SCOTTISH FIRE AND RESCUE SERVICE
Working together for a safer Scotland

PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 11 MAY 2023 @ 1000 HRS

**MEETING ROOM 1, EAST SERVICE DELIVERY AREA HEADQUARTERS,
21 CLAYLANDS ROAD, NEWBRIDGE, EH28 8LF / 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: 9 FEBRUARY 2023 (*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   VALUE ADDED STATEMENT (*attached*)   *F Thorburn*

The Committee is asked to approve this report.

8   CHANGE PORTFOLIO/MAJOR PROJECTS
8.1   Portfolio Office Highlight Reports (*attached*)   *C Montgomery*
8.2   People, Training, Finance and Assets System Programme Termination   *P McGovern*
       Report and Project Briefs *(attached)*

The Committee is asked to scrutinise these attached reports.

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

9   GENERAL REPORTS
9.1   Portfolio Office Progress Update (*attached*)   *C Montgomery*
9.2   ICT Bespoke Development *(attached)*   *D Lockhart/*
                                                                                                          S Fox

         The Committee is asked to scrutinise these reports.

10   RISK
10.1   Portfolio Office Risk Report *(attached*)   *R Robison*
10.2   Committee Aligned Directorate Risks (*attached*)   *C Montgomery*

         The Committee is asked to scrutinise these reports.

11   COMMITTEE ROLLING FORWARD PLANNING   *F Thorburn*
11.1   Committee Forward Plan *(attached)*
11.2   Items for Consideration at Future IGF, Board and Strategy Day meetings

12   REVIEW OF ACTIONS   *Board Support*

13   DATE OF NEXT MEETING
         A special private meeting is scheduled to be held on 26 June 2023 and
         the next full Committee meeting is scheduled to be held on Thursday 10
         August 2023.

PRIVATE SESSION

14   MINUTES OF PREVIOUS PRIVATE MEETING:
14.1   **9 February 2023** (*attached*)   *F Thorburn*
14.2   **21 March 2023 – Special** (*attached*)   *F Thorburn*

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

15   PRIVATE ACTION LOG (*attached*)   *Board Support*

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

16   FINANCIAL REPORTING - CHANGE PORTFOLIO *(verbal)*   *C Montgomery*

         The Committee is asked to note the verbal report.

17   UPDATE ON STRATEGIC SERVICE REVIEW PROGRAMME *(attached)*   *J Thomson*

         The Committee is asked to scrutinise this report.

18   NEW MOBILISING SYSTEM *(verbal)*   *D Lockhart*

         The Committee is asked to note the verbal report.

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

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Agenda
Item 5

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 9 FEBRUARY 2023 @ 1000 HRS

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

PRESENT:

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

IN ATTENDANCE:

Stuart Stevens (SS)	Interim Deputy Chief Officer
Curtis Montgomery (CM)	Head of Portfolio Office
Ross Robison (RR)	Portfolio Manager
David Lockhart (DL)	T/Assistant Chief Officer, Director of Service Development
Iain Morris (IM)	Acting Director of Asset Management
Lyndsey Gaja (LG)	Head of People and Organisational Development (Item 7.3 only)
Paul McGovern (PMcG)	Programme Manager (Item 7.3 only)
Iain MacLeod (IMac)	Deputy Assistant Chief Officer (Item 8.4 only)
Kevin Murphy (KM)	Group Commander, Board Support Manager
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS

Leanne Stewart	Portfolio Office
Joan Nilson	Portfolio Office
Siobhan Hynes	Portfolio Office
Seona Hart	Fire Brigades Union
Douglas Balfour	Emergency Service Network

1   WELCOME

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

1.2   The Committee were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question and that the meeting would be recorded for minute taking purposes only.

2   APOLOGIES

No formal apologies had been received.

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

3.1   The Committee agreed that the *Financial Reports – Change Portfolio* (Item 15), *Portfolio Office Resourcing* (Item 16), *Update on Command and Controls Futures Project and New Mobilising System* (Item 17), *Change Programme for Resource Spending Review* (Item 18) and *Assurance Mapping and Assurance Statements* (Item 19) would be heard in the private session due to confidential commercial/financial information (Standing Order 9E) and the confidential nature of the issues (Standing Order 9G).

4   DECLARATION OF INTERESTS

4.1   There were no declarations of interest noted.

5   MINUTES OF PREVIOUS PUBLIC MEETING: 10 NOVEMBER 2022

5.1   Subject to a minor typographical error, the minutes of the previous meeting were agreed as an accurate record.

5.1.1   **The minutes of the meetings held on 10 November 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.

6.2   The Committee commented on the need to accurately and clearly capture actions and for defined timescale/dates to be included within position statements updates.

        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 Community Risk Index Model (CRIM), the Committee requested an update on the GIS Analyst position. DL advised that a tender process had been undertaken to identify and secure a support delivery partner/organisation to provide the GIS analytical capability. DL was hopeful to progress this further in the coming weeks.

7.1.3   In regard to the Safe and Well project, the Committee requested further details on the ICT challenges. CM informed the Committee of the progress being made with ICT developing a new system, however, this was only able to be used within the CAT teams (not nationally) at this time. CM stated that an evaluation would be undertaken and a report would be submitted to the Project Board with recommendations i.e. pause, partial or full roll out.

7.1.4   The Committee requested a short high-level overview be provided to sight the Committee on the level of bespoke development activity being conducted within ICT and what is in the development pipeline.

                                                                                          ACTION: DL

7.1.5   In regard to the Community Risk Index Model (CRIM), the Committee requested clarification of the sentence *"The revised Programme Timeline has been influenced through recent developments highlighting the requirements for collective strategic*

change". DL reminded the Committee that the original remit of the programme was to review the disposition of existing resources against risk and demand across the organisation. However, following the Resource Spending Review announcement, the remit had been revised to consider the disposition of resources against risk, demand and also the appropriate levels of resources across the organisation.

7.1.6 <u>Service Delivery Model Programme (SDMP) Change Report and Dossiers</u>
DL presented a project change request for the 3 project dossiers: Community Risk Index Model (CRIM), Station and Appliance Review (SAR) and Demand Based Duty Systems (DBDS). The following key points were highlighted:

- The changes relate to timeline, focus on supporting resource spending review, and change in the delivery of the SDMP.
- Summary of Phase 2 milestones included the completion of a 2nd academic validation of CRIM, updating CRIM to include outcomes of the UFAS consultation and development of change options.
- Phase 2 (Development) would run until September 2023 then transition into Programme end until March 2024.

7.1.7 The Committee commented on the programme end date of March 2024 and asked whether this could be shortened. DL advised the Committee that there was confidence in the ability to conduct some initial modelling on the resource distribution, however, the model required to be further developed in order to provide further assurance in advance of public consultation/stakeholder engagement. The Committee questioned the timescales involved and whether the level of data/evidence being gathered was appropriate.

7.1.8 Discussions took place on the SDMP work being undertaken to create the tools/methodology to support the process and provide evidence to enable the Service to effect the changes. The Committee were reminded that originally the SDMP was to optimise all the existing resources, however, due to the resource spending review, this is no longer the position.

7.1.9 DL advised the Committee that the Service would, if possible, make recommendation/ decision prior to programme end date of March 2024. The programme end date applied to the handover of the tools/methodology to business as usual within the Service.

7.1.10 The Committee requested whether weighting could be applied and provided around the milestones detailed within paragraph 2.6 of the Change Request Dossier. The milestones are:

- 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

ACTION: DL

7.1.11 The Committee requested whether there were any opportunities to accelerate the end date from March 2024.

ACTION: DL

7.1.12 **The Committee scrutinised the change request and Dossiers**

(L Gaja and P McGovern joined the meeting at 1045 hrs)
(I Morris left the meeting at 1045 hrs)
(The meeting broke at 1045 hrs and reconvened at 1050 hrs)

7.2 **People, Training, Finance and Assets System Programme Update**

7.2.1 PMcG provide a verbal update to the Committee and noted the non-viability of the programme as previously indicated to the Committee. The following key points were highlighted:

- Non-viability of the overall programme.
- Review underway of existing projects and identifying work still required to be progressed.
- Range of options presented to the Programme Board and Strategic Leadership Team.
- Legal requirement to complete existing contracts for software/services relating to HR, finance, rostering, training, etc.
- People, Payroll, Finance and Training Project
  - Concluded engagement with Scottish Government relating to the potential shared service opportunity using Oracle. Decision made not to progress this further at this time. Scottish Government and Sponsor Unit have been informed.
  - Project scope review and system health checks undertaken.
  - Prioritisation of HR system over finance.
  - Framework to be used to gauge suppliers interests without any commitment.
  - Outline business case to be updated with cashable savings.
  - Continuing with procurement activities and Scottish Government gateway review.
- Rostering Project:
  - Current system was out of contract.
  - Resourcing extension of 3 months.
  - Opportunities for savings presented at project board.
  - Statement of requirement developed and routes to market were being explored.
- Health and Wellbeing Workstream continues to progress and going live in March 2023.
- Asset Project: Property and Fleet systems to be descoped.
- Training Scheduling was no longer within scope of the programme.
- Formal closure of the Programme with realignment of ongoing projects to new governance arrangements.

7.2.2 In regard to the potential shared service opportunity using Oracle, LG commented on the extensive discussions with the Sponsor Unit in relation to this opportunity. LG noted that Scottish Government were at the early stages of their project and were not in a position to offer shared services opportunities at this time. This would remain a consideration for the Service.

7.2.3 Brief discussion on the potential shared services opportunities with Scottish Government or through National Services Scotland. LG commented on the need for the Service to ensure in-house processes were high value end to end processes, in order to redirect existing resources, realise cost savings and efficiency. This would ensure in-house services were fit for purpose and strengthen the options for exploring shared services opportunities.

7.2.4 Full discussion took place regarding the lack of clarity and clear articulation around the programme, what the issues/problems trying to be solved were, what was the ask of external suppliers/markets and what would be the acceptable end result.

8.3.3 The Committee queried whether there would be clearly articulated benefits for all current inflight projects by the start of the financial year. CM advised that they were endeavouring to look at this and were making it clear in terms of expectations on project reporting. The initial focus would be financial benefits. The Committee noted the update and sought assurance on the contribution towards delivering against strategic objectives. CM noted the intention to utilise the 11-question set which linked to the 7 outcomes of the strategy in order to prioritise the portfolio.

8.3.4 CM explained that quality KPI's would initially be focussed internally.

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

(Iain Macleod joined the meeting at 1145 hrs)
(Meeting broke at 1145 hrs and reconvened at 1150 hrs)

8.4 **Draft Safe and Well Evaluation Report**
8.4.1 The Committee agreed that the draft report would be withdrawn and brought back to the next meeting (May 2023).

(Iain Macleod left the meeting at 1150 hrs)

9 **RISK**
9.1 **Portfolio Office Risk Report**
9.1.1 RR 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 Brief discussion took place on the Committee's ability to add value or scrutinise the risk register given that the information within the register was not up to date. JT to provide an update on the steps being taken to move towards more dynamic risk reporting, with further narrative on risk progress detailed within the covering paper.

ACTION: JT

9.1.3 **The Committee noted the report.**

9.2 **Committee Aligned Directorate Risks**
9.2.1 CM presented the Aligned Directorate Risks report to the Committee to provide an outline of the identified Directorate risks and controls. CM highlighted 2 key risks: SDD001 Portfolio Delivery (resourcing issues), and SDD004 Continuous Improvement Culture (impact of RSR).

9.2.2 The Committee noted the key overall risk of the collective change programme failing to deliver the ambitions/efficiencies required to move the Service forward. The Committee noted that the Service needed to think in those terms in order to ground change projects and set them into context of the Service's performance.

9.2.3 **The Committee noted the report.**

10 **COMMITTEE ROLLING FORWARD PLAN**
10.1 **Committee Forward Plan**
10.1.1 The Committee noted the Forward Plan and agreed that the Safe and Well Evaluation Report would be submitted to the next meeting

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 5 formal actions were recorded during the meeting.

12   DATE OF NEXT MEETING
12.1   The next meeting is scheduled to take place on Thursday 11 May 2023 at 1000 hrs.

12.2.   There being no further matters to discuss, the public meeting closed at 1205 hrs.

PRIVATE SESSION

13   MINUTES OF PREVIOUS PRIVATE MEETING: 10 NOVEMBER 2022
13.1   The minutes of the meetings held on 10 November 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.

17   UPDATE ON COMMAND AND CONTROL FUTURES PROJECT (SYSTEL) AND NEW MOBILISING SYSTEM
17.1   DL provided a verbal update to the Committee on the new Mobilising System (NMS) project, noting that the exit management process relating to the termination of the Systel contract would be separated from the NMS.

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

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   PORTFOLIO OFFICE RESOURCING
16.1   CM provided a verbal update on the ongoing review of the Portfolio Office structure.

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

19   ASSURANCE MAPPING AND ASSURANCE STATEMENTS
19.1   This report was presented for information only.

18   CHANGE PROGRAMME FOR RESOURCE SPENDING REVIEW
18.1   JT provided a verbal update to the Committee.

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

CHANGE COMMITTEE – ROLLING ACTION LOG

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Background and Purpose

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

The status of Actions are categorised as follows:

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

Actions/recommendations

Currently the rolling action log contains 6 actions. A total of 5 of these actions has been completed.

The Committee is therefore asked to approve the removal of the 5 actions noted as completed (Blue status), note the no action categorised as Green status and note one action categorised as Yellow status on the action log.no

CHANGE COMMITTEE
ROLLING ACTION LOG

Committee Meeting: 10 November 2022						
Agenda Item	Actions Arising	Lead	Due Date	RAG Status	Completion Date	Position Statement
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. **Update (11/05/2023):** The benefit profiles are in progress and the baselines are being obtained.

Committee Meeting: 9 February 2023						
Agenda Item	Actions Arising	Lead	Due Date	RAG Status	Completion Date	Position Statement
7.1.4	**Portfolio Office Highlight Report:** Short high-level overview to be provided to sight Committee on level of bespoke development activity being conducted within ICT and what is in the development pipeline.	DL	May 2023		March 2023	**Update (11/05/2023):** A report on this will be brought to the Digital Board and then on to the Change Committee's May 2023 meeting.
7.1.10	**Portfolio Office Highlight Report: Service Delivery Model Programme:** Committee request whether weighting could be applied and provided around milestones detailed within paragraph 2.6 of the Change Request Dossier. The milestones are: • Developing CRIM 2 incorporating	DL	May 2023		March 2023	**Complete (11/05/2023):** A response to the action will be provided via email as directed, by the end of March 2023. Email sent on 21 March 2023.

	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.					
7.1.11	**Portfolio Office Highlight Report: Service Delivery Model Programme:** The Committee requested whether there were any opportunities to accelerate the end date from March 2024.	**DL**	**March 2023**		**March 2023**	**Complete (11/05/2023):** A response to the action will be provided via email as directed, by the end of March 2023. Email sent on 21 March 2023.
7.2.5	**PTFAS Programme Update:** Committee request to see an overview of what the PTFAS programme was working towards i.e. where it was currently, where it was trying to get to, what was the current scope, what problems were the programme trying to solve? The Committee requested the picture of the "as is" and "to be" at a high level.	**LG/PMcG**	**May 2023**		**May 2023**	**Complete (11/05/2023):** Termination report for the PTFAS programme and new project briefs being presented to the Committee on 11 May 2023.

9.1.2	**Portfolio Office Risk Report:** Provide an update on the steps being taken to move towards more dynamic risk reporting, with further narrative on risk progress detailed within the covering paper.	JT	May 2023		May 2023	**Complete (11/05/2023):** Committees receive relevant updates on the risk register however, it is recognised they want to receive the most up to date information to enable proper scrutiny. The current risk registers still require a degree of manual effort to populate based on updates from various governance meetings and therefore there is a natural latency in providing the most current information. The Risk and Audit team are working with Data Services to produce a Risk dashboard that will give the committees a better overview of risks relevant to the committee and this will introduce more automation of the process. Individuals will be asked for risk updates on a monthly basis and end users will update directly. The timeline for producing a more dynamic risk dashboard is by end of June for ARAC and then subsequent committees

SCOTTISH FIRE AND RESCUE SERVICE
Change Committee

Report No:	**C/CC/11-23**	
Agenda Item:	**7**	

Report to:	**CHANGE COMMITTEE**
Meeting Date:	**11 MAY 2023**
Report Title:	**ANNUAL VALUE ADDED STATEMENT 2022/23**

Report Classification:	**For Decision**	**SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>

1	**Purpose**
1.1	The purpose of this report is to present the Change Committee (CC) Annual Value Added Statement 2022/23, outlining evidence of how the Committee supports the effective functioning of the Board.

2	**Background**
2.1	The Value Added Statement was introduced to support the Board's overall approach to reviewing the effectiveness of its Committee operating structure, and further to this feeds into the Annual Governance Statement.

3	**Main Report/Detail**
3.1	A paper outlining the arrangements for reviewing the effectiveness of the Board and its Committees was approved at its meeting on 27 April 2023. The Annual Value Added Statement of this Committee will be appended to the subsequent paper which reports to the Board on these arrangements as supporting evidence.

4	**Recommendation**
4.1	The Committee is requested to approve the contents of the Annual Value Added Statement 2022/23 as set out in Appendix A and provide feedback as necessary.

5	**Key Strategic Implications**
5.1 5.1.1	**Risk** Information contained within this report highlights the benefits this Committee brings to the governance arrangements through the examination of strategic change and major projects activities. The CC will continue to further develop the risk tracking and risk monitoring for individual projects and consider the use of spotlighting certain risks where deemed appropriate and necessary.
5.2 5.2.1	**Financial** The CC scrutinises and seeks assurance in relation to the planned levels of investment and anticipated benefits across the change portfolio within approved budgets, including the appropriate application of financial management practices throughout the delivery of change.

5.3 5.3.1	**Environmental & Sustainability** There are no environmental and sustainability implications arising from this report.
5.4 5.4.1	**Workforce** The CC reviews programme plans and project dossiers that relate to the workforce.
5.5 5.5.1	**Health & Safety** This report highlights the strategic change and major projects contribution towards improving the Health & Safety of all staff.
5.6 5.6.1	**Health & Wellbeing** There are no Health & Wellbeing implications arising from this report.
5.7 5.7.1	**Training** There are no training implications arising from this report.
5.8 5.8.1	**Timing** This report will support the SFRS Annual Governance Statement which will be presented to the Board as part of the Annual Report and Audited Accounts for 2022/23.
5.9 5.9.1	**Performance** Information contained within this report deems that there are no significant gaps in the performance of the CC.
5.10 5.10.1	**Communications & Engagement** This report provides an opportunity for CC members to review the contents and provide feedback prior to its submission to the Board on the arrangements for reviewing the effectiveness of the Board and its Committees.
5.11 5.11.1	**Legal** Production of this report is consistent with Scottish Fire and Rescue Service (SFRS) Committee arrangements and generally accepted principles of good corporate governance.
5.12 5.12.1	**Information Governance** *DPIA completed ~~Yes~~/No.* *No DPIA was required for this paper as it contains no personal information.*
5.13 5.13.1	**Equalities** EHRIA completed ~~Yes~~/No. If not applicable state reasons. Covered by the SFRS Corporate Governance Arrangements 2023 EHRIA.
5.14 5.14.1	**Service Delivery** There are no Service Delivery implications arising from this report.

