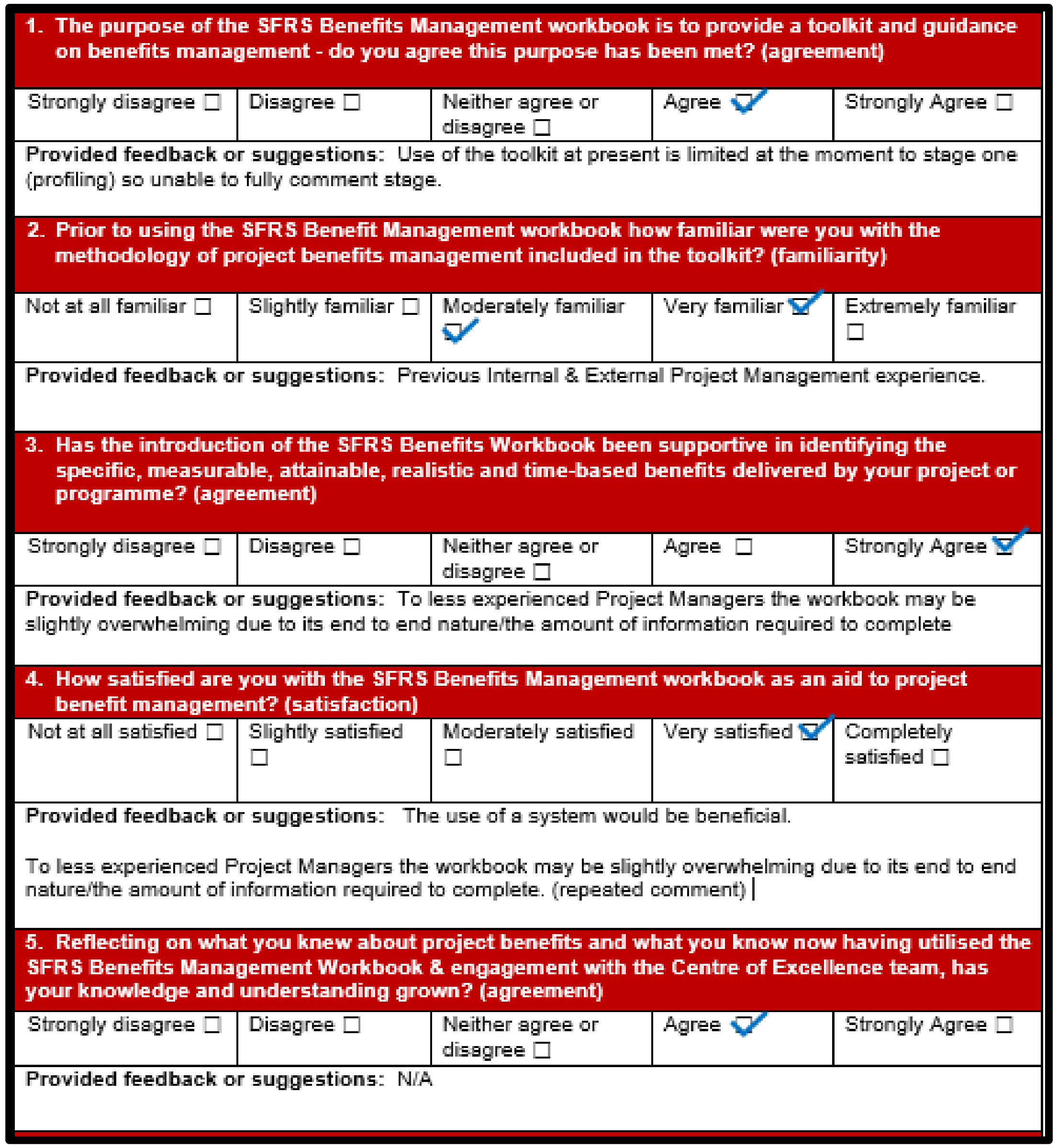
Efficiency Benefits Profile

Related Outcome	Benefit ID	Benefit Description	Benefit Sponsor	Success Measure	Improvement Target Total*	Unit of Measure	Measurement Start Date -1st Measure After Baseline	Measurement End Date	Frequency of Measurement	Baseline Figure	Date of Baseline
	B6	Process 1			6	Hours				70000	
	B7	Process 2			25	Hours				70000	
	B8	Process 3			10	Hours				70000	
	B9	Process 4			15	Hours				70000	
	B10	Process 5			3	Hours				70000	

Test of Change: On Call Programme Benefits Management Toolkit



Feedback on the Benefit Management framework and workbook test of change. Questions are designed to indicate levels of user experience and has been completed by the On Call Programme Manager. The programme was inflight when the new methodology and accompanying toolkit was introduced. Scoring is out of a maximum of 5.



1. The purpose of the SFRS Benefits Management workbook is to provide a toolkit and guidance on benefits management - do you agree this purpose has been met? (agreement)

Strongly disagree ☐	Disagree ☐	Neither agree or disagree ☐	Agree ☑	Strongly Agree ☐

Provided feedback or suggestions: Use of the toolkit at present is limited at the moment to stage one (profiling) so unable to fully comment stage.

2. Prior to using the SFRS Benefit Management workbook how familiar were you with the methodology of project benefits management included in the toolkit? (familiarity)

Not at all familiar ☐	Slightly familiar ☐	Moderately familiar ☑	Very familiar ☑	Extremely familiar ☐

Provided feedback or suggestions: Previous Internal & External Project Management experience.

3. Has the introduction of the SFRS Benefits Workbook been supportive in identifying the specific, measurable, attainable, realistic and time-based benefits delivered by your project or programme? (agreement)

Strongly disagree ☐	Disagree ☐	Neither agree or disagree ☐	Agree ☐	Strongly Agree ☑

Provided feedback or suggestions: To less experienced Project Managers the workbook may be slightly overwhelming due to its end to end nature/the amount of information required to complete

4. How satisfied are you with the SFRS Benefits Management workbook as an aid to project benefit management? (satisfaction)

Not at all satisfied ☐	Slightly satisfied ☐	Moderately satisfied ☐	Very satisfied ☑	Completely satisfied ☐

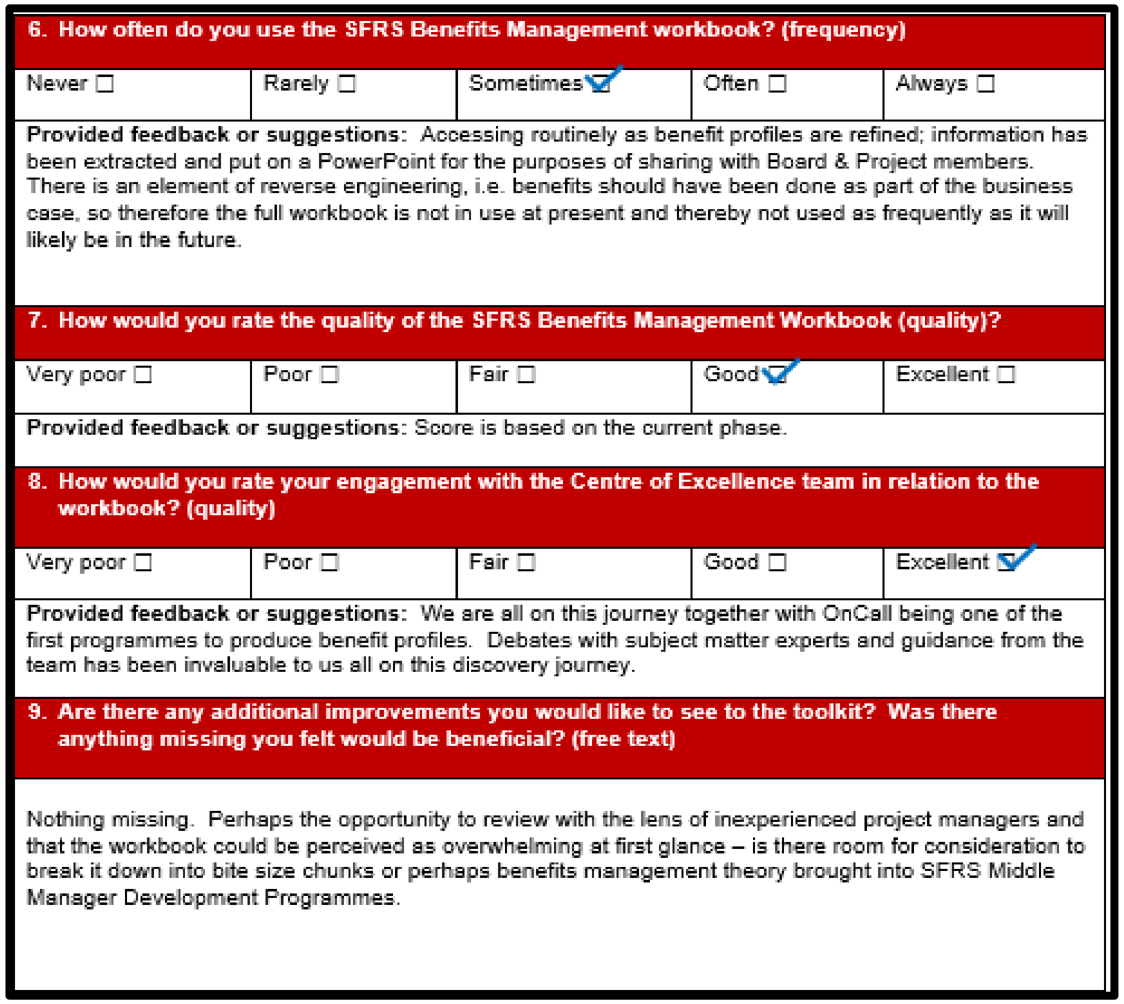
Provided feedback or suggestions: The use of a system would be beneficial.