6	**Core Brief**
6.1	Not applicable.

7	**Assurance (SFRS Board/Committee Meetings ONLY)**	
7.1	**Director:**	Stuart Stevens, Deputy Chief Officer
7.2	**Level of Assurance:** **(Mark as appropriate)**	**Reasonable**
7.3	**Rationale:**	Effective governance arrangements relating to the Board and its Committees have been embedded in SFRS governance structures for a substantial number of years and are reviewed regularly. The annual Value Added Statement allows for the

		Committee to outline evidence of its effectiveness. Through recent Committee workshops it has been agreed to closely focus on the Terms of Reference of the Committee to strengthen its purpose and strategic value that can be brought to the functioning of the Board.
8	**Appendices/Further Reading**	
8.1	Appendix A – Change Committee Annual Value Added Statement 2022/23	

Prepared by:	Kevin Murphy, Group Commander, Board Support Manager
Sponsored by:	Fiona Thorburn, Chair of the Change Committee
Presented by:	Fiona Thorburn, Chair of the Change Committee

Links to Strategy and Corporate Values
This links to SFRS Strategic Plan 2022-25: Outcome 3 – We value and demonstrate innovation across all areas of our work. Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public.

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Change Committee	*11 May 2023*	*For Decision*

SCOTTISH FIRE AND RESCUE SERVICE
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Change Committee

Annual Value Added Statement

2022/23

1   Purpose

The purpose of this statement is to give an overview of the added value of the Change Committee over the period April 2022 – March 2023, in its role as a Committee supporting the work of the Scottish Fire and Rescue Service (SFRS) Board. The statement forms part of the annual review of effectiveness of the Board and its Committees, and is incorporated into the Service's Annual Governance Statement.

2   Background

The Committee provided assurance to the Board, via the Chair of the Committee, through oversight and direction on the development and achievement of the Service's Change Programme in line with the Strategic Plan. Where the appropriate inputs are available the role of the Committee also includes scrutinizing risk management for the Programme, ensuring resilience in the scale and rate of adoption of change across the Service, ensuring delivery within agreed costs/time/quality metrics, as well as providing direction on priorities. The Committee also seeks to scrutinise whether the change achieved the stated outcomes through post implementation reviews (where available).

3   Summary of the Committee's Work During 2022/23

During the reporting period, the Committee has formally convened on 4 occasions and has sought and gained assurance around key aspects of the Change Programme.

Once again this year, the challenges in successfully delivering the Command and Control Futures project and managing the poor performance of the supplier (Systel) have involved signification scrutiny.   Ultimately the decision was taken by the Board to end the contract with Systel and the New Mobilising System (NMS) project has been established with the Committee continuing its scrutiny including the establishment of additional 6 weekly NMS specific Change Committee meetings. The focus on legacy systems continues (from both the Change Committee and the Service Delivery Committee) seeking assurance that aging legacy systems continue to operate effectively and that the additional investment in these systems will ensure they remain fit-for-purpose over the short-term.

The projects within the Service Delivery Model Programme (SDMP) are critical to the delivery of the Service's vision and understandably have been a key focus of the Committee's work over this last year and will be again in 2023-24 through to programme closure.

The People, Training, Finance and Assets Systems Programme has been scrutinised throughout the year and has now been rescoped to reduce risk, complexity and cost. The scrutiny of the achievement of the rescoped programme objectives will remain a priority.

Asset Management projects such as West Asset Resource Centre (ARC) have progressed well the help of a degree of stabilisation of supply chain issues and significant easing of Covid restrictions

The ongoing development of the Portfolio Office continues, despite resource challenges, and is vital to ensure the overall change programme is strategically aligned, planned, resourced and delivered. The Committee has welcomed the improved Dashboard reporting and has been encouraging swift progress around the disciplines of business case development; baselining; the identification and tracking of costs and benefits.

4   Future Work Priorities of the Committee

The Committee will continue to provide scrutiny and assurance regarding major change projects and to scrutinise and support the development of the Portfolio approach to Change including prioritisation. In support of this the Committee will continue to encourage the Service to adopt an integrated 'one plan' approach (Annual Operating Plan + Change Plan) providing a single version of the truth, allowing shared clarity of capacity, priorities, interdependencies, risks etc in pursuit of Best Value change delivery. As highlighted above, the Committee will continue to scrutinise and support the development of the Portfolio approach to Change.

5   Actions to Improve the Committee's Governance Arrangements

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

Fiona Thorburn
Chair, Change Committee
May 2023

SCOTTISH FIRE AND RESCUE SERVICE
Change Committee

Report No: **C/CC/12-23**

Agenda Item: **8.1**

Report to:	CHANGE COMMITTEE		
Meeting Date:	11 MAY 2023 (DATA AS OF: 20/04/23)		
Report Title:	PROGRAMME 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/Detail**
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	SDMP- close involvement with Service Delivery Model Programme (SDMP) and various Portfolio Projects.
3.2.3	There are key dependencies and interdependencies with the On Call Improvement Programme (On Call Improvement Programme), PPFT & Rostering, SDMP, Emergency Services Network (ESN), and New Mobilising System (NMS) 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 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 3.5.1	**Other** **New Mobilising System** showing Amber for Skills & Resources due to the resource situation at the time of report completion.
3.5.2	**Service Delivery Model Programme**: Community Risk Index Model (CRIM) showing Amber for Time and Amber for Skills and Resources - Senior GIS Delivery Partner, SWECO, have commenced development of built and natural risk environment layers. Work is scheduled to complete by the end of June 2023
3.5.3	**Demand Based Duty Systems and Station & Appliance Review** showing Amber for Skills/Resources – Senior GIS Delivery Partner, SWECO, have commenced development of built and natural risk environment layers. Work is scheduled to complete by the end of June 2023
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	**People, Payroll and Finance** showing Red for Time and Resources - due to review of programme scope and costs.
3.5.6	**Rostering** showing Amber for time and Red for Skills and Resources - due to review of programme scope and costs.
3.5.7	**On Call Improvement Programme**: **Responding Options & Duty Systems** Relationships and Attraction & Recruitment Improvements showing Amber for Time, Quality and Skills/Resources - This is due to changes/turnover of project team members and access to subject matter experts
3.5.8	**Variable Contract Options & On Call Station Establishments** showing Amber for Time, Quality - This is due to changes/turnover of project team members and access to subject matter experts.
3.5.9	**McDonald Road Redevelopment / Museum of Fire** showing Red for Cost - due to additional works.
3.5.10	**Safe and Well** showing Red for Time and Quality due to ongoing ICT challenges.
4	**Recommendation**
4.1	The CC is asked to: a) Scrutinise the contents of the current report b) Consider the risk mitigation actions within the report and provide feedback as necessary.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk** As detailed in section 3.1

5.2 5.2.1	**Financial** As detailed in section 3.1	
5.3 5.3.1	**Environmental & Sustainability** There are no direct key environmental & sustainability implications arising from this report.	
5.4 5.4.1	**Workforce** As detailed in section 3.1	
5.5 5.5.1	**Health & Safety** There are no direct Health and Safety implications associated with this report.	
5.6 5.6.1	**Health & Wellbeing** There are no direct Health and Wellbeing implications associated with this report.	
5.7 5.7.1	**Training** There are no direct Training implications associated with this report.	
5.8 5.8.1	**Timing** As detailed in section 3.1.	
5.9 5.9.1	**Performance** As detailed in section 3.1	
5.10 5.10.1	**Communications & Engagement** There are no direct key performance implications arising from this report.	
5.11 5.11.1	**Legal** There are no direct key legal implications arising from this report.	
5.12 5.12.1	**Information Governance** A Data Protection Impact Assessment is not required as there is no personal/sensitive information on this cover paper.	
5.13 5.13.1	**Equalities** An Equalities Impact Assessment is not required as there is no personal/sensitive information on this cover paper.	
5.14 5.14.1	**Service Delivery** There are no direct key Service Delivery implications arising from this report.	
6	**Core Brief**	
6.1	Not applicable.	
7	**Assurance (Board/Committee Meetings ONLY)**	
7.1	**Director:**	David Lockhart, Director of Service Development
7.2	**Level of Assurance:** **(Mark as appropriate)**	~~Substantial~~/**Reasonable/**~~Limited~~/~~Insufficient~~
7.2	**Rationale:**	Lack of resources, both people and financial are a reasonable risk to the organisation. Although measures are in place for recruitment, secondments and shared learnings, high priority projects are necessary to meet business requirements.
8	**Appendices/Further Reading**	
8.1	Appendix A - Combined Highlight Report	

Prepared by:	Joan Nilsen, Programme Officer
Sponsored by:	David Lockhart, Assistant Chief Office, Director of Service Development
Presented by:	Curtis Montgomery, Head of Portfolio
Links to Strategy and Corporate Values	
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	Report Classification/ Comments
Change Committee	*11 May 2023*	*For Scrutiny*

PROJECT HEALTH RAG GUIDELINES

		Time	Cost	Quality	Resources & Skills	Dependencies	Milestones	Overall Project Health
	Guidance	Please refer to your project plan and reflect on the ability to deliver to the timescales outlined and to the agreed project end date (as per the current approved Dossier or Project Initiation Document) Tolerances are not applicable in this instance but should be referenced within the pathway to green	Reflect on the budgetary amounts agreed in the current Case for Change. Tolerances are **not** applicable in this instance but should be referenced within the pathway to green	Internal Quality assurance: Stage Gate Assurance (pass or fail) & Health Checks (percentage thresh hold) Consider the captured quality & defect issues that will stop the deliverables or system going live.	Referring to your Project Plan and the resources & skills identified as required to deliver milestones - are they in place to enable you to deliver to plan?	Please refer to your dependency tracker	Please refer to your project plan and the forthcoming milestones	Reflect on all identified project aspects, delivery to time, cost, quality, resources & skills.
RED		The Project End date is no longer achievable	Forecasted spend is out with the case for change agreed budget. This includes under and overspend+/-	The project is not delivering to quality	The project does not have the required resources and skills to deliver this project	The baseline delivery date has been missed	The Milestone delivery date has been missed (new date to be provided)	Overall project delivery is likely to or will not deliver to plan.
AMBER		The Project End date is at risk of not being achieved	There is a risk the project is out with budget. This includes under and overspend+/-	The project quality is at risk	There is a risk the project may not have the required resources & skills to deliver the project	There is a risk the delivery date will not be achieved	There is a risk the milestone will not be delivered on the planned baseline date (new date provided)	The project overall delivery is at risk
GREEN		The project is running to plan and will be delivered by the planned end date.	The project is within budget	The project is delivering to quality	The project has sufficient resources and skills to deliver	The dependency is on track for delivery to planned dates	The Milestone is on track to be delivered by the date	All project health aspects are on track and delivering to plan.

Project Name	New Mobilising System (NMS)		SRO	ACO David Lockhart	Project Manager	AC Derek Wilson	Project Start Date	06/01/2023	Original Project End Date	31/12/2025	Change Rev
Strategic Outcome Alignment	Outcome 2	Outcome 3	Outcome 5	Outcome 6				Revised Project End Date	dd/mm/yyyy	Rev 1

Project Update

The NMS Project Brief has been approved by NMS Project Board before progressing through governance to Project Office Update Meeting and Change Committee.
High Level critical path timeline and Project Board structure progressed through NMS Project Board and were presented to Change Committee.
CCF Lessons learned captured through stakeholder engagement and presented to Change Committee and NMS Project Board.
NMS Stakeholder risk session carried out with NMS Risk Register created and approved at NMS Project Board.
High level communications key messages created, being utilised in engagements, and full NMS Communications plan being developed.
OC Managers engagement session on NMS Project delivered and OC Watch engagement sessions initiated and progressing.
CCF close down and NMS preparation workshops and actions progressed on Test scenarios, User requirements, Data review, and Ways of Working.
NMS attendance at BAPCO (British Association of Public Communication Officials) annual conference in Coventry on 07 & 08 March for pre market engagement and initial Technical Advisor (Actica) team meeting.
Full NMS Workbook being developed as part of Portfolio Office Project Management Toolkit - which will include a project dossier containing details of the key milestones
NMS Capital funding confirmed as £1.5M for 2023/24, and £2.5M allocated to 2024/25.

Project Governance & Mgmt. Control

		Business Case	Project Dossier	Risk Register	Project Phase
Current Period Delivery Trend	↑				
Last Period Delivery Trend	↑	NO	NO	YES	Intake
Project Performance	Overall Health	Time	Cost	Quality	Skills & Resource
	G	G	G	G	A

Significant Milestone Forecast	Progress	Status	Planned	Latest Predicted Date
<Milestone1> To be developed	100%	Future Task	dd/mm/yyyy	dd/mm/yyyy
<Milestone2> To be developed	75-100%	Future Task	dd/mm/yyyy	dd/mm/yyyy
<Milestone3> To be developed	50-75%	Future Task	dd/mm/yyyy	dd/mm/yyyy

Pathway to Green / Next Steps

Skills and resource performance measure: Allocated Procurement resource to NMS now confirmed with meeting to progress procurement actions and requirements week of 10/04. Project Manager to be onboarded from 17/04 for a period of 3 months to develop NMS Full Business Case. Full formal engagement with Actica (Technical Advisors) to raise awareness and understanding of SFRS requirements, begin engagement to develop Statement of Requirements (SOR), and progress market engagement with potential suppliers. Project Manager actions to develop Full Business Case will be concurrent and complementary with Procurement actions and Technical Advisor actions to maximise efficiency and minimise timelines.

Critical Path - Project Stage

Gate 0 - INTAKE		Gate 1 - PLANNING		Gate 2 - DELIVERY		Gate 3 - CLOSURE	
Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
31/07/2023	dd/mm/yyyy	28/02/2024	dd/mm/yyyy	31/12/2025	dd/mm/yyyy	dd/mm/yyyy	dd/mm/yyyy

Critical Risk, Issue & Dependencies

Dependency BRAG	Key Inter-Dependency	From (Giver)	To (Receiver)	Due Date (From)	Due Date (To)
On Track	To be fully determined and reported through project design and development			dd/mm/yyyy	dd/mm/yyyy

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	Date Identified	Risk Owner	By When
16	NMS 001 - There is a risk that the condition and suitability of existing systems is driving unachievable timelines for project progress and will result in failure to deliver	Development and implementation of NMS Project Communication strategy, Ongoing work of CCMS contingencies group chaired by DACO Garry MacKay, Legal potential for consideration of Direct Award in exceptional circumstances	17/03/2023	Comms, Operations, Legal	05/11/2023
12	NMS 003 - There is a risk that procurement resources to progress to award of contract in an optimal timeframe are insufficient which will result in delay of project delivery	Prioritisation of NMS procurement resourcing, Technical Advisor appointed to support development of SoR and procurement evaluation model, Consider external support where required.	17/03/2023	Procurement, NMS PM	31/7/2023
12	NMS 008 - There is a risk that the number of FRS entering CCMS procurement in 2023 presents a challenge to market capacity to deliver which will result in delay to project delivery	Market engagement with support of Technical Advisor where necessary, Supplier information day and Supplier days as part of procurement process, Ongoing engagement with NFCC procurement hub.	17/03/2023	NMS PM, Procurement	31/7/2023

Issue Impact	Top 3 Delivery Issues	Corrective Action	Date Identified	Issue Owner	By When
Very Low			dd/mm/yyyy		dd/mm/yyyy
Medium			dd/mm/yyyy		dd/mm/yyyy
Very High			dd/mm/yyyy		dd/mm/yyyy

Financial & Benefit Tracking

Financial Tracking
Reporting period: 2022/2023, PERIOD 1-12

Previous Year(s)		Current Year		Future Year(s)		Total Cost		Variation
Actual Spend £000's	Budget £000's	Year To Date Actual £000's	Forecast £000's	£000's		Forecast Project Cost £000's	Business Case (BC) Cost £000's	£ Variation to BC £000's
CCF budget to 31/03/23, NMS budget from 01/04/23, full details to be developed and reported as part of project design								

General Benefit Tracking

Benefit Profiles Created	Benefit Profile Created Date	Benefit Realisation Plan Created	Benefit Realisation Plan Created Date
NO	dd/mm/yyyy	NO	dd/mm/yyyy

Financial Benefit Tracking

Cashable Benefits Identified		Non-Cashable Benefits Identified	
NO	£ Total Value	NO	£ Total Value
£ Variation to BC as %			
Realisation Completion Date	dd/mm/yyyy	Realisation Completion Date	dd/mm/yyyy

Approach to Financial Benefit Realisation:
To be fully determined and reported through project design and development

PROJECT HIGHLIGHT REPORT
6 Mar - 12 Apr 23

SCOTTISH FIRE AND RESCUE SERVICE

Project Name	Community Risk Index Model (CRIM)	SRO	ACO David Lockhart	Project Manager	AC Andy Girrity	Project Start Date	05/01/2019	Original Project End Date	2/28/2020	Change Rev
Strategic Outcome Alignment	Outcome 2	Outcome 3	Outcome 5					Revised Project End Date	3/31/2024	Rev 5

Project Update

Senior GIS Delivery Partner, SWECO, have commenced development of built and natural risk environment layers. Work is scheduled to complete by the end of June 2023.

We have agreed that we will continue our relationship with Nottingham University for the remainder of the SDMP Development Phase. They will support the work required to revise the current risk metric once the built and natural layers are complete. This will also allow SDMP team members to become familiar with this process which includes ongoing CRIM maintenance.

Discussions are ongoing regarding access to relevant data that will support the development and maintenance of the CRIM. These will also be critical in supporting independent refresh of the CRIM. ICT colleagues have suggested a Business Partner approach that will support the period allocated to transition to Programme End (Oct 23-March24).

GIS Officer has enhanced the Appliance Withdrawal web app with increased functionality and additional information layers. Once access is agreed, this could potentially be used by Directorate and LSO based staff to inform BAU activities.

The CRIM team have recently provided presentations to both FBU and HMFSI highlight current and future development of the model.

Project Governance & Mgmt. Control

		Business Case	Project Dossier	Risk Register	Project Phase
Current Period Delivery Trend	→				
Last Period Delivery Trend	→	YES	YES	YES	Delivery
Project Performance	Overall Health	Time	Cost	Quality	Skills & Resource
	A	A	G	G	A

Significant Milestone Forecast	Progress	Status	Planned	Latest Predicted Date
Complete arrangements that will allow SFRS to review, update and produce CRIM risk metric independently.	50-75%	In Progress	June 2021 to December 2022	31/08/2023
Complete the development of appropriate and proportionate risk layers from the built and natural environment.	0-25%	In Progress	January 2022 to Mar 2023	31/08/2023
Update CRIM with predictive elements arising from Unwanted Fire Alarm Signals (UFAS) consultation.	0%	Future Task	Jan 2023 to March 2023	31/08/2023
Produce suitable process and methodology guidance that will allow the management and maintenance of CRIM to transition to "Programme End	0-25%	Future Task	October 2023 to March 2024	31/03/2024

Pathway to Green / Next Steps

Complete development of the build and natural risk environment layers with Sweco Uk Ltd - June 2023.