To less experienced Project Managers the workbook may be slightly overwhelming due to its end to end nature/the amount of information required to complete. (repeated comment)

5. Reflecting on what you knew about project benefits and what you know now having utilised the SFRS Benefits Management Workbook & engagement with the Centre of Excellence team, has your knowledge and understanding grown? (agreement)

Strongly disagree ☐	Disagree ☐	Neither agree or disagree ☐	Agree ☑	Strongly Agree ☐

Provided feedback or suggestions: N/A



6. How often do you use the SFRS Benefits Management workbook? (frequency)

Never ☐	Rarely ☐	Sometimes ☑	Often ☐	Always ☐

Provided feedback or suggestions: Accessing routinely as benefit profiles are refined; information has been extracted and put on a PowerPoint for the purposes of sharing with Board & Project members. There is an element of reverse engineering, i.e. benefits should have been done as part of the business case, so therefore the full workbook is not in use at present and thereby not used as frequently as it will likely be in the future.

7. How would you rate the quality of the SFRS Benefits Management Workbook (quality)?

Very poor ☐	Poor ☐	Fair ☐	Good ☑	Excellent ☐

Provided feedback or suggestions: Score is based on the current phase.

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

Very poor ☐	Poor ☐	Fair ☐	Good ☐	Excellent ☑

Provided feedback or suggestions: We are all on this journey together with OnCall being one of the first programmes to produce benefit profiles. Debates with subject matter experts and guidance from the team has been invaluable to us all on this discovery journey.

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

Nothing missing. Perhaps the opportunity to review with the lens of inexperienced project managers and that the workbook could be perceived as overwhelming at first glance – is there room for consideration to break it down into bite size chunks or perhaps benefits management theory brought into SFRS Middle Manager Development Programmes.

SCOTTISH FIRE AND RESCUE SERVICE

Change Committee

Report No: C/CC/04-23

Agenda Item: 9.1

Report to:	**CHANGE COMMITTEE**						
Meeting Date:	**9 FEBRUARY 2023 (DATA AS OF: 5/01/23)**						
Report Title:	**PROGRAMME OFFICE RISK LOG COVER PAPER**						
Report Classification:	**For Scrutiny**	**Board/Committee Meetings ONLY** **For Reports to be held in Private** **Specify rationale below referring to** **Board Standing Order 9**					
		A	B	C	D	E	F	G

1 Purpose

1.1 The purpose of this report is to provide the Change Committee (CC) with an overview of the identified risks that could impact on the various programmes of work being monitored by the Portfolio Office.

2 Background

2.1 The risk tracking process used by the Portfolio Office is designed to monitor risks that could potentially impact on the successful delivery of Service Delivery, Major Projects and business as usual.

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

3 Main Report/Detail

3.1 The 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.

3.3

TOTAL	**30**			**Previous Quarter**		**27**	
New	SMDP8 – Industrial Action potential impact PTFAS5,6,7,8 – various						
Removed	PTFAS4 – reduced from 15 to 10. Costs received						
Updated	ESN001 and ESN002: increase from 15 to 20 due to CCF system dependencies Others - Various project controls updated						
Closed	PTFAS1 – now an issue						
PROJECTS	**CCF**	**SDMP**	**ESN**	**PTFAS**	**OnCall**	**S&W**	
RED	8	2	3	2	2	1	
AMBER	0	1	6	3	0	2	

4	**Recommendation**
4.1	The CC 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.
5	**Core Brief**
5.1	Not Applicable
6	**Appendices/Further Reading**
6.1	Appendix 1: Portfolio Office Risk Report
6.2	Further Reading: Risk Management Policy.
7	**Key Strategic Implications**
7.1	**Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)** — **Yes**

Prepared by:	Programme Officers
Sponsored by:	David Lockhart, T/Assistant Chief Officer, Director of Service Development
Presented by:	Ross Robison, Portfolio Manager

Links to Strategy and Corporate Values

The Portfolio Office links into The Risk Management Framework forms part of the Services Governance arrangements and links back to Outcome 4 of the 2019-22 Strategic Plan.

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Senior Management Board	18 January 2023	Approved
Change Committee	9 February 2023	For Scrutiny

APPENDIX 1

Draft Portfolio Office Risk Report

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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 (PxI)	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	25 (5 x 5)	CC	SMB
		CCF008	CCF Supplier Failure	There is a risk that the Supplier becomes financially instable, insolvent and/or incapable of sufficently funding and delivering the work required by the SFRS	Garry MacKay	25 (5 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	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

Strategic Risk ID	Strategic Risk	Project Risk Ref	Risk Name	Summary	Risk Owner	Risk Rating (PxI)	Committee	Executive Board
8	Improve performance	CCF004	Timing delay Systel - failure to have a robust system to address defects (CCF3.4)	There is a risk that Systel fail to adequately and effectively manage, prioritise and have in place a robust system to address defects resulting in a delay in configuration, testing or implementation.	Garry MacKay	20 (4 x 5)	CC	SMB
8	Improve performance	ESMCP001	Timing – CCF 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	20 (4 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	20 (4 x 5)	CC	SMB