Continue to put in place arrangements that will support SFRS self sufficiency when maintaining the CRIM. This will include developing and training relevant staff in addition to securing access to required data/systems. This will also involve a phase of testing supported by academic guidance from Nottingham University - August 2023

Update the current risk metric with built and natural risk layers and the predicted UFAS reduction figures - August 2023

Critical Path - Project Stage

Gate 0 - INTAKE		Gate 1 - PLANNING		Gate 2 - DELIVERY		Gate 3 - CLOSURE	
Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Dec-19	Dec-19	Mar-21	Apr-21	May-21	tbc	Mar-24	tbc

Critical Risk, Issue & Inter-Project Dependencies

Dependency BRAG	Key Inter-Dependency	From (Giver)	To (Receiver)	Due Date (From)	Due Date (To)
On Track	Securing necessary access to ICT systems and data critical to developing and maintaining the CRIM	ICT	SDMP	01/05/2021	31/08/2023
Complete	Additional GIS capability to support development of CRIM built and natural environment risk layers	Internal or external means	SDMP	01/06/2021	31/03/2023

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	Date Identified	Risk Owner	By When
Amber 12	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.	Senior GIS Delivery Partner has commenced development of built and natural risk environment. This work is due to be complete during June 2023. BCIAT has lost one WC due to promotion with another in the SC holding pool. Backfill options are currently being considered.	01/05/2019	Andy Girrity	31/03/2024
Amber 10	Failure to initiate an appropriate Communications and Engagement Strategy.	ld in April and May this year. If agreed, communication and engagement regarding	01/05/2019	Paul Anderson	30/09/23

Issue Impact	Top 3 Delivery Issues	Corrective Action	Date Identified	Issue Owner	By When
High	Securing additional GIS capability to develop CRIM built environment layers	GIS capability has been secured and work commenced. Will consider reducing im	09/01/2021	Damien Griffith	30/06/2023

Financial & Benefit Tracking

Financial Tracking: SDMP Programme Costings
Reporting period: 2022/2023, PERIOD 1-12

General Benefit Tracking

Benefit Profiles Created	Benefit Profile Created Date	Benefit Realisation Plan Created	Benefit Realisation Plan Created Date
NO	dd/mm/yyyy	NO	dd/mm/yyyy

Previous Year(s)		Current Year		Future Year(s)	Total Cost		Variation
Actual Spend £000's	Budget £000's	Year To Date Actual £000's	Forecast £000's	£000's	Forecast Project Cost £000's	Business Case (BC) Cost £000's	£ Variation to BC £000's
£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -

Financial Benefit Tracking

Cashable Benefits Identified		Non-Cashable Benefits Identified	
NO	£ Total Value	NO	£ Total Value
Realisation Completion Date	dd/mm/yyyy	Realisation Completion Date	dd/mm/yyyy
Approach to Financial Benefit Realisation:			
Enabling tool to identify efficiencies			

£ Variation to BC as % : 0.00%

SCOTTISH FIRE AND RESCUE SERVICE

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

Project Update

• A series of Station and Appliance based change scenarios are currently being developed and will be presented in May 2023 as potential change options which could be implemented in the short, medium and longer term to address Strategic Service requirements.

• The initial SDMP Business Case and Impact Assessment pack continues to be refined iteratively based on application to the potential change scenarios being developed.

• A series of SDA Management Team information sessions are being implemented to inform Service Delivery DACOs and LSOs of the processes which SDMP has developed to support a risk and demand based approach to selecting and engaging on potential change scenarios.

• The project is still on track to offer a range of viable Options for Change which - if implemented - would deliver the intended benefit of enhanced financial efficiency by creating a closer alignment between operational resource levels, community risk and Service Delivery demand.

Project Governance & Mgmt. Control

		Business Case	Project Dossier	Risk Register	Project Phase
Current Period Delivery Trend	➔				
Last Period Delivery Trend	➔	NO	YES	YES	Delivery

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

Significant Milestone Forecast	Progress	Status	Planned	Latest Predicted Date
Develop and consider "Outline Risk-Based Station and Appliance Change Options" which align to evolving SFRS strategic requirements.	50-75%	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
• Engage ORH in more detailed modelling of Station and Appliance Options for Change which address strategic requirements. (Apr-May 23)
• Engage with internal partners in the selection and development of viable Station and Appliance change scenarios. (Apr-Sep 23)
• Present the selected change scenarios through SDMP Business Case and Impact Assessments. (Apr-Sep 23)

Critical Path - Project Stage

Gate 0 - INTAKE		Gate 1 - PLANNING		Gate 2 - DELIVERY		Gate 3 - CLOSURE	
Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Dec-19	Dec-19	May-23	tbc	21-May	tbc	Mar-24	tbc

Critical Risk, Issue & Inter-Project Dependencies

Dependency BRAG	Key Inter-Dependency	From (Giver)	To (Receiver)	Due Date (From)	Due Date (To)
Will not happen/missed	Additional GIS capability to support development of CRIM built and natural environment risk layers	External means: SWECO	SDMP	01/06/2021	30/09/2023

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	Date Identified	Risk Owner	By When
Amber 12	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.	Senior GIS Delivery Partner (SWECO) has commenced programme of work that is scheduled to be completed in Q2 2023.	30/05/2019	Andy Girrity	31/08/2023
Amber 10	Failure to initiate an appropriate Communications and Engagement Strategy.	PICT are currently assessing Public involvement and consultation requirements in conjunction with members of SDMP, SFRS Legal and Communications team.	01/05/2019	Paul Anderson	30/09/2023

Issue Impact	Top 3 Delivery Issues	Corrective Action	Date Identified	Issue Owner	By When
Very Low					
High					
Very High			dd/mm/yyyy		dd/mm/yyyy

Financial & Benefit Tracking

Financial Tracking
Reporting period: 2022/2023, PERIOD 1-12

General Benefit Tracking

Benefit Profiles Created	Benefit Profile Created Date	Benefit Realisation Plan Created	Benefit Realisation Plan Created Date
NO	dd/mm/yyyy	NO	dd/mm/yyyy

Previous Year(s)	Current Year		Future Year(s)	Total Cost		Variation
Actual Spend £000's	Budget £000's	Year To Date Actual £000's	Forecast £000's	£000's	Forecast Project Cost £000's	Business Case (BC) Cost £000's	£ Variation to BC £000's

							£ -
£ -	£ -	£ -	£ -	£ -	£ -	£ -	

Financial Benefit Tracking

Cashable Benefits Identified		Non-Cashable Benefits Identified	
NO	£ Total Value	NO	£ Total Value
Realisation Completion Date	dd/mm/yyyy	Realisation Completion Date	dd/mm/yyyy

£ Variation to BC as % : 0.00%

Approach to Financial Benefit Realisation:
Process enabler to identify efficiencies

PROJECT HIGHLIGHT REPORT
6 Mar - 12 Apr 23

SCOTTISH FIRE AND RESCUE SERVICE

Project Name	Demand Based Duty System (SDMP)	SRO	ACO David Lockhart	Project Manager	GC Mark Loynd	Project Start Date	01/05/2019	Original Project End Date	Phase 2 June 2021	Change Rev
Strategic Outcome Alignment	Outcome 1		Outcome 3					Revised Project End Date	3/31/2024	Rev 5

Project Update

• A report, "A Critical Analysis of Potential Alternative Duty Systems", has been competed by the SDMP HR business partner and was reviewed by the SDMP Board during March 2023. A "Gap Analysis" is now being undertaken to determine what would be required to expand the implementation of Alternative Duty Systems within SFRS.

• A series of Alternative Duty System based change scenarios will be presented as potential change options which could be implemented in the medium to longer term to address Strategic Service requirements.

• The initial SDMP Business Case and Impact Assessment pack continues to be refined iteratively based on application to the potential change scenarios being developed.

• A series of SDA Management Team information sessions are being implemented to inform Service Delivery DACOs and LSOs of the processes which SDMP has developed to support a risk and demand based approach to selecting and engaging on potential change scenarios.

• The project is still on track to offer a range of viable Options for Change which - if implemented - would deliver the intended benefit of enhanced financial efficiency by creating a closer alignment between operational resource levels, community risk and Service Delivery demand.

Project Governance & Mgmt. Control

		Business Case	Project Dossier	Risk Register	Project Phase
Current Period Delivery Trend	➔				
Last Period Delivery Trend	➔	NO	YES	YES	Delivery

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

Significant Milestone Forecast	Progress	Status	Planned	Latest Predicted Date
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.	100%	Complete	Mar-23	
Develop and consider "Alternative Demand Based Duty System Options" which align with Service Delivery demands and evolving SFRS strategic requirements.	25-50%	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	0-25%	In Progress	Mar-24	

Pathway to Green / Next Steps

Next Steps
• Conduct simulation modelling to assess the detailed impacts of Alternative Duty System Options for Change. (Apr-May 23)
• Engage with internal partners in the development of potential Alternative Duty System Options for Change. (Apr-Sep 23)
• 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. (Apr-Sep 23)

Critical Path - Project Stage

Gate 0 - INTAKE		Gate 1 - PLANNING		Gate 2 - DELIVERY		Gate 3 - CLOSURE	
Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Dec-19	Dec-19	Mar-21	Apr-21	21-May	tbc	Mar-24	tbc

Critical Risk, Issue & Inter-Project Dependencies

Dependency BRAG	Key Inter-Dependency	From (Giver)	To (Receiver)	Due Date (From)	Due Date (To)
At Risk	Securing necessary access to ICT systems and data critical to developing and maintaining the CRIM	ICT	SDMP	01/05/2021	30/09/2023
Will not happen/missed	Additional GIS capability to support development of CRIM built and natural environment risk layers	External means: SWECO	SDMP	01/06/2021	31/08/2023

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	Date Identified	Risk Owner	By When
Amber 12	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.	Senior GIS Delivery Partner (SWECO) has commenced programme of work that is scheduled to be completed in Q2 2023.	30/05/2019	Andy Girrity	30/09/2023
Amber 10	Failure to initiate an appropriate Communications and Engagement Strategy.	PICT are currently assessing Public involvement and consultation requirements in conjunction with members of SDMP, SFRS Legal and Communications team.	01/05/2019	Paul Anderson	30/09/2023

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

Financial & Benefit Tracking

Financial Tracking
Reporting period: 2022/2023, PERIOD 1-12

Previous Year(s)	Current Year		Future Year(s)	Total Cost		Variation
Actual Spend £000's	Budget £000's	Year To Date Actual £000's	Forecast £000's	£000's	Forecast Project Cost £000's	Business Case (BC) Cost £000's	£ Variation to BC £000's

Actual Spend £000's	Budget £000's	Year To Date Actual £000's	Forecast £000's	£000's	Forecast Project Cost £000's	Business Case (BC) Cost £000's	£ Variation to BC £000's
£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -

General Benefit Tracking

Benefit Profiles Created	Benefit Profile Created Date	Benefit Realisation Plan Created	Benefit Realisation Plan Created Date
NO	dd/mm/yyyy	NO	dd/mm/yyyy

Financial Benefit Tracking

Cashable Benefits Identified		Non-Cashable Benefits Identified	
NO	£ Total Value	NO	£ Total Value
Realisation Completion Date	dd/mm/yyyy	Realisation Completion Date	dd/mm/yyyy

£ Variation to BC as % : 0.00%

Approach to Financial Benefit Realisation:
Process enabler to identify efficiencies

PROJECT HIGHLIGHT REPORT
6 Mar - 12 Apr 23

SCOTTISH FIRE AND RESCUE SERVICE

Project Name	ESMCP	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	30/01/2026	Rev 5

Project Update

Programme continues its Lot 2 preparation to go out to the market. Elaborated Requirements (ELABRS) are nearing completion.
CMA final report has been published and is attached to April PB papers.
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.

Field device testing will take place in May, the Kings Coronation and Sat backhaul testing in Dumfries will be part of this.
Request from SG to review and reduce device numbers, this has been done and is being presented to April PB.

In Field testing during the Kings Coronation and Sat Backhaul testing will take place in May.

The pathway to green is via a staged plan starting with a R5 device in red operational fleet supporting data on a commercial (MTPAS) SIM, thereafter an ESN SIM for Data only and finally ESN Version 1 with Voice and Data followed by Airwave shut down. To allow this an ESN enabled control room needs to be in place (NMS) and the In-vehicle solution for MDT removal complete.

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 SG Finance took place, still no assurance regarding long term funding, being managed as in year pressure. Funding for this year has been provided."

Paper on reduced FVD numbers presented at April Project Board

Project Governance & Mgmt. Control

		Business Case	Project Dossier	Risk Register	Project Phase
Current Period Delivery Trend	➜				
Last Period Delivery Trend	➜	YES	YES	YES	Planning
Project Performance	Overall Health	Time	Cost	Quality	Skills & Resource
	A	A	R	G	G

Significant Milestone Forecast	Progress	Status	Planned	Latest Predicted Date
Agreed funding (SG and Programme) (Data First)	75-100%	In Progress	30/06/2022	01/05/2023
Migration to ESN Data First	25-50%	In Progress	30/08/2023	

Critical Path - Project Stage

Gate 0 - INTAKE		Gate 1 - PLANNING		Gate 2 - DELIVERY		Gate 3 - CLOSURE	
Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Jun-20	Jul-20	Aug-20	tbc	30-Aug-23	tbc	Jun 26 tbc	tbc

Critical Risk, Issue & Inter-Project Dependencies

Dependency BRAG	Key Inter-Dependency	From (Giver)	To (Receiver)	Due Date (From)	Due Date (To)
At Risk	Scottish Government Funding agreement (ongoing)	Scottish Government	ESN	01/01/2013	01/07/2023
Will not happen/missed	Command and Control New Mobilisation System	NMS	SFRS/ESN	01/01/2013	01/07/2025

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	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, plan to advertise well underway.	01/01/2022	HROD	30/06/2023
20	Spare Vehicle capacity to facilitate transition (Will be de-risked by ESN Data First)	Liaising with fleet team to devise transition plan, budget pressures on the service will result in a smaller fleet and in turn a smaller spare fleet.	01/01/2022	Fleet Manager	30/04/2023
20	Command and Control system not being ESN ready	Active engage engagement with ESN & NMS Project Managers	01/01/2023	Project Manager	30/04/2023

Issue Impact	Top 3 Delivery Issues	Corrective Action	Date Identified	Issue Owner	By When
Medium	Agreement of Current Scope for ESN Data First only	Agree/define scope, timeline	01/03/2022	SLT	30/04/2023
Medium	Training delivery plan for ESN Data First	Separate Data and Voice training plan for workforce	01/07/2022	Training	30/04/2023

Financial & Benefit Tracking

Financial Tracking
Reporting period: 2022/2023, PERIOD 1-12

General Benefit Tracking

	Benefit Profiles Created	Benefit Profile Created Date	Benefit Realisation Plan Created	Benefit Realisation Plan Created Date
	NO	dd/mm/yyyy	NO	dd/mm/yyyy

Previous Year(s)	Current Year		Future Year(s)	Total Cost		Variation
Actual Spend £000's	Budget £000's	Year To Date Actual £000's	Forecast £000's	£000's	Forecast Project Cost £000's	Business Case (BC) Cost £000's	£ Variation to BC £000's

Actual Spend £000's	Budget £000's	Year To Date Actual £000's	Forecast £000's	£000's	Forecast Project Cost £000's	Business Case (BC) Cost £000's	£ Variation to BC £000's
£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -

£ Variation to BC as % 0.00%

Financial Benefit Tracking

Cashable Benefits Identified		Non-Cashable Benefits Identified	
NO	£ Total Value	NO	£ Total Value
Realisation Completion Date	dd/mm/yyyy	Realisation Completion Date	dd/mm/yyyy

Approach to Financial Benefit Realisation:
In discovery.

Project Name	People, Payroll & Finance		SRO	Lyndsey Gaja	Project Manager	Michael Tonner	Project Start Date	01/04/2021	Original Project End Date	01/04/2024	Change Rev
Strategic Outcome Alignment	Outcome 3	Outcome 5	Outcome 6					Revised Project End Date		03/10/2026	Rev 1

Project Update

- New Contract Project Manager (Michael Tonner) has joined the Project
- DSSS assesment has put placed on hold until a detailed project plan has been produced and approved by the Project board
- Project Terms of Reference updated and reviewed
- Expresion of Interest document has been authored and currently under review
- Outline Busines Case document has been created and currently under review by the Project Management and SROs
- Statement of Requirements currently being reviewed by the project team
- Key Benefits being documented by the Project team
- Project Management team working with Harper McCloud to create the Schedule documentations
- As-is Process flows and User Journeys continue to be recorded
- PID/Dossier has been created and currently under review by the Project Management

Project Governance & Mgmt. Control

		Business Case	Project Dossier	Risk Register	Project Phase
Current Period Delivery Trend	↓				
Last Period Delivery Trend	↘	YES	NO	YES	Intake
Project Performance	Overall Health	Time	Cost	Quality	Skills & Resource
	R	A	G	G	R

Significant Milestone Forecast	Progress	Status	Planned	Latest Predicted Date
Consolidated Requirements for solution	75-100%	In Progress	30/09/2022	31/05/23
Statement of Requirements for solution	50-75%	In Progress	30/11/2022	31/05/23
Publish expression of interest on RM6194	50-75%	Complete	31/01/2023	18/04/23
Scottish Government DAO Assurance Gate (TAF)	25-50%	In Progress	30/09/2022	30/06/23
Data Approach / Strategy	75-100%	Complete	31/10/2022	31/3/23
Production of PID/Dossier	75-100%	In Progress	31/01/2023	28/4/23
Re-baselined Detailed Project Plan	50-75%	In Progress	31/08/2022	28/4/23

Pathway to Green / Next Steps

- Detailed Project Plan to be created with milestones
- Review Project Board membership and align meetings with CPPG meetings
- Preparing Business Case document for approval process
- PID/Dossier being approved by the project board
- Publishing the Expresion of Interest and supporting documentation
- Update DSSS contact on newly aligned dates
- Project Governance & Mgmt. Control dates updated to reflect the new project plan
- Engage with Digital Assurance Office regarding TAF pre procurement gateway
- Finalise OBC and present to May CPIG meeting

Critical Path - Project Stage

Gate 0 - INTAKE		Gate 1 - PLANNING		Gate 2 - DELIVERY		Gate 3 - CLOSURE	
Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
31/12/2022	31/03/2023	31/12/2022	31/03/2023	dd/mm/yyyy	dd/mm/yyyy	dd/mm/yyyy	dd/mm/yyyy

Critical Risk, Issue & Inter - Project Dependencies

Dependency BRAG	Key Inter-Dependency		From (Giver)	To (Receiver)	Due Date (From)	Due Date (To)
On Track	Legal Contracts from Harper McLeod		Harper McLeod	SFRS Legal & Procurement	30/09/2022	30/06/2023

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	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.	01/10/2021	Lynne McGeoch	31/10/2022
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 as affordability envelope described as current spending only.	Discussed with Acting Director of Finance to establish affordability envelope. Agreement to continue with the Project, however ensure clear demonstration of cashable benefits throughout the business case and project documentation.	01/01/2022	Lynne McGeoch	31/12/2022

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

Financial & Benefit Tracking

PTFAS Programme Financial Tracking
Reporting period: 2022/2023, PERIOD 1-12

	General Benefit Tracking			
	Benefit Profiles Created	Benefit Profile Created Date	Benefit Realisation Plan Created	Benefit Realisation Plan Created Date
		dd/mm/yyyy		dd/mm/yyyy

Previous Year(s)	Current Year		Future Year(s)	Total Cost		Variation
Actual Spend £000's	Budget £000's	Year To Date Actual £000's	Forecast £000's	£000's	Forecast Project Cost £000's	Business Case (BC) Cost £000's	£ Variation to BC £000's

	Financial Benefit Tracking			

							£	205

Cashable Benefits Identified		Non-Cashable Benefits Identified	
	£ Total Value		£ Total Value

£	563	£	-	£	1,251	£1,331 £80K will be accrued manually	£	-	£	1,894	£	2,099

£ Variation to BC as %	Realisation Completion Date	dd/mm/yyyy	Realisation Completion Date	dd/mm/yyyy
10%	Approach to Financial Benefit Realisation:			

Approach to Financial Benefit Realisation:
This is being considered as part of the Outline Business Case process and subject to approval at project board will be updated.