Strategic Risk ID	Strategic Risk	Project Risk Ref	Risk Name	Summary	Risk Owner	Risk Rating (PxI)	Committee	Executive Board
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
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
7	Financial Sustainability	PTFAS008	Project Funding (PTFAS035)	There is a risk that the consituent projects are not funded from resource for future financial years following transfer from Capital to Resource budget resulting in a failure to deliver capabilities or realise benefits.	Paul McGovern	20 (4 x 5)	CC	SMB
5	Skilled, trained and motivated staff	CCF005	Staffing Levels - Ops Command (CCF3.5)	There is a risk that the Critical OC Staffing levels impact on project delivery, directly or indirectly.	Garry MacKay	16 (4 x 4)	CC	SMB
8	Improve performance	CCF006	Security - Systel - Security during testing periods (CCF3.6)	There is a risk that Systel cannot address all the necessary security vulnerability incidents discovered during Penetration Vulnerability Test within the available period post-testing and prior to go-live. This could impact on the project delivery timeline.	Garry MacKay	16 (4 x 4)	CC	SMB

Strategic Risk ID	Strategic Risk	Project Risk Ref	Risk Name	Summary	Risk Owner	Risk Rating (PxI)	Committee	Executive Board
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	PTFAS005	Resourcing the Programme and its Projects from SFRS Directorates (BAU) (PTFAS003)	There is a risk that the necessary resources may not be able to be released from BAU because of competing priorities for SFRS Directorates and Functions resulting in the Programme's progress being hindered or delayed impacting on implementation timescales.	Paul McGovern	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

Strategic Risk ID	Strategic Risk	Project Risk Ref	Risk Name	Summary	Risk Owner	Risk Rating (PxI)	Committee	Executive Board
5	Skilled, trained and motivated staff	SDMP008	Industrial Action	Ability to continue to deliver planned activities and objectives during and due to the implications of IA, including pre, during and post. Consequences could include a delay in delivering programme milestones that could then adversely affect the ability to make critical organisational change that requires support from SDMP outcomes.	AC Girrity	16 (4 x 4)	CC	SMB
		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 (PxI)	Committee	Executive Board
5	Skilled, trained and motivated staff	ESMCP003	Resources Capacity to fit devices (ESMCP 11)	There is a risk of the service not having ability and capacity to fit out the SFRS Vehicle Fleet with ESN devices (Spare Vehicles, workshop space and vehicle fitters) resulting in delay to transition resulting in financial and reputational consequences.	Andrew Mosley	15 (3 x 5)	CC	SMB
6	Adequate operational assets, equipment etc.	ESMCP004	Capacity Spare Vehicle Capacity (ESMCP 12)	There is a risk of not having enough spare vehicle capacity to facilitate transition activities relative to vehicle device fits whilst maintaining business as usual because of the lack of spare vehicles within the fleet and ongoing vehicle maintenance and service requirements resulting in a delay to transition.	Andrew Mosley	15 (3 x 5)	CC	SMB
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

Strategic Risk ID	Strategic Risk	Project Risk Ref	Risk Name	Summary	Risk Owner	Risk Rating (PxI)	Committee	Executive Board
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 Mission Critical Push to Talk (MCPTP) application requiring upgrade to new operating versions and testing by CCF to ensure continued compatibility, (anticipated that there will be regular Kodiak software product releases). This would result in delays to transition or additional development costs.	Andrew Mosley CCF PM	15 (5 x 3)	CC	SMB
7	Financial Sustainability	ESMCP007	Funding of core & non core costs (ESMCP 18)	There is a risk that the Scottish Government does not provide sufficient funding for Core and Non Core costs to enable SFRS to transition and operate on the Emergency Services Network resulting in significant funding requiring to be moved from other key areas of the SFRS budget.	Andrew Mosley ESMCP Finance lead	15 (3 x 5)	CC	SMB
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

Strategic Risk ID	Strategic Risk	Project Risk Ref	Risk Name	Summary	Risk Owner	Risk Rating (PxI)	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	PTFAS006	Failure to gain approval at TAF Review Gateways or DSSS reviews conducted by Scottish Government (PTFAS024)	There is a risk that the Programme/Projects fail to gain approval at TAF Gateway Reviews or DSSS reviews because of poor governance or planning resulting in being mandated to halt the Programme/Project.	Paul McGovern	15 (3 x 5)	CC	SMB
4	Legal and regulatory compliance	PTFAS007	Insufficient/inefficient Programme/ Project governance (PTFAS029)	There is a risk that Programme /Project governance may not be sufficiently agile or efficient because of a lack of knowledge or understanding, resulting in wasted resource and potential audit "Stop" outcome.	Paul McGovern	15 (3 x 5)	CC	SMB

Strategic Risk ID	Strategic Risk	Project Risk Ref	Risk Name	Summary	Risk Owner	Risk Rating (PxI)	Committee	Executive Board
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
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 1

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	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	Nov-22	Red - 90%	Remedial advisor process resulted in an action plan, implementation plan and key areas of improvement for supplier being provided for consideration by SFRS. Supplier response received 14/10/22. Further papers delivered to SLT (09/1/22) and SFRS Board (24/11/22) for strategic decisions.	25 (5 x 5)	15 (3 x 5)	CC	SMB

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 sufficently funding and delivering the work required by the SFRS	Garry Mackay	Nov-22	Red - 90%	SFRS have received written confirmation from supplier re finacial capacity and stability. - Ongoing engagement with key SFRS legal, financial and Contractual Stakeholders - Standing-up of Contingency Group - Establishment of Options Review and further papers delivered to SLT (09/11/22) and SFRS Board (24/11/22) for strategic decisions.	25 (5 x 5)	5 (1 x 5)	CC	SMB
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.	20 (4 x 5)	5 (1 x 5)	CC	SMB

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.	20 (4 x 5)	5 (1 x 5)	CC	SMB

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
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	Nov-22	Amber - 90%	Remedial advisor process resulted in an action plan, implementation plan and key areas of improvement for supplier being provided for consideration by SFRS. Supplier response recieved 14/10/22. Further papers delivered to SLT (09/1/22) and SFRS Board (24/11/22) for strategic decisions.	20 (5 x 4)	12 (3 x 4)	CC	SMB

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	Nov-22	Amber - 90%	Remedial advisor process resulted in an action plan, implementation plan and key areas of improvement for supplier being provided for consideration by SFRS. Supplier response recieved 14/10/22. Further papers delivered to SLT (09/1/22) and SFRS Board (24/11/22) for strategic decisions.	20 (4 x 5)	12 (3 x 4)	CC	SMB

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
5	ONCALL002	Resources - to meet aims & objectives (On Call 4/001)	Nov/Dec 2021 NRVLF to support business case/case for change as current Support Team temporary due to end March 2022 - substantiate and additional temporary resources requested to programme end. Case for change supported by Programme Board & SMB. Tabled for SLT March 2022	Gavin Hammond	Mar-22	Amber - 90%	Although skills and resources are at amber for each individual project the Project leads and programme team consider the overall risk rating should remain at 20 due to the ongoing challenges with Service wide conflicting priorities, access to and capacity of stakeholders and SME's, continued demands on Support team with finite and temporary resources and in recognition of the likely impact of IA and required preparations.	20 (4 x 5)	12 (4 x 3)	CC	SMB

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
5	ESMCP009	Recruitment & retention of Vehicle Fitters (ESMCP 24)	Capacity of existing skill set in the labour market attractiveness of pay and conditions Short term contracts on offer	Andrew Mosley	Dec-22	Amber - 10%	Ongoing work with ESN Connect to mitigate this risk. Job Descriptions and Person specs complete Early funded recruitment of Vehicle fitters part of ESN Connect funding bid.	20 (4 x 5)	5 (1 x 5)	CC	SMB
7	PTFAS008	Project Funding (PTFAS035)	Project Funding	Paul McGovern	Apr-23	Green - 15%	Jan 2023 - Programme Board and SLT require to reach decision on project futures and funding	20 (4 x 5)	10 (2 x 5)	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

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	Nov-22	Amber - 75%	Supplier yet to address all issues identified in PEN test, Remedial advisor process resulted in an action plan, implementation plan and key areas of improvement for supplier being provided for consideration by SFRS. Supplier response recieved 14/10/22. Estimated completion date extended to end November 2022, to allow resourcing of all work arising from Remedial Advisor's implementation plan. Further papers delivered to SLT (09/1/22) and SFRS Board (24/11/22) for strategic decisions.	16 (4 x 4)	12 (3 x 4)	CC	SMB

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
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	Nov-22	Amber - 75%	Supplier yet to address all issues identified in PEN test, Remedial advisors report now published and supplier met with SFRS on 07/10/2022, and provided formal response 14/10/2022. 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

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
4	ONCALL001	Timing - Terms & Conditions negotiations impact on timeline (On Call 3/002)	HROD Business Partner allocated to Standradisation 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
	SW005	Mobile Devices	Engage with business partner to review workarounds and review of project milestones and timeline.	Lynne Gow	Mar-23	Red - 65%	ICT (SF) updated Safe and Well Board on 26/10/22 of progress to procure service wide front line mobile devices to roll out SAW. Gap analysis to be undertaken in P&P BAU/next steps.	16 (4 x 4)	9 (3 x 3)	CC	SMB

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
5	SDMP008	Industrial Action	Ability to continue to deliver planned activities and objectives during and due to the implications of IA, including pre, during and post. Consequences could include a delay in delivering programme milestones that could then adversley affect the ability to make critical organisational change that requires support from SDMP outcomes.	AC Girrity	Jan-23	Amber - 25%	Currently establishing SDMP commitment to IA planning. Unknow how many staff will be take part in IA and how long. Both of the above elements likely to have effect on programme BAU timeline	16 (4 x 4)	4 (2 x 2)	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-23	Red - 60%	ICT support to ensure SFRS can run the CRIM independently is ongoing. Large capacity desktop now installed and and software uploaded. Once complete, testing will begin to confirm CRIM risk metric can be maintained independently.	16 (4 x 4)	8 (2 x 4)	CC	SMB

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-23	Red - 75%	Procurement process has commenced to identify Senior GIS capability for CRIM development. Aim to award contract Dec 2022, commence work Jan 2023. High potential for imminent changes to team as a result of the recent SC promotion process. Currently assessing contingency options but backfilling could present challenges.	16 (4 x 4)	8 (2 x 4)	CC	SMB
5	PTFAS005	Resourcing the Programme and its Projects from SFRS Directorates (BAU) (PTFAS003)	Resourcing the Programme and its Projects from SFRS Directorates (BAU)	Paul McGovern	Dec-22	Green - 15%	Jan 2023 - lack of certainty causing real impact on project teams which have taken considerable time and effort to create.	16 (4 x 4)	6 (2 x 3)	CC	SMB