PROJECT HIGHLIGHT REPORT
6th March - 12th April

SCOTTISH FIRE AND RESCUE SERVICE

Project Name	Rostering			SRO	DACO Stephen Wood	Project Manager	Sebastian O'Dell	Project Start Date	01/01/2022	Original Project End Date	31/12/2025	Change Rev
Strategic Outcome Alignment	Outcome 4	Outcome 5	Outcome 6						Revised Project End Date			Rev 1

Project Update

- SoR approved by UIG and now complete
- Business Case ready for board approval
- UKG 1:1 session complete which concludes the initial stage of procurement
- Project next stages planning underway: Data, Implementation, Change management
- Route to market being confirmed and suppliers on VAS framework contacted
- Benefit profiles to be presented to project board
- PID has been created and currently under review by the project team
- New Project SRO appointed

Project Governance & Mgmt. Control

		Business Case	Project Dossier	Risk Register	Project Phase
Current Period Delivery Trend	↗				
Last Period Delivery Trend	↑	YES	NO	YES	Intake
Project Performance	Overall Health	Time	Cost	Quality	Skills & Resource
	A	G	A	G	G

Significant Milestone Forecast	Progress	Status	Planned	Latest Predicted Date
UIG	100%	Complete	31/01/2023	28/02/2023
Business Case	75-100%	In Progress	28/02/2023	25/04/2023
Statement of Requirements	100%	Complete	28/02/2023	31/03/2023
Procurement preparation	0-25%	In Progress	28/02/2023	31/05/2023
Detailed project plan for next stage of project	0-25%	In Progress	01/04/2023	28/04/2023

Pathway to Green / Next Steps

- Confirmation of route to market
- Clarity regarding future direction of project required and allocation of resource post June 2023.
- UIG review of SoR for RDS time recording process
- Approval of the business case at the April project board
- Submit DSSS triage assessment form to SG Digital Assurance Office to provide certainty and appropriate preparation of the requirement

Critical Path - Project Stage

Gate 0 - INTAKE		Gate 1 - PLANNING		Gate 2 - DELIVERY		Gate 3 - CLOSURE	
Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
01/01/2022	01/01/2022	31/12/2022	31/12/2022	01/03/2025	TBC	01/10/2025	TBC

Critical Risk, Issue & Inter - Project Dependencies

Dependency BRAG	Key Inter-Dependency	From (Giver)	To (Receiver)	Due Date (From)	Due Date (To)
On Track	Future duty system patterns	SDMP	ROSTERING	01/06/2022	30/06/2023

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	Date Identified	Risk Owner	By When
25	There is a risk that suppliers may not be able to migrate our data because it is contained off system	Prepare a data strategy / engage with Service Delivery regarding getting data tidied up	16/01/2023	DACO Stephen Wood	31/12/2023
20	There is a risk that the project may not be funded from resource for future financial years following transfer from Capital to Resource budget	New governance arrangements that aligns to the Change Portfolio Progress Group and Design Authority	16/01/2023	DACO Stephen Wood	01/06/2023
16	There is a risk that the scope of the Project changes and does not deliver what is required by the business because of changes within Project dependencies, budget constraints and BAU priorities resulting in an impact on the timelines and benefits.	Dependencies being monitored / Regular engagement with BAU / Escalation governance - appropriate governance route to accept scope change to Project	16/01/2023	DACO Stephen Wood	01/11/2023

Issue Impact	Top 3 Delivery Issues	Corrective Action	Date Identified	Issue Owner	By When
Medium	Business Analyst finishes contract at end of month	Look for alternative resourcing strategies across Portfolio of projects	01/03/2023	DACO Stephen Wood	31/4/23

Financial & Benefit Tracking

PTFAS Programme Financial Tracking
Reporting period: 2022/2023, PERIOD 1-12

General Benefit Tracking

Benefit Profiles Created	Benefit Profile Created Date	Benefit Realisation Plan Created	Benefit Realisation Plan Created Date
NO	dd/mm/yyyy	NO	dd/mm/yyyy

Previous Year(s)	Current Year		Future Year(s)	Total Cost		Variation
Actual Spend £000's	Budget £000's	Year To Date Actual £000's	Forecast £000's	£000's	Forecast Project Cost £000's	Business Case (BC) Cost £000's	£ Variation to BC £000's

Financial Benefit Tracking

Cashable Benefits Identified		Non-Cashable Benefits Identified	
NO	£ Total Value	NO	£ Total Value

								£	-
£ -	£ -	£ -	£ -	£ -	£ -	£ -			

Realisation Completion Date	dd/mm/yyyy	Realisation Completion Date	dd/mm/yyyy

£ Variation to BC as %	0%

Approach to Financial Benefit Realisation:
This is being considered as part of the Outline Business Case process and subject to

PROJECT HIGHLIGHT REPORT
6 Mar - 12 April 23

SCOTTISH FIRE AND RESCUE SERVICE

Project Name	Attraction & Recruitment Improvements (On Call)		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						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 managers.

To support the progression and success of this project, the project team continue to undertake significant engagement with staff, internal partners and stakeholders via various forums and working groups, communications will continue to ensure issues are captured and a continuous improvement approach adopted.
Redrafted Employer Recognition framework recommendations paper presented to NOCLF in March following feedback from forum members. Supported as a recommended approach and presented to programme board 6th April 2023.

Project Governance & Mgmt. Control

		Business Case	Project Dossier	Risk Register	Project Phase
Current Period Delivery Trend	➔				
Last Period Delivery Trend	➔	YES	YES	YES	Delivery
Project Performance	Overall Health	Time	Cost	Quality	Skills & Resource
	A	A	G	A	A

Significant Milestone Forecast	Progress	Status	Planned	Latest Predicted Date
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	30/04/2023
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	30/06/2023

Pathway to Green / Next Steps

Continued liaison with key stakeholder groups to scope out opportunities and options for localised PST delivery and modularisation of On Call basic training courses
Project leads and OCST continue to hold workshops and meetings to finalise draft content of the overall programme recommendations report
Begin working up end of project report

Critical Path - Project Stage

Gate 0 - INTAKE		Gate 1 - PLANNING		Gate 2 - DELIVERY		Gate 3 - CLOSURE	
Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Nov-21	Nov-21	Nov-21	Nov-21	Feb-23	Apr-23	Jun-23	

Critical Risk, Issue & Inter - Project Dependencies

Dependency BRAG	Key Inter-Dependency	From (Giver)	To (Receiver)	Due Date (From)	Due Date (To)
Will not happen/missed	Terms and Conditions outcomes to support outcomes	HROD/Rep Bodies	On Call	30/07/2022	30/06/2023

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	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.	30/05/2021	HROD	30/06/2023
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.	Current Support Team temporary due to end March 2023 - previous case for change to increase resources unable to be supported by SLT March 2022.	30/05/2021	SLT	30/06/2023

Issue Impact	Top 3 Delivery Issues	Corrective Action	Date Identified	Issue Owner	By When
High	Insufficient time to communicate, test and deploy and introduce full proposals.	Agree priorities, approach and appropriate schedule	30/11/2021	Project	30/06/2023
Medium	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	30/11/2021	SLT	30/06/2023

Financial & Benefit Tracking

Financial Tracking Programme Level
Reporting period: 2022/2023, PERIOD 1-12

	General Benefit Tracking			
	Benefit Profiles Created	Benefit Profile Created Date	Benefit Realisation Plan Created	Benefit Realisation Plan Created Date
	NO	dd/mm/yyyy	NO	dd/mm/yyyy

Previous Year(s)		Current Year		Future Year(s)		Total Cost		Variation
Actual Spend £000's	Budget £000's	Year To Date Actual £000's	Forecast £000's	£000's		Forecast Project Cost £000's	Business Case (BC) Cost £000's	£ Variation to BC £000's

Financial Benefit Tracking

Cashable Benefits Identified		Non-Cashable Benefits Identified	
£ -			
NO	£ Total Value	NO	£ Total Value

£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -

£ Variation to BC as %		Realisation Completion Date	dd/mm/yyyy	Realisation Completion Date	dd/mm/yyyy

Approach to Financial Benefit Realisation:
In discovery time efficiencies to be explored, OCH pass rates etc

PROJECT HIGHLIGHT REPORT
6 Mar - 12 April 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	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

Focus has remained on developing approach and content for the combined recommendation paper for all of the On Call Improvement projects which will be brought through governance together, by the end of June 2023, to inform decision making. This has involved a number of workshops which have continued into April 2023 with the project leads and On Call Support team. The final paper will be submitted to the NOCLF in April 2023 and the On Call Improvement Board in May 2023.

Project Governance & Mgmt. Control

		Business Case	Project Dossier	Risk Register	Project Phase
Current Period Delivery Trend	➔				
Last Period Delivery Trend	➔	YES	YES	YES	Delivery

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

Significant Milestone Forecast	Progress	Status	Planned	Latest Predicted Date
Finalise potential options and present recommendations through SFRS governance via NRVLF & Programme Board	75-100%	In Progress	30/12/2022	30/04/2023
Present recommendation to SLT for decision	0-25%	In Progress	01/12/2022	30/06/2023

Pathway to Green / Next Steps

Project leads continue to meet regularly, supported by the On Call Support Team, to support the development of a structured final Programme report setting out considerations and recommendations. The final paper will be submitted to the NOCLF in April 2023 and the On Call Improvement Board in May 2023, before progressing to SLT for decision.

Critical Path - Project Stage

Gate 0 - INTAKE		Gate 1 - PLANNING		Gate 2 - DELIVERY		Gate 3 - CLOSURE	
Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Nov-21	Nov-21	Nov-21	Nov-21	Jun-23	tbc	Jun-23	

Critical Risk, Issue & Inter-Project Dependencies

Dependency BRAG	Key Inter-Dependency	From (Giver)	To (Receiver)	Due Date (From)	Due Date (To)
Will not happen/missed	Agreement on/finalising standardisation of RDS T&C's	POD	On Call	30/06/2023	30/06/2023
At Risk	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	30/06/2023	30/06/2023
At Risk	Mixed crewing establishment models relies on work undertaken via Responding Options and Duty System Relationships	On Call	On Call	30/06/2023	30/06/2023

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	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.	POD lead for this project is also POD lead for Standardisation so interdependencies supported through this consistent link. Standardisation of RDS T&Cs sits out with On-Call Improvement Programme and the failure to reach agreement has not prevented progress being made against this project and its scope. Programme manager continues to liaise with Communication and Engagement business partner to ensure continued Programme updates internally, including key messaging and timelines for programme milestones in the first instance.	30/05/2021	POD	30/06/2023
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.	Current Support Team are temporary and due to end March 2023 - previous case for change to increase resources unable to be supported by SLT March 2022.	30/05/2021	SLT	30/06/2023

Issue Impact	Top 3 Delivery Issues	Corrective Action	Date Identified	Issue Owner	By When
Medium	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.	30/05/2022	Project Leads	30/06/2023

Financial & Benefit Tracking

Financial Tracking
Reporting period: 2022/2023, PERIOD 1-12

General Benefit Tracking

	Benefit Profiles Created	Benefit Profile Created Date	Benefit Realisation Plan Created	Benefit Realisation Plan Created Date
	NO	dd/mm/yyyy	NO	dd/mm/yyyy

Previous Year(s)	Current Year		Future Year(s)	Total Cost		Variation
Actual Spend £000's	Budget £000's	Year To Date Actual £000's	Forecast £000's	£000's	Forecast Project Cost £000's	Business Case (BC) Cost £000's	£ Variation to BC £000's

Financial Benefit Tracking

	Cashable Benefits Identified		Non-Cashable Benefits Identified	
	NO	£ Total Value	NO	£ Total Value

Previous Year(s) Actual Spend £000's	Budget £000's	Year To Date Actual £000's	Forecast £000's	£000's	Forecast Project Cost £000's	Business Case (BC) Cost £000's	£ Variation to BC £000's			
£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ Variation to BC as %			

	Realisation Completion Date	dd/mm/yyyy	Realisation Completion Date	dd/mm/yyyy
	Approach to Financial Benefit Realisation:			

Project Name	Safe and Well		SRO	DACO Iain MacLeod	Project Manager	Cathy Barlow	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				Revised Project End Date	31/08/2022	Rev 4

Project Update

Safe and Well project pilot evaluation report has been updated to include benefits and delivery model options. This was submitted to SMB on 15th March. A decision was agreed to roll-out initially to Community Safety Advocates. Updated Project Plan with milestones etc. to be developed to reflect agreed position. Update from ICT has indicated timescales will need to be reviewed / extended with a substantial about of work still required before the system can be handed over. Partner site still unavailable to be tested. Draft documentation produced (policy, procedure, partner pack, ISP) and draft training resources.

Project Governance & Mgmt. Control

			Business Case	Project Dossier	Risk Register	Project Phase
Current Period Delivery Trend		➜				
Last Period Delivery Trend		➜	YES	YES	YES	Planning
Project Performance		Overall Health	Time	Cost	Quality	Skills & Resource
		A	R	G	R	A

Significant Milestone Forecast	Progress	Status	Planned	Latest Predicted Date
S&W Evaluation report to include benefits and delivery model options to progress to March SMB and CC.	100%	Complete		15/03/2023
Work Plan completion	50-75%	In Progress		01/10/2023

Pathway to Green / Next Steps

Project requires the Partner site to be completed and piloted as well as outstanding system requirements. ICT report that testing is underway and partner elements only due to be completed June '23. ICT have confirmed developer only funded until end of June which will further affect timescales as they have indicated that based on current capacity the ICT elements will not be complete until May 2024 (changed to red). Once partner element of site ready this will be tested with partners to ensure the two way referral processes work. Meeting to be held on 18 April with ICT to identify minimal viable product and address timeline. Milestones will be updated to reflect outcomes of this meeting. PM to meet with Business Intelligence to agree reporting tools and measures.

Critical Path - Project Stage

Gate 0 - INTAKE		Gate 1 - PLANNING		Gate 2 - DELIVERY		Gate 3 - CLOSURE	
Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
30/04/2018	30/04/2018	30/04/2019	30/04/2019	01/08/2022		28/02/2023	

Critical Risk, Issue & Dependencies

Dependency BRAG	Key Inter-Dependency	From (Giver)	To (Receiver)	Due Date (From)	Due Date (To)
Will not happen/missed	ICT issues (Systems, mobile devices, Wi-Fi available on front line appliance)	ICT	Safe and Well	06/01/2022	31/03/2023

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	Date Identified	Risk Owner	By When
12	There is a risk of delay or implementation of safe and well, because of a lack of agreement with regards uniformed terms and condition to undertake the requirements of the project, resulting in a failure to deliver to the service strategy, reputational damage and adverse internal or external scrutiny. previously SW17	Consult strategic leads on progress with negotiations.	08/01/2022	Cathy Barlow / Iain Macleod	ongoing
12	There is a risk from competing and conflicting priorities and capacity and capability of staff due to other concurrent running Service change projects impacting on the delivery and or implementation of the S&W project.	Engage with business partner to review workarounds. Undertake a review of project milestones and timeline. Establish and maintain readiness for deployment when testing complete.	06/01/2022	Cathy Barlow / Iain Macleod	01/10/2023
9	Uncertainty surrounding future budgetary constraints allowing for implementation of Safe & Well rollout	Work with ICT to identify outstanding requirements and impact if not delivered. Training resources being reviewed to identify minimal input for staff (On-call in particular)	08/01/2022	Cathy Barlow / Iain Macleod	01/07/2023

Issue Impact	Top 3 Delivery Issues	Corrective Action	Date Identified	Issue Owner	By When
Very High	SAW unable to be rolled out Service wide due to relationship with Terms and Conditions and discussions around widening of the role.	Discussions to be held between SRO and SLT members to consider options for future delivery	01/01/2023	Cathy Barlow / Iain Macleod	ongoing
Very High	Outstanding ICT activity required to support implementation. System development, ICT interfaces and ICT architecture issues all require additional capacity to ensure product is delivered.	Meeting held with ICT on 18.04 to scope out outstanding work required. This will be discussed at next SAW Board Meeting and a new risk added to the Risk Register to address support required.	24/03/2023	Cathy Barlow / Iain Macleod	01/07/2023

Financial & Benefit Tracking

Financial Tracking
Reporting period: YYYY/YYYY, PERIOD 1-12

General Benefit Tracking

Benefit Profiles Created	Benefit Profile Created Date	Benefit Realisation Plan Created	Benefit Realisation Plan Created Date
NO	dd/mm/yyyy	NO	dd/mm/yyyy

	Previous Year(s)	Current Year		Future Year(s)	Total Cost		Variation

Actual Spend £000's	Budget £000's	Year To Date Actual £000's	Forecast £000's	£000's	Forecast Project Cost £000's	Business Case (BC) Cost £000's	£ Variation to BC £000's

Financial Benefit Tracking

Cashable Benefits Identified		Non-Cashable Benefits Identified	
NO	£ Total Value	NO	£ Total Value
Realisation Completion Date	dd/mm/yyyy	Realisation Completion Date	dd/mm/yyyy

£ Variation to BC as %	

Approach to Financial Benefit Realisation:
Financial savings will be made through a reduction in travel related costs. Targets and delivery model for visits required to support this element of work in detail.

PROJECT HIGHLIGHT REPORT
6 Mar - 12 April 23

SCOTTISH FIRE AND RESCUE SERVICE

Project Name	Responding Options & Duty Systems (On Call)	SRO	ACO David Farries (T)	Project Manager	GC Gavin Hammond/AC Mark Bryce	Project Start Date	30/11/2021	Original Project End Date	30/06/2023	Change Rev	
Strategic Outcome Alignment	Outcome 1	Outcome 3	Outcome 5	Outcome 7				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 Response
Redrafted recommendations paper due to be presented to NOCLF in April following forum members feedback on previous papers.

Bank Roster Scheme (Rostered Reserves)
OCST working with POD colleagues to amend the Final recommendations paper presented to the Board in January 2023 to provide access for whole time staff to support the proposed scheme. A draft SFRS policy and guidance document is also being created to allow for a consistent approach to be adopted nationally across the numerous pilot areas in lieu of any decision for full national implementation.

Flexible Mobilising
Redrafted recommendation paper due to be presented to NOCLF in April following forum members feedback on previous papers.

Rostering Options
Presentation on rostering options for SFRS delivered to NOCLF in March. Forum agreed that the content of the presentation provided the necessary information to be taken forward as rostering recommendations for further exploration. Presented to the programme board 6th April 2023 who supported the decision made by NOCLF

Project Governance & Mgmt. Control

			Business Case	Project Dossier	Risk Register	Project Phase
Current Period Delivery Trend	➔					
Last Period Delivery Trend	➔		YES	YES	YES	Delivery
Project Performance	Overall Health	Time	Cost	Quality	Skills & Resource	
	A	A	G	A	A	

Significant Milestone Forecast

	Progress	Status	Planned	Latest Predicted Date
Dual contract opportunities	50-75%	In Progress	30/06/2022	30/06/2023
Phased Response Opportunities	75-100%	In Progress	31/12/2022	30/06/2023
Flexible Mobilisation Options	75-100%	In Progress	31/03/2023	30/06/2023
Rostering On Call Options	100%	In Progress	30/05/2023	30/06/2023

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'.
Finalise agreement on Phased Response and Flexible mobilising recommendations
• Project leads and OC Support Team continue to hold workshops to draft a structured final overall Programme report. Individual project areas identified will continue to be discussed and presented to the Forum to build on a suit of recommendations and options as an overall Programme recommendations and considerations report.

Critical Path - Project Stage

Gate 0 - INTAKE		Gate 1 - PLANNING		Gate 2 - DELIVERY		Gate 3 - CLOSURE	
Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Nov-21	Nov-21	Nov-21	Nov-21	Jun-23	tbc	Jun-23	tbc

Critical Risk, Issue & Inter-Project Dependencies

Dependency BRAG	Key Inter-Dependency	From (Giver)	To (Receiver)	Due Date (From)	Due Date (To)
Will not happen/missed	Rostering system needs, requirements and delivery time	PTFAS	On Call	30/07/2022	30/06/2023
At Risk	SDMP station establishments, demand based and station appliance	SDMP	On Call	30/07/2022	30/06/2023

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	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.	30/05/2021	HROD	30/06/2023
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.	Current Support Team temporary due to end March 2023 - previous case for change to increase resources unable to be supported by SLT March 2022. March 2023 - Current SC (now GC) and current WC (temp) to remain in post to programme end - forecast end of June 2023. Other OCST members not be be backfilled or replaced (1 x programme officer, 1 x WC)	30/05/2021	SLT	30/06/2023

Issue Impact	Top 3 Delivery Issues	Corrective Action	Date Identified	Issue Owner	By When
High	Insufficient resources within the team and wider stakeholder/SME groups	Prioritise requirements. Establish permanent OCST to provide minimum consistent resource	30/11/2021	SLT	30/06/2023
Medium	Ability to effectively engage with stakeholders	Agreement of standardising RDS T&Cs	30/11/2021	HROD/SLT	30/06/2023

Financial & Benefit Tracking

Financial Tracking
Reporting period: 2022/2023, PERIOD 1-12

General Benefit Tracking

Benefit Profiles Created	Benefit Profile Created Date	Benefit Realisation Plan Created	Benefit Realisation Plan Created Date
NO	dd/mm/yyyy	NO	dd/mm/yyyy

Previous Year(s)		Current Year		Future Year(s)	Total Cost		Variation
Actual Spend £000's	Budget £000's	Year To Date Actual £000's	Forecast £000's	£000's	Forecast Project Cost £000's	Business Case (BC) Cost £000's	£ Variation to BC £000's
£ -	£ -	£ -	£ -	£ -	£ -	£ -	

Financial Benefit Tracking

Cashable Benefits Identified		Non-Cashable Benefits Identified	
NO	£ Total Value	NO	£ Total Value
£ Variation to BC as %	Realisation Completion Date	Realisation Completion Date	Realisation Completion Date
	dd/mm/yyyy		dd/mm/yyyy

Approach to Financial Benefit Realisation:
In discovery - efficiencies to be explored

PROJECT HIGHLIGHT REPORT
6th March - 12th April

SCOTTISH FIRE AND RESCUE SERVICE

Project Name	West ARC			SRO	Acting Director of Asset Management Iain Morris	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: Works remain on programme to the Accepted Completion date of 12th May 2023. Cost: Cost Report 12 identifies a projected final account of £13.77m incorporating seperately funded works. Quality: Assessment of the contractor's proposals against Client Scope requirements continues. Skills & Resource: Building Warrant submissions continue to be processed, no issues envisaged. Milestones: Works are progressing well on site. External: road and yard works are progressing with visitor carpark surface now in place. Building Exterior: Wall cladding / roofing works complete. Internal: workshop equipment now installed, decoration works continue to office areas, services works continuing - services now live to building. Issues: with programmed completion now May 2023, funding within FY23/24 now in place. Risk: no new risks have been added during this period.

Project Governance & Mgmt. Control

		Business Case	Project Dossier	Risk Register	Project Phase
Current Period Delivery Trend	→				
Last Period Delivery Trend	→	YES	YES	YES	Delivery
Project Performance	Overall Health	Time	Cost	Quality	Skills & Resource
	G	G	G	G	G

Significant Milestone Forecast	Progress	Status	Planned	Latest Predicted Date
Internal fit out	75-100%	In Progress	28/02/2023	12/05/2023
External works	75-100%	In Progress	28/02/2023	12/05/2023
Testing and commissioning	0-25%	In Progress	14/03/2023	12/05/2023
Completion of works	0%	Future Task	31/03/2023	12/05/2023
Gateway review 4 - ready for service	0%	Future Task	30/05/2023	31/08/2023

Pathway to Green / Next Steps

Current assessment identifies all categories in green. We continue to monitor and manage these works.The accepted programme indicates completion on 12th May 2023 this is in advance of the agreed SFRS programme.

Critical Path - Project Stage

Gate 0 - INTAKE		Gate 1 - PLANNING		Gate 2 - DELIVERY		Gate 3 - CLOSURE	
Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
31/08/2020	31/08/2020	31/10/2020	31/10/2020	30/06/2023	tbc	31/08/2023	tbc

Critical Risk, Issue & Dependencies

Dependency BRAG	Key Inter-Dependency	From (Giver)	To (Receiver)	Due Date (From)	Due Date (To)

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	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 ordders, etc.as considered appropriate.	08/01/2020	John Gillies	30/07/2023
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.	08/01/2020	Greg Aitken	30/07/2023
8	Operational: issues identified with smoke generation from NTC affecting West ARC facility	Project Scope identifes no openable windows and particulates removal from ventilation system	01/11/2022	John Gillies	30/07/2023
Issue Impact	**Top 3 Delivery Issues**	**Corrective Action**	**Date Identified**	**Issue Owner**	**By When**
Low	Geo-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.	03/03/2022	John Gillies	30/07/2003

Financial & Benefit Tracking

Financial Tracking
Reporting period: 2022/2023, PERIOD 1-12

General Benefit Tracking

Benefit Profiles Created	Benefit Profile Created Date	Benefit Realisation Plan Created	Benefit Realisation Plan Created Date
NO	dd/mm/yyyy	NO	dd/mm/yyyy

Previous Year(s)		Current Year		Future Year(s)		Total Cost		Variation
Actual Spend £000's	Budget £000's	Year To Date Actual £000's	Forecast £000's	£000's		Forecast Project Cost £000's	Business Case (BC) Cost £000's	£ Variation to BC £000's
£ -	£ -	£ -	£ -	£ -		£ -	£ -	£ -

Financial Benefit Tracking

Cashable Benefits Identified		Non-Cashable Benefits Identified	
NO	£ Total Value	NO	£ Total Value
Realisation Completion Date	dd/mm/yyyy	Realisation Completion Date	dd/mm/yyyy

£ Variation to BC as % : 0%

Approach to Financial Benefit Realisation:
significant capital receipts and reduce revenue costs across all areas of the service.

PROJECT HIGHLIGHT REPORT
6th March - 12th April

Project Name	McDonald Road redevelopment 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	Change Rev
Strategic Outcome Alignment	Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5	Revised Project End Date		07/10/2022		Rev 7

Project Update / Project Governance & Mgmt. Control

Main works: Fire Station Works complete, end of defects liability period corrective works underway. Final Account agreed / paid to main contractor.
Museum, Completed and Handed over on 18th October 2022. Defect Liability Period commenced.
Dehumidifier installed and due to be commissioned 17th April.
Awaiting building control completion certificate.

Current Period Delivery Trend	→	Business Case	Project Dossier	Risk Register	Project Phase
Last Period Delivery Trend	→	YES	YES	YES	Closure

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

Significant Milestone Forecast	Progress	Status	Planned	Latest Predicted Date
McDonald Road Fire Station	100%	Complete	30/09/2021	20/12/2021
McDonald Road Museum	100%	Complete	07/10/2022	28/02/2023

Pathway to Green / Next Steps

Building Control requested drainage survey which highlighted some historical defects on existing lines in external areas. Temporary occupation certificate applied for - awaiting response from Building Control whilst remedial works progressed. Closing Report currently being drafted following agreement of Final Account.

Critical Path - Project Stage

Gate 0 - INTAKE		Gate 1 - PLANNING		Gate 2 - DELIVERY		Gate 3 - CLOSURE	
Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
04/01/2017	28/02/2017	30/06/2017	30/06/2017	31/03/2022	28/02/2023	31/10/2022	tbc

Critical Risk, Issue & Dependencies

Dependency BRAG	Key Inter-Dependency	From (Giver)	To (Receiver)	Due Date (From)	Due Date (To)
On Track	Awaiting occupation certificate to be signed off by EDC	Edinburgh District Council	SFRS	19/02/2023	31/5/2023

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	Date Identified	Risk Owner	By When
Amber	Delay to issue of occupation certificate by building control	Maintain dialogue with Building Control	19/02/2023	Cindy Cheong	31/5/2023

Issue Impact	Top 3 Delivery Issues	Corrective Action	Date Identified	Issue Owner	By When
Very Low			dd/mm/yyyy		dd/mm/yyyy

Financial & Benefit Tracking

Financial Tracking
Reporting period: 2022/2023, PERIOD 1-12

General Benefit Tracking

Benefit Profiles Created	Benefit Profile Created Date	Benefit Realisation Plan Created	Benefit Realisation Plan Created Date

Previous Year(s)	Current Year		Future Year(s)	Total Cost		Variation	Benefit Profiles Created	Benefit Profile Created Date	Benefit Realisation Plan Created	Benefit Realisation Plan Created Date
							NO	dd/mm/yyyy	NO	dd/mm/yyyy

Actual Spend £000's	Budget £000's	Year To Date Actual £000's	Forecast £000's	£000's	Forecast Project Cost £000's	Business Case (BC) Cost £000's	£ Variation to BC £000's
£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -

Financial Benefit Tracking

	£ Variation to BC £000's	£ -

£ Variation to BC as %	0%

Cashable Benefits Identified		Non-Cashable Benefits Identified	
NO	£ Total Value	NO	£ Total Value
Realisation Completion Date	dd/mm/yyyy	Realisation Completion Date	dd/mm/yyyy

Approach to Financial Benefit Realisation:

This project was as a direct consequence of the Strategic Intent Programme which realised significant capital receipts and reduced revenue costs across all areas of the service. There are also increased income revenue generation with regards to an increased number of SAS now utilising the building

PROJECT HIGHLIGHT REPORT
6 Mar - 12 Apr 23

SCOTTISH FIRE AND RESCUE SERVICE

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 2	Outcome 3	Outcome 6	Outcome 7			Revised Project End Date		dd/mm/yyyy	Rev 1	

Project Update

High Level Design continues to be developed.
MS teams Channel, Dev Ops and initial sharepoint site created.
Benefit profiles and baselines in progress.
Priority 1 content reviewed by directorates and content in progress of being rewritten and content no longer required deleted.
Phase 2 priority content review commenced.
Document Library meta data sessions held with Supplier and draft meta data model created.
Document Library Alpha signed off
Document Library Beta Statement of Work under review and feedback being provided to Storm.
Initial Draft of Web Alpha Statement of work reviewed and feedback provided to Supplier.
Partial payment of Documetn Library Alpha milestone 1 £19,237.75 at 31/03/23. remainder due end of April 2023.

Project Governance & Mgmt. Control

			Business Case	Project Dossier	Risk Register	Project Phase
Current Period Delivery Trend		→				
Last Period Delivery Trend		→	YES	YES	YES	Delivery
Project Performance	Overall Health	Time	Cost	Quality	Skills & Resource
	G	G	G	G	G

Significant Milestone Forecast	Progress	Status	Planned	Latest Predicted Date
Document Library	50-75%	In Progress	30/04/2023	
Website Platform	0-25%	In Progress	31/08/2023	
Intranet	0%	Future Task	28/02/2024	

Pathway to Green / Next Steps

Critical Path - Project Stage

Gate 0 - INTAKE		Gate 1 - PLANNING		Gate 2 - DELIVERY		Gate 3 - CLOSURE	
Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
31/12/2022	31/12/2022	28/02/2023	28/02/2023	28/02/2024	dd/mm/yyyy	31/03/2024	dd/mm/yyyy

Critical Risk, Issue & Dependencies

Dependency BRAG	Key Inter-Dependency	From (Giver)	To (Receiver)	Due Date (From)	Due Date (To)
On Track	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	04/01/2023	30/01/2024
On Track	Staff across the service Directorates to support the review and develop the iHub and Web	Directorates	iHub_Web	01/12/2023	30/01/2024

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	Date Identified	Risk Owner	By When
15	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	03/08/2022	Marysia Waters, Head of Communications and Engagement	31/03/2023
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;	03/08/2022	Marysia Waters, Head of Communications and Engagement	31/03/2023
12	There is a risk that the Nintex integration works could experience challenges which in turn could result in additional costs/ delays to the project & timeline.	Once the Supplier has provided the updated discovery report, SoW and Designs, SFRS will better placed to make informed decisions and undertake further discussions with the supplier.	27/02/2023	Marysia Waters, Head of Communications and Engagement	31/03/2023

Issue Impact	Top 3 Delivery Issues	Corrective Action	Date Identified	Issue Owner	By When
High	Storm have advised that they do not have the skills to build the Nintex workflow.	SFRS & the Supplier discussed and agreed the path forward for the build of the workflow in Nintex will lie with SFRS ICT	23/03/2023	Marysia Waters, Head of Communications and Engagement	31/03/2023

Financial & Benefit Tracking

Financial Tracking
Reporting period: 2022/2023, PERIOD 11

Previous Year(s)		Current Year	Future Year(s)	Total Cost		Variation
Actual Spend £000's	Budget £000's	Year To Date Actual £000's	Forecast £000's	£000's	Forecast Project Cost £000's	Business Case (BC) Cost £000's	£ Variation to BC £000's
£ -		£ -					

General Benefit Tracking

Benefit Profiles Created	Benefit Profile Created Date	Benefit Realisation Plan Created	Benefit Realisation Plan Created Date
NO	dd/mm/yyyy	NO	dd/mm/yyyy

Financial Benefit Tracking

Cashable Benefits Identified		Non-Cashable Benefits Identified	
NO	£ Total Value	NO	£ Total Value
Realisation Completion Date	dd/mm/yyyy	Realisation Completion Date	dd/mm/yyyy

£ Variation to BC as %

Approach to Financial Benefit Realisation:
Non-cashable Financial benefits regarding time efficiencies are in discovery

PROJECT HIGHLIGHT REPORT
- Feb - Mar 2023

SCOTTISH
FIRE AND RESCUE SERVICE

Project Name	Low Carbon Appliance		SRO	Stewart Nicholson	Project Manager	Paul Robertson	Project Start Date	01-Apr-20	Original Project End Date	Q1 2024	Change Rev
Strategic Outcome Alignment	Outcome 3	Outcome 4					Revised Project End Date			Q2 2024	Rev 2

Project Update	Project Governance & Mgmt. Control				

Further meeting regarding proof of concept benefits and success criteria, project office supporting this work and will provide draft for approval. Frontline user engagement session at Clydesmill Community Fire Station including Training officers from both driver training and Operational/equipment cadre. Very positive session with questions around timescales for delivery - E1 to provide item 6. During visit evidence of infrastructure progress with 150KW charger station installed and plynth for sub station in place - SWARCO to provide full update item 5. Further meeting with Angeline on graphics finalisation - update and decision by board item 8/9.

		Business Case	Project Dossier	Risk Register	Project Stage
Current Period Delivery Trend	↗				
Last Period Delivery Trend	↑	✓	✓	✓	INITIATE
Project Performance	Overall Health	Time	Cost	Quality	Skills & Resource
	G	G	G	G	G

Significant Milestone Forecast	Progress	Status	Planned	LPD
Commission charging infrastructure	50-75%	In Progress	30-Apr-23	
SME Workshops	50-75%	In Progress	30-Apr-23	
Build complete and delivery to SFRS	50-75%	In Progress	30-Apr-23	
Training and familiarisation commences	0-25%	In Progress	30-Apr-23	

Pathway to Green / Next steps				
Benefits/Success criteria agreed	25-50%	In Progress	01-Apr-23	

Next steps April - May
Preperation of vehicle for Delivery of new components and fitting. Road testing of vehicle. Fleet manager inspection prior to VCA scheduled. Return to E1 for VCA decommisioning. Delivery to Claverhouse ARC for acceptance testing and checks by fleet and equipment staff. E1 training for technicians and training delivery /driver staff.

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
	1/6/22	1/6/22	11/11/22	11/11/22	30/4/23		31/12/24			

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	01/04/2023	Apr-23	

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	Category	Date Identified	Risk Owner	By When
12	Reputation	It is a known risk that this technology is moving at a very quick pace. This project recognises this and accepts that the model trialled will most likely not be a production model but will provide learning and lessons learned to allow SFRS to make an informed choice on a production model in the future. Communication of this information is key to mitigating risk and criticism	R		SRO	
9	Infrastructure	Early identification and survey of potential sites has been highlighted as a priority given the technical complexity with instalation of the required charging infrastructure. This will require close scrutiny, support and management to ensure suitable charging is in place to support the deployment of this appliance into a front line station	S		SRO	
9	COVID 19	COVID 19 has and continues to impact fleet and equipment procurement, it is forseeable that it will have an impact on this project. Timsceales extended to allow forseeable delays in supply and production and communication with key partners and stakeholders to set expectation.	S		SRO	

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				

SCOTTISH FIRE AND RESCUE SERVICE
Change Committee

Report No: **C/CC/17-23**

Agenda Item: **8.2**

Report to:	**CHANGE COMMITTEE**
Meeting Date:	**11 MAY 2023**
Report Title:	**PEOPLE, TRAINING, FINANCE AND ASSET SYSTEMS PROGRAMME TERMINATION REPORT AND PROJECT BRIEF UPDATES**

Report Classification:	**For Scrutiny**	**SFRS 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	To provide the Change Committee with the People, Training, Finance and Asset Systems (PTFAS) Programme Termination report and updated project briefs for the standalone projects that will continue following the closure of the Programme.