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
8	PTFAS002	Financial - failure to have system in place for Sept 23 long term and expensive contracts (PTFAS12)	Investigate contingency with supplier	Paul McGovern	Sep-23	Green - 30%	Decision to continue with existing MHR contract until Oct 2023 in light of programme options review.	15 (3 x 5)	15 (3 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
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

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)	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
8	ESMCP006	Technical & Financial related to Kodiak PSCS Push to Talk Application (ESMCP 17)	SFRS PM is a member of the 3ESS Transition Group that receives reports from the UI/UX working Group, any developments in this area are monitored. The Kodiak application will be delivered as ESN Version 1 ready for transition. This will be reflected in the Full Business Case due for release in March 2021.	Andrew Mosley	Dec-22	Amber - 10%	Programme risk being monitored by 3ESS and SFRS 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

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%	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
1	SW004	ICT Management System (PWA)	Engage with business partner to review workarounds and review of project milestones and timeline.	Lynne Gow	Mar-23	Amber - 65%	Revised timelines. PWA reprioritised to "on hold" to enable progress on other ICT elements as agreed at SAW Board (06/10/22) Remains *ON HOLD* UFN (potential for its redundancy if In vehicle system solution guarantees WIFI when doing a S&W visit)	15 (5 x 3)	6 (3 x 2)	CC	SMB

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
1	SW008	Partner sign up delays (ICT partner site)	ICT business partner to resolve partner site outage issue and review timelines.	Lynne Gow	Mar-23	Red - 60%	ICT sub group in place to monitor and coordinate actions. ICT report that the tenancy issue is fixed (31/10/22) and that regression testing is underway. Product available by mid January (incompete but pilotable) or April 23 for completion of testing (with assumptions that all requirements (CRs) are able to be fulfilled)	15 (5 x 3)	6 (3 x 2)	CC	PB
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

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

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)	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	Mar-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

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	Mar-23	Amber - 40%	PICT are currently assessing Public involvement and consultation requirements in conjunction with members of SDMP, SFRS Legal and Communications team. PICT are also developing a framework approach that will support compliance and mitagate risk to the organisation.	15 (3 x 5)	4 (1 x 4)	CC	SMB
4	PTFAS006	Failure to gain approval at TAF Review Gateways or DSSS reviews conducted by Scottish Government (PTFAS024)	Failure to gain approval at TAF Review Gateways or DSSS reviews conducted by Scottish Government	Paul McGovern	Mar-23	Green - 65%	Jan 2023 - audit includes assessment of project team as criteria for success.	15 (3 x 5)	5 (1 x 5)	CC	SMB

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
4	PTFAS007	Insufficient/inefficient Programme/Project governance (PTFAS029)	Insufficient/inefficient Programme/Project governance	Paul McGovern	Dec-22	Green - 25%	Jan 2023 - if Programme is formally cancelled, governance will need reviewed and updated.	15 (3 x 5)	8 (2 x 4)	CC	SMB

Closed Control Summary

Appendix 1d

Control Description	Risk ID	Risk Name	Risk Description	Control Comments	Control Owner	Committee	Executive Board
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.	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	Risk Closure:Risk has become an Issue To be removed from Risk Register and highlighted to SMB by Programme Manager at the next meeting	Paul McGovern	CC	SMB
Identify Projects and workstreams with requirement for input or engagement from Operational staff. Engage with uniformed colleagues to understand their availability.	PTFAS003	Pension Remedy - Resourcing PTFAS programme	There is a risk that the Programme may not be able to be resourced by the planned level of uniformed personnel because of challenges brought about by the recent Pension Remedy resulting in reduced level of engagement and activities with Operational colleagues.	Risk Closure:Risk score is below threshold for reporting at SMB	Paul McGovern	CC	SMB

Control Description	Risk ID	Risk Name	Risk Description	Control Comments	Control Owner	Committee	Executive Board
Establish Rostering Project Board within the Programme as route to engage with Procurement and agree approach to legacy systems	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.	Risk Closure:VEAT notice prepared and supplier costs received. Agreed at programme Board to reduce scoring to 10. Risk score is now below reporting threshold for reporting at SMB	Paul McGovern	CC	SMB
Review and improvement of Stakeholder List	SDMP004	Establishing an appropriate operational footprint (SDMPB 2/002)	Failure to properly assess our footprint, response times, to consult and consider reasonable options. This could be because of lack of appropriate process adopted, expertise and technology. Could result in increased risk of formal complaints, internal and external. This includes Ombudsman and Legal challenges (Interdicts and Judicial Review) being successful. Could also result in Organisational financial and reputational damage.	Subject to ongoing update and regular (6 monthly) review	Paul Anderson	CC	SMB

SCOTTISH FIRE AND RESCUE SERVICE
Change Committee

Report No: **C/CC/05-23**
Agenda Item: **9.1**

Report to:	**CHANGE COMMITTEE**							
Meeting Date:	**9 FEBRUARY 2023**							
Report Title:	**COMMITTEE ALIGNED DIRECTORATE RISK**							
Report Classification:	**For Scrutiny**	**Board/Committee Meetings ONLY** **For Reports to be held in Private** **Specify rationale below referring to** **Board Standing Order 9**						
		A	B	C	D	E	F	G

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

3.3 Appendix 1 to this report provides the Change Committee with the current risk report, outlining:

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

3.4 The Change Committee are asked to scrutinise the information provided and use the risk register to identify future risk spotlights.