2	**Background**
2.1	The PTFAS Programme was established in July 2019 and closed in March 2023 for the reasons documented in the Programme termination report, having delivered Scottish Fire and Rescue Service's (SFRS) new Health & Wellbeing (H&W) system and mapped cashable and non-cashable savings opportunities in the Service's current people, payroll, finance, training and rostering process landscape. The report also documents the two constituent projects that are proceeding as standalone projects, utilising the outputs of the PTFAS programme.

3	**Main Report/Detail**
3.1	The Programme Termination report documents the activities that are involved in the Programme close down along with Programme outputs. These outputs include the delivery of a new application for management of the Service's H&W activities; draft outline business cases for each standalone project which make the case for change; requirements for use in future procurement exercises gathered from a wide range of stakeholders; and measures of the levels of analysis work that has been carried out. This analysis has created a comprehensive understanding of how the areas in scope of the projects currently operate, the level of inefficiency involved in current ways of working and the cashable and non-cashable benefits associated with new operating models supported by appropriate systems. If the outline business cases are approved and procurements are formally launched, this puts SFRS on a strong footing to understand and manage the degree of change that is required both in terms of ways of working and technology. Market engagement carried out by the PTFAS team has built a clear picture of the market's ability to meet the Service's functional and non-functional requirements within the proposed cost envelope.
3.2	The Health and Wellbeing workstream has delivered a Cloud Software as a Service application that went live at the end of March 2023. This has been well received by end users and is delivering cashable and efficiency savings. The employee and manager self service module will launch shortly, further streamlining and automating key business processes.

3.3	The two standalone projects to continue are the People, Payroll, Finance and Training project and the Rostering project. The project briefs for these projects in the former PTFAS Programme have been updated to reflect the changes to the Governance arrangements brought about by the closure of the Programme and the new corporate governance arrangements that have recently been implemented. The briefs also provide high-level information on project purpose and scope that has been agreed by senior stakeholders, including Chane Portfolio Progress Group (CPPG) and Chane Portfolio Investment Group (CPIG).
3.4	The two projects are funded until the end of June 2023 to allow production of updated Outline Business Cases (OBC). If the business cases are approved and the projects are to proceed beyond this date, further resource will be required as set out in the OBCs.

4	**Recommendation**
4.1	The programme termination report and project briefs are provided for scrutiny.

5	**Key Strategic Implications**
5.1 5.1.1	**Risk** Programme risk register has been reviewed and risks assigned to relevant project or closed.
5.2 5.2.1	**Financial** Business cases are being developed for each project. The termination report contains a financial statement
5.3 5.3.1	**Environmental & Sustainability** These issues will continue to be considered within the relevant projects.
5.4 5.4.1	**Workforce** This issue will continue to be considered within the relevant projects.
5.5 5.5.1	**Health & Safety** These issues will continue to be considered within the relevant projects.
5.6 5.6.1	**Health & Wellbeing** These issues will continue to be considered within the relevant projects.
5.7 5.7.1	**Training** This issue will continue to be considered within the relevant projects.
5.8 5.8.1	**Timing** This issue will continue to be considered within the relevant projects.
5.9 5.9.1	**Performance** This issue will continue to be considered within the relevant projects.
5.10 5.10.1	**Communications & Engagement** Projects will have their own communication strategies.
5.11 5.11.1	**Legal** Legal Services continue to be involved in the relevant projects.
5.12 5.12.1	**Information Governance** DPIA being progressed within projects.

5.13	**Equalities**
5.13.1	EQIA being progressed within projects.

5.14	**Service Delivery**
5.14.1	Engagement being progressed within projects.

6	**Core Brief**	
6.1	Not applicable.	

7	**Assurance (SFRS Board/Committee Meetings ONLY)**	
7.1	**Director:**	Liz Barnes, Deputy Chief Officer Corporate Services
7.2	**Level of Assurance: (Mark as appropriate)**	~~Substantial~~/**Reasonable**/~~Limited~~/~~Insufficient~~
7.3	**Rationale:**	Reviewed at Change Portfolio Investment Group and Change Portfolio Progress Group

8	**Appendices/Further Reading**
8.1	Appendix A – Termination Report
8.2	Appendix B – Project Brief: People, Payroll, Finance and Training
8.3	Append C – Project Brief: Rostering

Prepared by:	Paul McGovern, Programme Manager
Sponsored by:	Lyndsey Gaja, Head of People & DACO Stephen Wood (North SDA)
Presented by:	Paul McGovern, Programme Manager

Links to Strategy and Corporate Values

SFRS Strategic plan 2022-2025:
- Outcome 2 – Communities are safer and more resilient as we respond effectively to changing risks
  - ○ 'Improving how we manage calls from the public and deploy our resources to emergency incidents'
  - ○ 'Providing the right technology and equipment to keep Firefighters safe'
- Outcome 3 – We value and demonstrate innovation across all areas of work
  - ○ 'Deploying new digital and other technologies to change how we work and to keep Firefighters safe'
- Outcome 5 – We are a progressive organisation, use our resources responsibly and provide best value for money to the public
  - ○ 'Improving levels of service performance whilst providing value for money to the public'
  - ○ 'Managing major change projects and organisational risks effectively and efficiently'
- Outcome 6 – The experience of those who work for SFRS improves as we are the best employer we can be 'Developing and deploying new and more agile ways of working to protect the safety, wellbeing, physical and mental health of our people'

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Change Portfolio Progress Group	*25 April 2023*	*Approved*
Change Committee	*11 May 2023*	*For scrutiny*
Change Portfolio Investment Group	*16 May 2023*	*For noting*

APPENDIX A

SCOTTISH FIRE AND RESCUE SERVICE

Portfolio Office

PROGRAMME TERMINATION REPORT

Programme Number:

Agenda Item: 8.2

PROGRAMME NAME:	**PEOPLE, TRAINING, FINANCE AND ASSETS PROGRAMME**
PROGRAMME START DATE:	**JULY 2019**
PROGRAMME END DATE	**MARCH 2023**
PROGRAMME MANAGER:	**PAUL MCGOVERN**
EXECUTIVE LEAD:	**LIZ BARNES**
PROPOSED TERMINATION ACTIVITY WILL INITIATE:	**March 2023**
PROPOSED TERMINATION ACTIVITY WILL CONCLUDE:	**April 2023**

1.	BACKGROUND
1.1	**PROGAMME LINK TO STRATEGY & CORPORATE VALUES**
1.1.1	The following links to strategy and corporate values were identified in the original programme dossier:

- Strategic Outcome 2.2, We will be more flexible and modernise how we prepare for and respond to emergencies, including working and learning with others and making the most of technology
- Strategic Outcome 4.3, We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services
- Corporate Risk 1.1a Failure to successfully mobilise to an emergency incident
- Corporate Risk 1.1b Failure to deploy required/adequate resources to an emergency incident
- Corporate Risk 3.5 Failure to realise benefits from the change programme within required timescales

1.2	**PROGRAMME VISION**
1.2.1	The programme was established with the following vision statement:

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

This vision has not yet been realised, with work being taken forward under the standalone PPFT and Rostering projects.

Programme values, principles and benefit types were also identified and are available here:

PowerPoint Presentation (firescotland.gov.uk)

1.3	**PROGRAMME PROJECTS**
1.3.1	The following projects were originally envisaged within the scope of the Programme: • People, Payroll and Finance • Training • Rostering • Asset Management • Health and Wellbeing The original programme was previously established by the merger of two prior projects: Finance & Assets and People & Training.
1.4	**PROGRAMME STATUS**
1.4.1	The programme is being disbanded at the MSP defined stage of 'Managing the Tranches'
2.	**PROGRAMME TERMINATION**
2.1	**JUSTIFICATION**
2.1.1	Following meetings of the SLT in November 2022 and in January 2023 the programme is being disbanded in response to concerns over its potential overall scale, complexity and cost. The attached reports were submitted to the SLT for consideration: SLT PTFAS Programme Options 09-11-22.docx 202211-7 PTFA PB Item 03a Programme Options Discussion.docx 20230109 PTFA PB Item 02 - Project Recommendations.docx As per the attached reports, the SLT decided to extend two of the projects running under the programme until June 2023 to allow sufficient time to develop their revised outline business cases, based on the detailed understanding of current process and system inefficiencies developed by the programme team and insight into the market's ability to deliver a suitable solution within the cost envelope, and to progress these through governance for approval. These are the People, Payroll, Finance and Training project and the Rostering project. The Health and Wellbeing workstream went live in March 2023, realising cashable and non-cashable benefits.
2.2	**SCOPE**
2.2.1	The SLT have agreed to the scope outlined in the January 2023 document (listed above) The Health and Wellbeing workstream went live with a new Cloud based application at the end of March 2023, delivering integration with our core People system, streamlining and improving processes, and removing manual transactional work. The employee and manager self-service module will go live later in Q1 delivering further efficiencies and improved user experience. The People, Payroll, Finance and Training will continue until the end of June 2023 to allow time to develop an updated outline business case, and beyond that date for procurement and implementation should the business case be approved. The OBC is being developed in line with the potential cashable and non-cashable benefits identified by the PTAS programme team, and the enhanced understanding of availability of solutions that meet the Service's functional and non-functional requirements within the affordability envelope. The Rostering Project will continue until the end of June 2023 to allow time to develop an outline business case, detailing the cashable and efficiency benefits of an enhanced, integrated rostering solution, and beyond that date for procurement and implementation should the business case be approved. The Asset Management Project is descoped and will not be progressed.

2.3	GOVERNANCE
2.3.1	The decision to terminate the Programme was taken at SLT and communicated to the Change Committee. Change Committee Slide February 2023.pptx

2.4	PROGRAMME ORGANISATION AND/OR SUPPORTING FUNCTIONS
2.4.1	The Programme organisation is presented below:
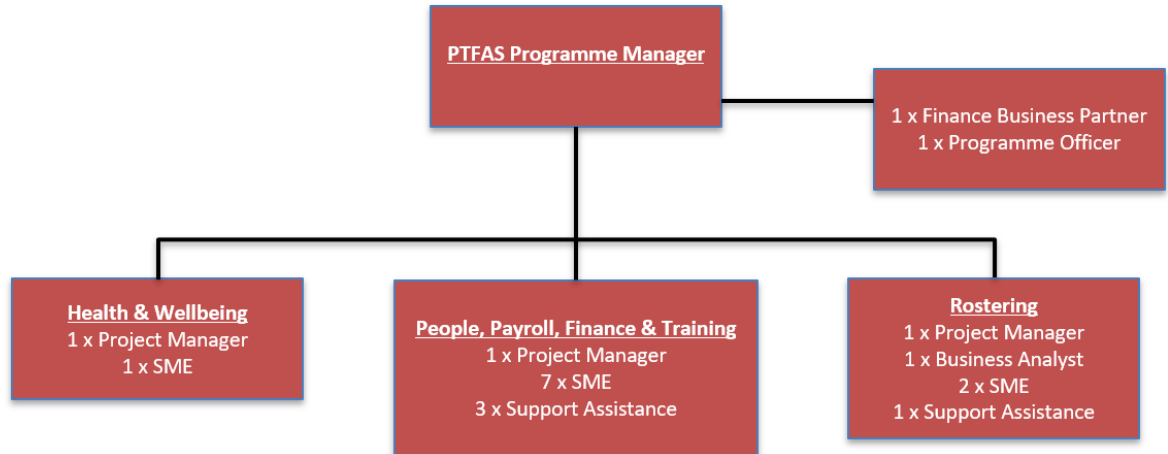
The Programme governance structure is presented below:
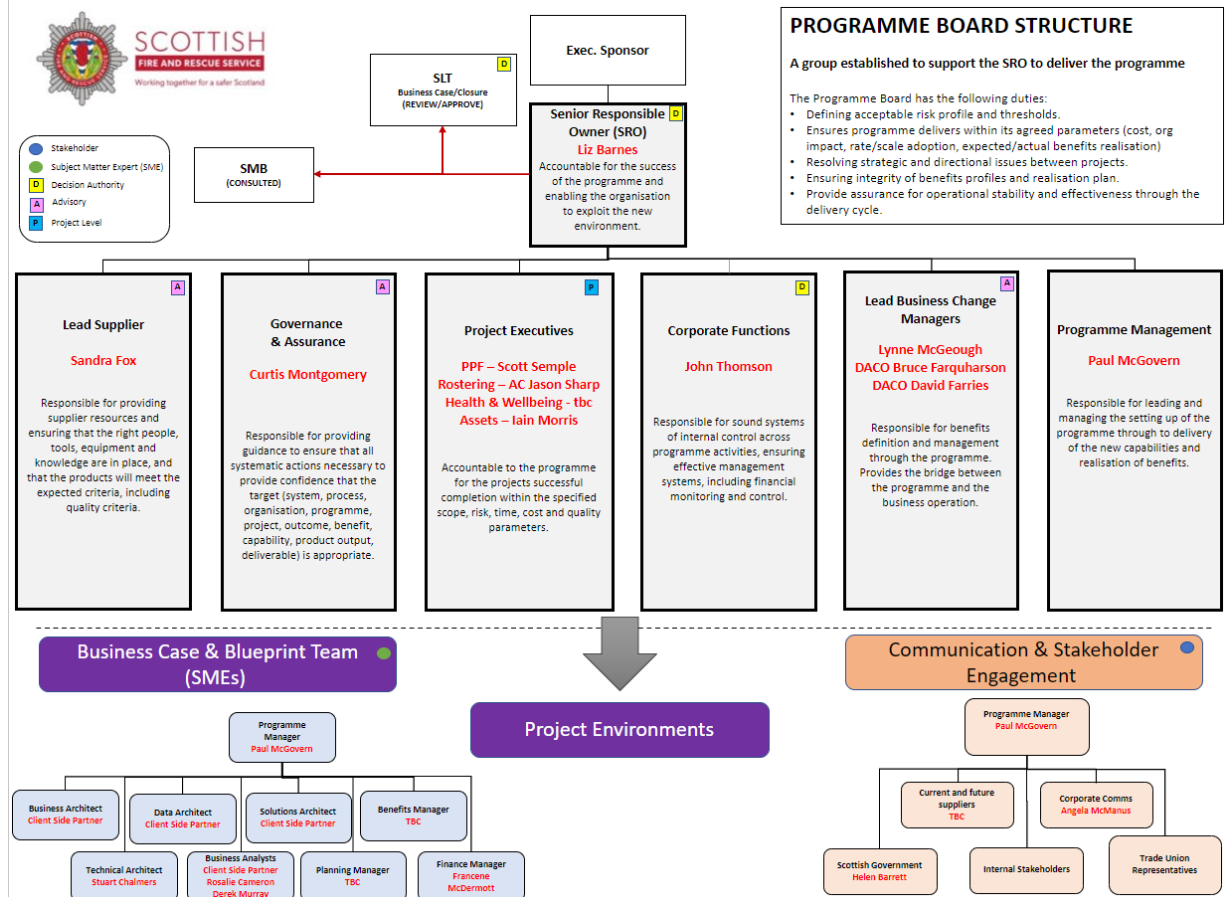
The Programme Manager will continue to be responsible for the delivery of the constituent projects. The Programme Officer will continue to support the Programme Manager and Project Managers from the constituent projects. Finance support and guidance will be provided to the projects under business as usual arrangements.

Projects will continue to be managed by Project Managers who will in turn continue to require to be supported by Business Analysts and subject matter experts drawn from the relevant departments.

The project governance structures are presented below. The membership of each project board is currently under review.

Rostering Project

PPFT Project

SCOTTISH FIRE AND RESCUE SERVICE
Working together for a safer Scotland

PROJECT BOARD

DIRECTING THE PROJECT

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.

KEY
- D Decision maker
- *SRO – Accountable
- **PM - Responsible

SLT FINAL REPORT (REVIEW/APPROVE RECOMMENDATIONS) [D]

Exec. Sponsor TBC

Governance CPIG & CPPG

Senior Responsible Owner (SRO)* Lyndsey Gaja, Head of POD [D]

Support Officer Louise Mimiec

PROJECT MANAGER (PM) * Michael Tonner

Supplier [D]
Stuart Chalmers
ICT Manager (internal)
Systems Supplier TBC

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]
Paul McGovern
Programme Manager

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/User [D]
Bruce Farquharson
DACO TSA (Internal)
Chris Fitzpatrick
BI and Data Services Manager (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]
Lynne McGeough
Head of Finance (Internal)

The Finance representative has delegated authority from the Executive Management Team and can approve up to TBC

Project Management
TBC
Risk Management Lead
Pauline Kirkcaldy
Programme Officer

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)

Michael Tonner
Project Manager (internal)

- Ashley Gould PROCUREMENT REP
- Emma Buckley/Ailsa Cordiner/Bernadette Kennedy Existing Systems
- Ainsley McKinlay LEGAL
- Diane Mimnaugh/Michelle Mullen PROJECT SUPPORT
- Helen Gray DATA
- Francene McDermott FINANCE
- TBC BUSINESS ANALYSIS

Communication & Stakeholder Engagement

SRO
Lyndsey Gaja, Head of POD

- Rostering Project Sebastian O'Dell, Project Manager
- Scottish Government/DAO Sue Hay
- Corporate Services Review Liz Barnes, DCO
- Service Delivery TBC
- TSA/POD/Finance TBC
- Change Committee Fiona Thorburn
- Trade Union Representatives TBC

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

A review of programme / project governance has been carried out and the report is available here:

20230206 PTFA PB Item 03b Governance Review.docx

Draft terms of reference for each of the projects has been created and are available here:

TOR - PPFT Draft Terms of Reference V0.5.docx
TOR - Rostering Draft Terms of Reference v0.1.docx

2.5	**CASE FOR CHANGE**	
2.5.1	**FINANCIAL DETAILS AS OF:**	End March 2023
	PREVIOUS YEARS ACTUAL SPEND (£000's):	FY 21-22 £590
	CURRENT YEAR, BUDGET (£000's):	£1,325
	CURRENT YEAR TO DATE ACTUAL SPEND (£000's):	£1,325
	CURRENT YEAR, FORECAST (£000's)	NA
	FUTURE YEAR(S) (£000's):	NA
	TOTAL COST OF PROGRAMME (£000's):	£1,915
	TOTAL CASE FOR CHANGE COST (£000's)	NA
	VARIATION TO CASE FOR CHANGE (£000's):	NA
	VARIATION TO CASE FOR CHANGE AS A PERCENTAGE (%):	NA
	PROPOSED CLOSE OF BUDGET DATE:	31/03/23
2.6	**INTERDEPENDENCIES**	
2.6.1	The constituent projects under the programme have significant areas of dependency with one another which will continue to require to be managed. These are being tracked in the relevant project dependency trackers.	

		There are also dependencies with other projects within SFRS which are also already recorded in the relevant projects' dependency tracker.
2.7		**STAKEHOLDERS**
2.7.1		The following stakeholders will be directly impacted by this termination: • Programme Board members • Project Board members • Change Committee members • SG Digital Assurance Office • Asset Management Department users As the constituent projects will continue, at least until the end of June 2023, the project stakeholders will not be impacted if those projects are to continue post June 2023. The Programme communication strategy is available here: PTFAS Communications and Engagement Plan.pptx
2.8		**RISKS**
2.8.1		There is a risk that the constituent projects may fail to deliver the required level of integration to provide seamlessly joined up end to end processes without the overarching programme structure. This will be mitigated by ensuring the constituent projects continue to collaborate closely within the new governance arrangements established by the Portfolio Office. Design and technical requirements have been reviewed to ensure that areas where processes and data cut across projects have been captured. Appropriate reviews by the Design Authority will take place at the required check points. All risks previously recorded in the Programme Risk register have been reviewed and either closed or transferred to the relevant project.
2.9		**NEXT STEPS**
2.9.1		• The programme board will be stood down and no further meetings will be scheduled. • Programme papers in SharePoint will be archived • Programme lessons learned will be gathered from stakeholders and updated in the SharePoint register that was previously created and this will be shared with the relevant project managers and other stakeholders. • Corporate Comms have been engaged with to establish the need for individual project communication strategies for each of the constituent projects. iHub pages dedicated to the Programme will be updated accordingly. • Budget tracking for the constituent projects will continue at least until the end of June by the Programme Officer • All Programme risks have already been reviewed and either closed or assigned to the relevant project for management • External stakeholders at the Digital Assurance Office at Scottish Government will be made aware of the closure of the Programme • Constituent projects will continue to be progressed and resourced with Project Managers and subject matter experts until at least the end of June • Outline Business Cases will be updated and created for the constituent projects and will be moved through the appropriate governance channels

- Procurement activity will continue up to the point of publishing Invitations to Tender, which would follow approval of Outline Business Cases

- The Programme Manager and Programme Officer will continue to oversee and provide direction to the constituent projects until at least the end of June. The Programme Manager will continue to work with project SROs and be responsible for the overall delivery of the projects

- Project briefs and PIDs will be updated to reflect new governance arrangements and the removal of the Programme level of governance

- A governance review has already taken place and updated draft Terms of Reference have been produced for each of the projects, new governance arrangements will be implemented

- Project Board memberships will be reviewed and reconstituted

3.0	**PROGRAMME REVIEW**
3.1	**DELIVERY TO TIME**
3.1.1	Project plans for the constituent projects will be updated and re-baselined in line with new governance procedures.
3.2	**DELIVERY TO COST**
3.2.1	The capabilities required by the Service have yet to be delivered.
3.3	**DELIVERY TO QUALITY**
3.3.1	The Programme has not gone through gate stages as these are being defined for constituent projects. The PPFT project has completed the Scottish Government's Digital Assurance Office's Technical Assurance Framework's Business Justification gateway.
3.4	**DELIVERY TO SKILLS AND RESOURCES**
3.4.1	Skills and resources to deliver the constituent projects are still required and risks to their availability features in the project risk registers
3.5	**PROGRAMME OUTPUTS**
3.5.1	- New Cloud based Wellbeing software as a service application delivered into live operation at the end of the financial year – business justification case created with benefits captured, benefit tracking handed over to business owner, integration with HR data enabled, removal of manual processes and off system working realised - Other capabilities will be delivered by the remaining constituent projects - Current state technology architecture documented, highlighting impact of significant off-system working and lack of system integrations - Finance and People/Payroll system health checks – recommendations to improve current activity and processes to deliver efficiency savings, to be actioned under BAU - As-Is Process mapping – 60% of processes that align to Global Design Principle taxonomy been mapped, further illustrating opportunities for cashable and non-cashable savings through new operating models supported by appropriate, modern technology platforms. - Development of To-Be operating models to deliver cashable and non-cashable savings, process efficiencies, enhanced user experience, and improved use of data. - Data register and quality assessments – 275 data items recorded - Outline Business Cases aligned to HM Treasury Guidance – drafts of Outline Business Cases for both projects created, scope documented, benefits and costs captured. Identified areas of greatest inefficiency, highest proportion of off-system working and priority areas for change - Completed market engagement – developed thorough understanding of market offering and realistic affordability envelopes for both projects, based on current spend plus implementation costs (to be off-set against cashable savings)

	- Statements of requirements for use in Invitations to Tender – output based statements of requirements created for both projects - Routes to market – preferred routes to market identified for each project - Expression of Interest published – for PPFT project on Back-Office Software framework - Assessment and approved recommendation on Scottish Government's Shared Services Programme – extensive engagement with Scottish Government, Oracle and Sopra Steria to compare requirements and make recommendation
3.6	**PROGRAMME BENEFIT DELIVERY**
3.6.1	Benefits will be tracked by the business unit responsible for the new Health and Wellbeing unit. Benefits associated with the Rostering and PPFT projects will be tracked by those projects going forward.
3.7	**FINAL FINANCIAL BENEFITS**

3.7.1	**CASHABLE**			
	WERE CASHABLE BENEFITS IDENTIFIED	YES	**TOTAL CASHABLE BENEFITS IDENTIFIED**	£ OBCs are being updated
	WERE CASHABLE BENEFITS REALISED	NO	**TOTAL CASHABLE BENEFIT VALUE REALISED**	£ NA
	WHEN WILL THE CASHABLE BENEFITS BE FULLY REALISED:		2025 onwards	
	BENEFIT OWNERS:		Project SROs	
	DETAILS:		The outline business case is being updated for the PPFT Project. An OBC is being finalised for the Rostering Project	
3.7.2	**NON CASHABLE**			
	WERE NON-CASHABLE BENEFITS IDENTIFIED	YES	**TOTAL NON- CASHABLE BENEFITS IDENTIFIED**	£ OBCs are being updated
	WERE NON-CASHABLE BENEFITS REALISED	YES	**TOTAL NON-CASHABLE BENEFIT VALUE REALISED**	£ NA
	WHEN WILL THE CASHABLE BENEFITS BE FULLY REALISED:		2025 onwards	
	BENEFIT OWNERS:		Project SROs	
	DETAILS:		The outline business case is being updated for the PPFT Project. An OBC is being finalised for the Rostering Project	

3.8	**PERFORMANCE MEASURES**	
3.8.1	KPIs were not established for the former Programme.	
3.9	**LESSONS CAPTURED**	
3.9.1	The capture, recording and dissemination of lessons learned is being scheduled with key stakeholders. These will be recorded in the SharePoint register.	
4.0	**Assurance (Board/Committee Meetings ONLY)**	
4.1	**Director:**	NA
4.2	**Level of Assurance:** (Mark as appropriate)	**NA**
4.3	**Rationale:**	NA
5.0	**APPENDICIES/FURTHER READING**	
5.1	Links embedded in body of document	
PREPARED BY:	Paul McGovern – Programme Manager	
SPONSORED BY:	Lyndsey Gaja – Head of People	
PRESENTED BY:	Lyndsey Gaja via email	

LINK TO STRATEGY & CORPORATE VALUES

SFRS Strategic plan 2022-2025 identifies seven (7) outcomes of which four (4) link to
the outcomes of delivering of a new rostering and availability solution:

- Outcome 2 – Communities are safer and more resilient as we respond effectively to changing risks
  - o 'Improving how we manage calls from the public and deploy our resources to emergency incidents'
  - o 'Providing the right technology and equipment to keep Firefighters safe'
- Outcome 3 – We value and demonstrate innovation across all areas of work
  - o 'Deploying new digital and other technologies to change how we work and to keep Firefighters safe'
- Outcome 5 – We are a progressive organisation, use our resources responsibly and provide best value for money to the public
  - o 'Improving levels of service performance whilst providing value for money to the public'
  - o 'Managing major change projects and organisational risks effectively and efficiently'
- Outcome 6 – The experience of those who work for SFRS improves as we are the best employer we can be 'Developing and deploying new and more agile ways of working to protect the safety, wellbeing, physical and mental health of our people'

GOVERNANCE ROUTE FOR REPORT	MEETING DATE	COMMENT
Change Portfolio Progress Group	25th April 2023	Approved
Change Committee	11th May 2023	For scrutiny
Change Portfolio Investment Group	16th May 2023	For noting

APPENDIX B

SCOTTISH FIRE AND RESCUE SERVICE
Portfolio Office

PROJECT BRIEF

Programme Number:

Agenda Item: 8.2

Project Name:	**PEOPLE, PAYROLL, FINANCE AND TRAINING**
Project Start Date:	**JULY 2020**
Project Finish Date:	**OCTOBER 2025**
Project Manager:	**MICHAEL TONNER**
Executive Lead:	**LYNDSEY GAJA & LYNNE MCGEOUGH**

1	**Purpose**
1.1	This document updates the Project Brief for the People, Payroll, Finance and Training (PPFT) Project previously written in October 2021; it documents what the project aims to achieve, why this will be beneficial at a high level and how it will be done. More detail will be provided in the Project Initiation Document in due course.

2	**Background**
2.1	The PPFT Project was initially established under the PTFAS Programme as one of its constituent projects. Following the decision to disband the Programme, the project will continue in its own right.
2.2	The PPFT Project will be looking at the ways of working and supporting systems for our People, Finance and Training Directorates. The original project brief acknowledged the fact that the ways of working and supporting systems in parts of the Training Directorate may come into the project scope. Following business and market analysis a change request was approved and the scope of training was included in the project. See: 20220511 PTFA PB Item 03b PPF and Training Scope Change Request.docx
2.3	The systems used in these Directorates have been used in legacy Fire and Rescue Services and SFRS for many years and are as follows: • iTrent (MHR -People and Payroll) • TechnologyOne (Finance) • LearnPro and PDRPro (eFireServices– Training) • TED Scheduler (In-house)
2.4	Systems were implemented for SFRS at a time when the key business driver was merger. Since then, the organisational landscape has matured considerably and the needs of the organisation have changed; where previously there was a driver for merger and unification, there are now drivers for integration and better ways of working.
2.5	Despite considerable effort to maintain existing systems and examples of where they provide a good quality of service to our people, there is a level of dissatisfaction with the HR and Finance elements and across all three, a level of dissatisfaction with the amount of data duplication (ICT Survey 2020 and 2022). Our expectations of what systems can and should provide in terms of integration, availability of data, automation, self-service or ease of use have increased over time and our implementation of these systems has not kept up with our expectations.
2.6	Moreover, as a result of this significant off-system working, a culture of 'Management by

	Excel' has developed deep roots within the organisation so that most People, Payroll, Finance and Training related processes are either partially or entirely managed with local spreadsheet workarounds; the core systems in some cases are used only at the start or end of the process, if at all. SharePoint and bespoke e-forms (Nintex) are also used widely as workarounds. Analysis is shown that only approximately 22% of People related processes are performed on system, the remaining 78% are done off system.
2.7	This represents a clear duplication of effort and levels of process inefficiency that are not acceptable for a modern national Fire and Rescue Service. There is no direct integration between any of the core systems.
2.8	A further driver to change is the expiry of existing contracts. Contracts for our People/Payroll, Finance and Training systems will expire over the next 6 months to 2 years and must be re-tendered following a legally compliant procurement exercise.
3	**Project Objectives**
3.1	The overarching objective of this project is to modernise the way our People, Payroll, Finance and Training functions operate by delivering future system(s) that facilitate better and more efficient ways of working.
3.2	In terms of the system(s), the objective will be to renew or replace the legacy applications with Cloud based Software as a Service applications that will be our Systems of Record (authoritative data sources) for all our People/Payroll, Finance and Training data. This objective will therefore involve the migration of all processes currently managed by these legacy systems to future system(s), with the processes reviewed to meet best practice standards, and the replacement of off-system working with system-based processes and workflows.
3.3	In terms of the better ways of working, the objective is to deliver future system(s) that close the gap between what we currently have and our staffs' expectations of what modern systems can and should do. Integration will be one of the key objectives; to eliminate unnecessary duplication of data and effort and all the risks associated with that.
3.4	Other key objectives include delivering a high level of automation to reduce the amount of manual transaction activities, delivering more self-service so that users can access the information or service they want directly at any time, delivering a 'consumer grade' user experience so that adoption of the future system(s) is as easy as possible.
3.5	An outline and full business case will be created as part of this project which will provide detail on the benefits that will accrue from implementation of the project capabilities. These benefits will be both cashable and non-cashable.
3.6	Another objective of the project is to put in place a suitable support model for the future solution during the contract lifetime that ensures it evolves over time as the business matures and changes and new / improved functionality is introduced. This is particularly relevant given that it is anticipated that the contracts with suppliers will be in place for 10 years with suitable break clauses. The support model will consider who manages the contract and who provides what kind of support on the various aspects of a future solution.
4	**Project Scope and Exclusions**
4.1	The following identifies some of the main areas of scope as they are currently understood. Although market engagement has evidenced that this scope is achievable, an Expression of Interest will be used to provide further confidence and the scope will be kept under close review within an appropriate change control process as required. This will be reflected in subsequent project documentation including the Project Initiation Document.

4.2	The project will
	a) Implement a solution to support the main functional areas and associated business processes in the People, Finance and Training directorates as indicated in the following diagram:

People & Payroll
- ✓ People & Organisational Development
- ✓ Recruitment & Workforce Planning
- ✓ Learning & Development
- ✓ Payroll
- ✓ Building the Workforce
- ✓ Managing the Workforce
- ✓ Leaving Work
- ✓ Managing Service

Finance
- ✓ Source to Contract
- ✓ Purchase to Pay
- ✓ Order to Cash
- ✓ Record to Report
- ✓ Cash Management
- ✓ Expenses
- ✓ Stores & Inventory
- ✓ Project Accounting
- ✓ Tax
- ✓ Non-Current Assets

Training Management
- ✓ National Training Recording
- ✓ Operational Training Recording
- ✓ Learning Content Management
- ✓ Course Scheduling

Overlaid With
- ✓ Single Sign-On
- ✓ Reports & Business Intelligence
- ✓ End to End Processes
- ✓ Automation
- ✓ Employee Self Service
- ✓ Integration
- ✓ Configurable Workflow
- ✓ Mobile Device Enabled

b) Document outline and detailed business cases in line with HM Treasury guidance. The outline business case will capture anticipated cashable and non-cashable benefits of a future solution and provide cost estimates. Following the procurement exercise and the identification of a successful supplier, a detailed business case will be produced with final costs

c) Ensure that alignment to process best practice is realised across the functional areas to address the existing process problems

d) Develop an output-based statement of requirements that will be used in a procurement process to select a solution as referenced above. The procurement approach will ensure that the requirement for seamless integration between the three pillars of HR, Finance and Training is front and centre. It will also ensure that each pillar has its mandatory requirements clearly documented but that the pillars stand independently so that failure to meet mandatory requirements within one pillar will not bring down the others. The Service will have flexibility to award to any combination of pillars that meets its requirements and affordability criteria. This approach is documented in the Commodity Strategy

e) Produce a technological architecture for the solution

f) Develop a data strategy to ensure that all required data is cleansed and migrated

g) Work with colleagues in Corporate Communications to develop an overarching communications strategy and stakeholder engagement plan to ensure that the views and needs of stakeholders across the business are fully understood and

	reflected in the outputs of the project
	h) Develop a test strategy and ensure that all components are tested to required levels before a recommendation to go live is made
	i) Develop a training strategy that ensures that users are proficient in their use of relevant modules in advance of go live
	j) Work with suppliers and the ICT Department to ensure that required integrations to other systems are tested and implemented in particular as this relates to the Rostering solution
	k) Conduct all necessary analysis across the business to understand, to sufficient detail only, current and future business processes, to establish the extent of change required to enable successful implementation of future applications
	l) Decommission all legacy systems that are no longer required
	m) Evaluate and review benefits realisation
4.3	**Out of scope** a) eRDMS / Document scanning - there are many paper records that are used by Directorates in support of various business processes. Scanning these documents into an electronic records and documents management system is out of scope of this project b) Asset management solutions to support fleet and property services c) Legacy system developments – this is expected to fall within Business as Usual activity and the Project will not be directly involved in this although it will need an awareness of how the current systems are developing as this may impact on future requirements
5	**Constraints and Assumptions**
5.1	There are a number of constraints that will impact on the project which are indicated below: • There is a constraint on the expiration of legacy contracts. The Midland HR iTrent contract is due to expire in October 2023; the TechnologyOne contract is on a rolling annual arrangement; the eFireServices contract is contracted until March 2024 • There is a constraint around market capacity to provide a solution that meets the needs of the Service • There is a constraint on the availability of funding to support the implementation and annual operating costs of future solutions • There is a constraint around availability of internal resource, including procurement resource to support the various stages of the project
5.2	A number of assumptions have also been made which are indicated below: • It has been assumed that the solution(s) will be completely off the shelf and that only configurations, not bespoke customisation, will be required to meet SFRS requirements • It has been assumed that SFRS will adapt to industry standard processes used by many other organisations worldwide • It is assumed that Directorates will allocate resources from their staff to work on the Project at both design and implementation stages • It is assumed that there will be budget allocation to the Project sufficient to allow for the selection and implementation of a future application. It is further assumed that subsequent SaaS licencing and support costs will come from annual budgets for the duration of the contracts that are put in place.
6	**User(s) and Other Interested Parties**
6.1	The following lists some of the primary stakeholders so far identified:

- Strategic Leadership Team
- Change Committee
- Heads of People, Finance & Training
- Departmental Managers
- Back office process owners and practitioners
- Process customers across SFRS
- Service Delivery – all departments
- External service providers
- ICT Department
- Representative bodies
- Procurement and Crown Commercial Services
- Corporate Communications
- Scottish Government Digital Assurance Office
- Existing and potential future application providers
- Legal Services
- Information Governance
- Equality and Diversity