4 Recommendation

4.1 The Change Committee is asked to:

- Scrutinise the Change Committee Risk Report.
- Identify future risk spotlights to be provided to the Committee.

5 Core Brief

5.1 Not applicable

6 Appendices/Further Reading

6.1 Appendix 1 – Change Committee Risk Report

7 Key Strategic Implications

7.1	**Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)**	**Yes**

Prepared by:	Tracy Shankland, Risk and Insurance Officer
Sponsored by:	David Johnston, Risk and Audit Manager
Presented by:	Curtis Montgomery, Head of Portfolio Office

Links to Strategy and Corporate Values

The reporting of Gifts, Hospitality and Interests forms part of the Services Governance arrangements and links back to Outcome 5 of the 2022-25 Strategic Plan, specifically Objectives 5.1 and 5.6:

Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.

- Objective 5.1: Remaining open and transparent in how we make decisions
- Objective 5.6: Managing major change projects and organisational risks effectively and efficiently

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Change Committee	*9 February 2023*	*For Scrutiny*

APPENDIX A

Change Committee

Risk Report

2022-23 Q3

Contents:

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

Strategic Risk Summary

Appendix 1a

Risk Reference	Description	SLT Risk Owner	Risk Rating (PxI)
1	Ability to improve the safety and well-being of people throughout Scotland through the delivery of our services	Director of Service Delivery	15 (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
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
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

Strategic Risk ID	Strategic Risk	Directorate Risk	Risk Name	Summary	Risk Owner	Risk Rating (PxI)	Committee	Executive Board
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
5	Skilled, trained and motivated staff	POD010	Project Support	The risk that POD teams are unable to timeously support and input to wider SFRS projects and change initiatives, meaning the people elements of change management aren't widely considered, resulting in reduced employee engagement and successful implementation of the project/change.	Head of People and Organisational Development	12 (3 x 4)	CC	SMB

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

Directorate Risk Control Summary

Appendix 1c

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
8	SDD001	Delivery of Directorate Commitments	Development of business cases, recruitment and implementation of posts to allow the population of proposed Directorate Structure in line with organisational need	Head of Portfolio / ICT / SD	Mar-23	Green - 66%	Business Cases for ICT and SDMP have been completed. Portfolio Office Business Case has been considered by SMB and now progressing to SLT.	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	Mar-23	Green - 60%	Market Allowance process completed successfully on 25 July 2022. Recruitment to vacant posts restarted subject to potential operating model changes.	20 (5 x 4)	15 (3 x 5)	CC	SMB
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	Mar-23	Green - 75%	SFRS Maturity Assessment drafted and will inform the SFRS continuous improvement strategy 22-25 which is currently under development. In addition, a new Self-Assessment framework (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

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
7	SDD005	Additional Funding	Ongoing engagement with Scottish Government	Head of ICT	Mar-23	Green - 80%	This will continue throughout 2022/23 until further information is received from SG. Continued partner engagement continues.	15 (3 x 5)	8 (2 x 4)	CC	DB
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	Amber - 25%	Resource spotlight highlighting key capability gaps and constraints presented to the Change Committee. Portfolio Office strategy and supporting resources case for change presented to SMB Oct 22. Due to be discussed at SLT Dec 22.	15 (5 x 3)	6 (3 x 2)	CC	SMB
8	SPPC002	Communicate with Stakeholders	Implement the recommendations from the internal communications review.	Head of Communication and Engagement	Mar-23	Amber - 90%	Web and iHub review are 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

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
6	POD002	Replacement Programme	Review of Phase 1 timescales and key milestones in the dossier to further inform planning, procurement and the release of required staff to support programme.	Paul McGovern, POD Programme Manager	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	Mar-23	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	Mar-23	Green - 30%	Awaiting SLT approval. Due date extended.	12 (3 x 4)	8 (2 x 4)	CC	SMB
1	SDD002	Evidence Based Decision Making	Ongoing creation of Community Risk Index Model	AC A Girrity	Sep-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.	12 (3 x 4)	9 (3 x 3)	CC	SMB

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	Mar-23	Green - 75%	Quarterly meetings now in place between ICT and SDMP. Discussions are ongoing regarding arrangements that support ready access to relevant internal systems and data essential to CRIM development and maintenance.	12 (3 x 4)	9 (3 x 3)	CC	SMB
1	SDD002	Evidence Based Decision Making	Continued delivery of the Service Delivery Model Programme against agreed programme timelines and milestones	AC A Girrity	Sep-23	Green - 50%	The programme is currently in the Development Phase. This is due to be completed in September 2023. Prior to this, core programme elements such as the CRIM, Response modelling and impact assessment methodology will be finalised and submitted for approval. Phase Three of SDMP will include a transition to programme end, Oct 23-March 24. This will include the "handover" over of SDMP processes and methodology to relevant Directorates/Functions.	12 (3 x 4)	9 (3 x 3)	CC	SMB
7	SDD006	Network Replacement	Ongoing engagement with Scottish Government	Head of ICT	Mar-23	Green - 80%	This will continue throughout 2022/23 until further information is received from SG. Continued partner engagement continues.	8 (2 x 4)	4 (1 x 4)	CC	DB

Directorate Closed Control Summary

Appendix 1d

Control Description	Risk ID	Risk Name	Risk Description	Control Comments	Control Owner	Committee	Executive Board
Consideration to be given of resource requirement in relation to SDMP	POD010	Project Support	The risk that POD teams are unable to timeously support and input to wider SFRS projects and change initiatives, meaning the people elements of change management aren't widely considered, resulting in reduced employee engagement and successful implementation of the project/change.	12.10.22 RS: Secondments of the POD Manager is in place to 31 Mar 24 with funding approved. Additional support has been identified from existing POD resource and will be scaled up/down as required.	Rachel Scott, Deputy Head of Human Resources and Organisational Development, Strategic	CC	SMB

Directorate Closed Risk Summary

Appendix 1e

Nil Return

Directorate Risk Rating Change Summary

Appendix 1f

Risk ID	Parent Risk	Risk Name	Risk Description	Risk Owner	Change Reason	Current Risk Rating (PxI)	Initial Risk Rating (PxI)	Committee	Executive Board
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 Decreased; Probability reduced from 4 to 3, due to identification and sourcing of appropriate robust data	12 (3 x 4)	16 (4 x 4)	CC	SMB

New Directorate Risks

Appendix 1g

Nil Return

New Directorate Controls Summary

Appendix 1h

Nil Return

Agenda Item 10.1

CHANGE COMMITTEE ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
11 MAY 2023	• Chair's Welcome • Apologies • Consideration of and Decision on any Items to be taken in Private • Declaration of Interests • Minutes of Previous Meeting • Action Log • Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Review of Actions • Date of Next Meeting	**Standing/Regular Reports** **General Reports** • SMB Action Log **New Business** •	**Standing/Regular Reports** **Projects** • PO Project Dashboard **General Reports** • PO Progress Update • New Mobilising System (Written update - PRIVATE) • PTFAS (written update) • PO Risk Report • Strategic Risk Summary and Committee Aligned Directorate Risks **New Business** • Safe and Well Evaluation Report •	**Standing/Regular Reports** **Change Portfolio/ Major Projects** • **General Reports** • **New Business** •	**Standing/Regular Reports** **Change Portfolio/ Major Projects** • **General Reports** • **Value Added Statement** **New Business** •
10 AUGUST 2023	• Chair's Welcome • Apologies • Consideration of and Decision on any Items to be taken in Private • Declaration of Interests • Minutes of Previous Meeting • Action Log • Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Review of Actions • Date of Next Meeting	**Standing/Regular Reports** **General Reports** • SMB Action Log **New Business** •	**Standing/Regular Reports** **Projects** • PO Project Dashboard **General Reports** • PO Progress Update • New Mobilising System (Written update - PRIVATE) • PTFAS (written update) • PO Risk Report • Strategic Risk Summary and Committee Aligned Directorate Risks **New Business** •	**Standing/Regular Reports** **Change Portfolio/ Major Projects** • **General Reports** • **New Business** •	**Standing/Regular Reports** **Change Portfolio/ Major Projects** • **General Reports** • **New Business** •

CHANGE COMMITTEE ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
9 NOVEMBER 2023	• Chair's Welcome • Apologies • Consideration of and Decision on any Items to be taken in Private • Declaration of Interests • Minutes of Previous Meeting • Action Log • Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Review of Actions • Date of Next Meeting	**Standing/Regular Reports** **General Reports** • SMB Action Log **New Business** •	**Standing/Regular Reports** **Projects** • PO Project Dashboard **General Reports** • PO Progress Update • New Mobilising System (Written update - PRIVATE) • PTFAS (written update) • PO Risk Report • Strategic Risk Summary and Committee Aligned Directorate Risks **New Business** •	**Standing/Regular Reports** **Change Portfolio/ Major Projects** • **General Reports** • **New Business** •	**Standing/Regular Reports** **Change Portfolio/ Major Projects** • **General Reports** • **New Business** •
15 FEBRUARY 2024	• Chair's Welcome • Apologies • Consideration of and Decision on any Items to be taken in Private • Declaration of Interests • Minutes of Previous Meeting • Action Log • Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Review of Actions • Date of Next Meeting	**Standing/Regular Reports** **General Reports** • SMB Action Log **New Business** •	**Standing/Regular Reports** **Projects** • PO Project Dashboard **General Reports** • PO Progress Update • New Mobilising System (Written update - PRIVATE) • PTFAS (written update) • PO Risk Report • Strategic Risk Summary and Committee Aligned Directorate Risks **New Business** •	**Standing/Regular Reports** **Change Portfolio/ Major Projects** • **General Reports** • **New Business** •	**Standing/Regular Reports** **Change Portfolio/ Major Projects** • **General Reports** • **New Business** •