7	**Outline of Business Case**
7.1	A deliverable of the project will be an outline and detailed business case that follows the best practice as defined in HM Treasury's Guide to Developing the Project Business Case.
7.2	An initial version of an outline business case was created in March 2022, available here. People, Payroll and Finance Outline Business Case 1.0.docx
7.3	This OBC is being updated with further information on SFRS's definition of its affordability envelope and potential sources of cashable savings and non-cashable efficiency savings.
7.4	Analysis work to create these business case versions has identified significant scope to create leaner and more agile processes that are "end to end" i.e. all of the process is supported by future system(s) and the need for local workarounds is removed. This is turn removes the potential for duplication of effort and data.
7.5	The complete lack of integration between the current systems in scope for this project is without doubt the most lamentable feature of the SFRS application estate. The root causes for this go back to and, indeed, before the creation of SFRS; 10 years after the creation of the single Service, the lack of integration manifests itself in 50% system availability for the core HR application, significant proportion of business processes carried out off-system, innumerable spreadsheets throughout every level of the Service and a level of inefficiency that significantly increases the costs of delivering services. Benchmarking information has demonstrated a sizeable gap between best practice figures on the cost of delivering HR, Finance and Training functions and those of SFRS.
7.6	No single example has been found of process automation in our existing systems. Automation is also required to reduce the amount of manual intervention, removing some of the hidden cost of managing our processes, releasing our people to focus on more value-add activities and supporting the realisation of cashable savings.
7.7	Leaner processes supported by future system(s) that are integrated, that use automation and artificial intelligence to make decisions on our behalf and that have a 'consumer grade' user interface will start to address the high level of dissatisfaction with our current application estate. If implemented correctly, future system(s) will avoid people having to enter the same data multiple times into different systems and allow them to focus on the job for which they have been employed rather than spending time and effort maintaining

	local solutions or following processes that act as barriers rather than enablers.
7.8	A culture change will also be enabled by the project; a culture that supports self-service will allow people to become more self-reliant and able to complete tasks themselves. Mobile solutions that can be securely accessed on any device from any location will also save time and effort.
7.9	These high-level themes are being expanded in the development of the project's business cases, along with the costs and opportunities for savings.
8	**Project Approach**
8.1	The Project Sponsor will determine and communicate the degree of project tolerances within the areas described below. • Time – variation concerning the baselined project milestones • Cost – variation concerning the affordability envelope for the overall project and solution • Quality – variation concerning the quality and performance criteria for the solution and project delivery • Scope – variation concerning the extend of the solution and other project deliverables • Benefits - variation concerning the range and degree of benefits that are reasonably expected to accrue from the project • Risk - variation concerning the appetite for risk and risk response approaches
8.2	**Quality Expectations** The PPFT project is required to deliver a technical solution that is fit for purpose but also support the adoption of better ways of working. There are quality expectations in the following areas: • Compliance with Scottish Government's Digital Scotland Service Standard and SFRS's Digital Strategy • Complies with all mandatory requirements as defined through the procurement and UIG processes • Delivered and implemented on time and to agreed budget within the acceptable level of tolerance • Delivered within the affordability envelope for the project • Compliant with data protection legislation and cyber security standards • Meets minimum performance criteria as documented in the non-functional statement of requirements • Meets business continuity and disaster recovery requirements as documented in the non-functional statement of requirements • Contractual and support arrangements are established as documented in the contract documentation
8.3	**Acceptance Criteria** • All mandatory requirements are delivered in full and those desirable requirements that are accepted to be provided • Delivers minimum levels of performance both in terms of system and wrap around services • Delivery of full implementation service to enable Go Live of future system including design, build, training and testing • Sufficient data migration from legacy solutions to ensure continuity of service
8.4	

Risks

- Failure to secure funding to allow project to proceed to procurement phase
- Failure to comply with procurement obligation to compete business for HR, Finance and Training systems
- Lack of access and standardisation of current data held off system and in local spreadsheets creating additional challenges for the import into a future system
- Ability to change ways of working so that SFRS does not fundamentally change and rather implements a new system only
- Failure to deliver the degree of integration maturity required to ensure that business processes are seamlessly joined end to end
- Failure to properly resource the project with suitable subject matter experts

8.5   Issues

- Project funding only provided until June 2023

8.6   Quality Criteria

The following internal and external quality assurance measures with be used to quality assure the project:

- Internal SFRS governance structure
- Internal SFRS Portfolio Office Health Checks and stages gate align to movement through the change lifecycle
- External Digital Assurance Office DSSS reviews subject to discussion with the DAO

9	Project Management Team Structure

9.1

The project board composition is currently under review following the disbanding of the Programme Board and will be updated in due course.

10	Role Descriptions
10.1	As above at 9.1
11	Core Brief
11.1	SFRS requires to provide an integrated solution to support its People, Payroll, Finance and Training functions.
11	Appendices/Further Reading
11.1	

High Level Plan – Critical Path
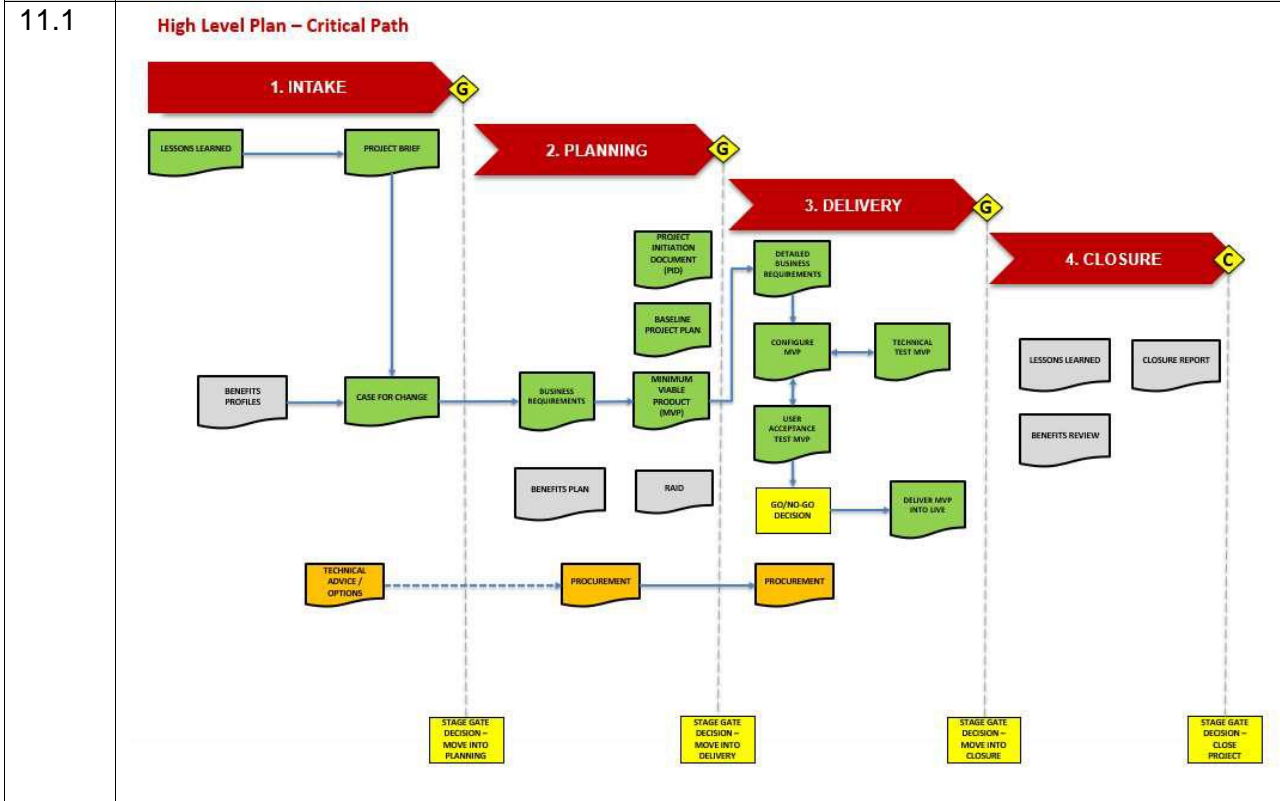
Prepared by:	Paul McGovern (Programme Manager)
Sponsored by:	Lyndsey Gaja (Head of People) and Lynne McGeough (Head of Finance)
Presented by:	Paul McGovern (Programme Manager)

Links to Strategy

The SFRS Strategic plan 2022-2025 identifies seven (7) outcomes of which four (4) link to the outcomes related to delivery of a solution:

- Outcome 2 – Communities are safer and more resilient as we respond effectively to changing risks
  - 'Improving how we manage calls from the public and deploy our resources to emergency incidents'
  - 'Providing the right technology and equipment to keep Firefighters safe'
- Outcome 3 – We value and demonstrate innovation across all areas of work
  - 'Deploying new digital and other technologies to change how we work and to keep Firefighters safe'
- Outcome 5 – We are a progressive organisation, use our resources responsibly and provide best value for money to the public
  - 'Improving levels of service performance whilst providing value for money to the public'
  - 'Managing major change projects and organisational risks effectively and efficiently'

- Outcome 6 – The experience of those who work for SFRS improves as we are the best employer we can be 'Developing and deploying new and more agile ways of working to protect the safety, wellbeing, physical and mental health of our people'

Governance Route for Report	Meeting Date	Comment
PTFAS Programme Board	*7th October 2021*	*Approved, with the addition of 4.2 d*
Senior Management Board	*20th October 2021*	*For Approval*
Change Committee	*4th November 2021*	*For Scrutiny*
PPFT Project Board	*By email – April 2023*	*Updated version*
Change Portfolio Progress Group	*25th April 2023*	*Approved*
Change Portfolio Investment Group	*16th May 2023*	*For noting*

SCOTTISH FIRE AND RESCUE SERVICE
PTFAS Programme

ROSTERING PROJECT BRIEF

Programme Number:

Agenda Item: 8.2

Project Name:	**ROSTERING**
Project Start Date:	**JANUARY 2022**
Project Finish Date:	**DECEMBER 2025**
Project Manager:	**SEBASTIAN O'DELL**
Executive Lead:	**DACO STEPHEN WOOD**

1	**Purpose**
1.1	This document updates the Project Brief for the Rostering Project previously written in January 2022; it documents what the project aims to achieve, why this will be beneficial at a high level and how it will be done.
2	**Background**
2.1	The Rostering Project was initially established under the PTFAS Programme as one of its constituent projects. Following the decision to disband the Programme, the Rostering project will continue as a standalone project.
2.2	The Rostering Project is reviewing the ways of working and supporting applications that are used throughout the Service to manage and ensure required levels of rostering and availability primarily for uniformed wholetime, retained and volunteer staff; some elements of the Rostering Project may also impact on support staff.
2.3	The current systems that support rostering have been in place for many years and in the majority of cases since before Fire Service reform in 2013. Rostering systems fall into three categories: Wholetime, On Call and Support Staff.
2.4	The availability of all wholetime on-station and Operational Control uniformed personnel attached to a 5 Watch Duty System (5WDS), Day Shift Duty System and Flexi Duty Officer System is managed in a single application with significant off system working in Excel spreadsheets. This system and the associated processes are managed by the Central Staffing team, based primarily in Johnstone with additional satellite teams in each Service Delivery Area (SDA). The application is installed on premise within SFRS data centres and is only available from SFRS locations. The application receives hardware and a degree of application support from the ICT Department with most support provided by the system supplier and the dedicated System Administrator within the Central Staffing team.
2.5	Rostering for On Call personnel uses a combination of applications. There are 6 different applications, provided by two suppliers, supporting On Call rostering. These are based primarily around legacy areas and in some instances, reflecting the different terms and conditions that exist for On Call personnel. These applications are primarily held in the Cloud (Amazon Web Services). The application supporting legacy Tayside is installed locally and is due to be migrated to the other application provider. Support for the rostering applications is limited internally and most of the support comes from the application providers; ICT provide support for the application environment.
2.6	Support staff availability is managed within the HR/People system. Rostering applications have been in place for many years and while a considerable amount of hard work goes

on daily to ensure that the best possible service is delivered, there are significant issues preventing SFRS working in a more efficient manner. The fundamental lack of integration between applications means that few processes are supported end to end within the business systems and a culture of 'Management by Excel' and other workarounds has developed. This introduces duplication of effort, scope for error, additional work and time to maintain workarounds and a generally less than optimal level of service for end users.

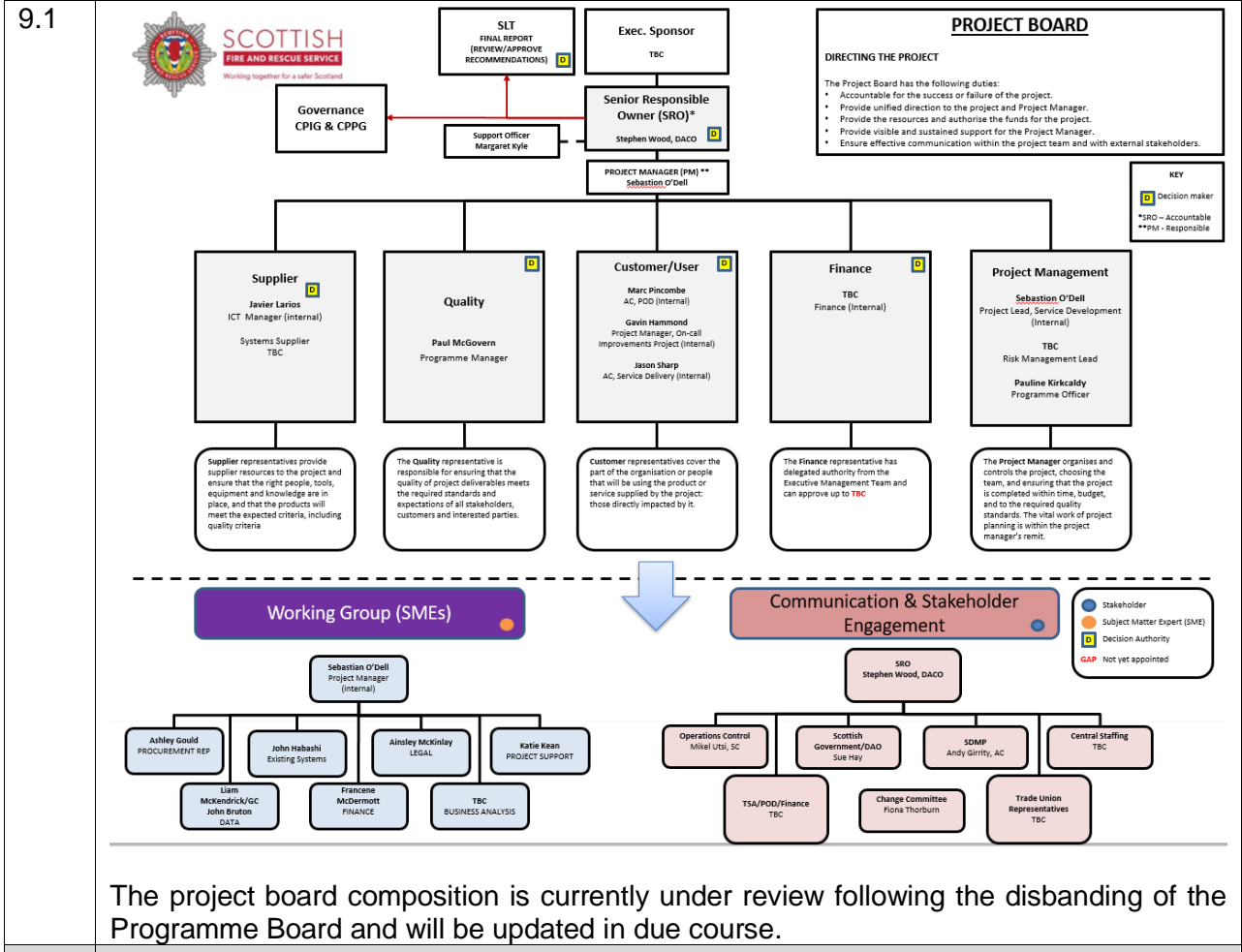| 3	**Project Objectives**
3.1	Subject to confirmation of funding, the central objective of the Rostering Project will be to define and implement new ways of working for the Service's rostering and availability that is characterised by more efficient processes. This will be underpinned by a new application that is inherently more integrated and that removes the need for duplication of effort and maintenance of workarounds.
3.2	Upstream integration with the new mobilisation system will be a main dependency of the Project to ensure that accurate and timely information continues to be available and enable mobilisation decisions. Integration will be required with other systems to ensure that up to the minute information required on availability, skills competencies, joiners and leavers, or absence is all timeously available to the rostering application.
3.3	Elimination of many of the workarounds will follow from the improved integration however other workarounds exist because there is a lack of functionality within current applications. One area that has been identified for example is the lack of suitable self-service tools for wholetime personnel.
3.4	Consideration will be given to the current ways of working which deals with wholetime and On Call rostering/availability as separate business processes; this can be seen to potentially limit Operational flexibility as it institutionalises the separation of Duty Systems. As the Service looks to modernise its Operational response in the face of an evolving national risk profile, greater Operational flexibility will be a key theme the Rostering Project will need to take account of when recommending solutions. Proper consideration will also be given to the complete employee lifecycle from recruitment, through training to rostering for Operational duties.
3.5	A further objective will be to deliver an application that is Software as a Service. This will ensure that no applications are held locally within SFRS data centres. This is consistent with SFRS's Digital Strategy.
3.6	Once the analysis has been done to define new ways of working, there will be further tasks to select and implement a future application, if budget is approved. This will involve a significant level of engagement and potential disruption to users. Careful change management will be necessary to make sure users are prepared, kept informed and properly supported in the longer term once change has been implemented.
3.7	A final objective of the Project is to put in place a suitable support model for a future application during the contract lifetime that ensures the application evolves and develops over time, in line with technology and organisation changes.
4	**Project Scope and Exclusions**
4.1	The following identifies some of the main areas of scope as they are currently understood Subject to confirmation of funding and approval to proceed to the procurement stages, the project will: a) Implement a single national application to support rostering and availability requirements for all current and likely future duty system patterns including the requirement to support the recording of On Call hours worked b) Develop a business case that captures the benefits of such a future solution as described above and provides associated financial assessments c) Develop an output based Statement of Requirements that will be used in a

	Procurement process to select a solution as referenced above
	d) Work with the nominated Procurement Category Lead throughout the procurement process through to contract award
	e) Ensure that improved ways of working are the purpose of the Project and that it is not simply a technical replacement or software upgrade exercise
	f) Produce a technological architecture for the solution
	g) Develop a data strategy to ensure that all required data is cleansed and migrated
	h) Work with colleagues in Corporate Communications to develop an overarching communications strategy and stakeholder engagement plan to ensure that the views and needs of stakeholders across the business are fully understood and reflected in the outputs of the project
	i) Develop a test strategy and ensure that all components are tested to required levels before a recommendation to go live is made
	j) Develop a training strategy that ensures that users are proficient in their use of relevant modules in advance of go live
	k) Work with suppliers and the ICT Department to ensure that required integrations to other systems are tested and implemented in particular as this relates to the People, Payroll, Finance & Training systems and Command and Control system
	l) Conduct all necessary analysis across the business to understand, to sufficient detail only, current and future business processes, to establish the extent of change required to enable successful implementation of a future applications
	m) Decommission all legacy systems and contracts that are no longer required
	n) Evaluate and review benefits realisation
	Out of scope
	a) Definition and implementation of future Duty Systems – the SDMP Programme will define future rostering patterns that provide the required level of Operational cover; the Rostering Project will ensure that these are understood and that a future application is flexible enough to support those patterns
	b) Harmonisation of terms and conditions – the Rostering Project will ensure that a future application is flexible enough to support existing terms and conditions as they stand at the time of implementation and any future harmonisation of these
	c) Legacy system developments – this is expected to fall within Business As Usual activity and the Project will not be directly involved in this although it will need an awareness of how the current systems are developing as this may impact on future requirements
5	**Constraints and Assumptions**
5.1	There are a number of constraints that will impact on the project which are indicated below: • There is a constraint on when a Rostering application should go live, ideally at the start of the leave year to avoid lengthy dual running periods and complicated cut overs • There is a constraint around market capacity to provide a solution that meets the needs of the Service • There is a constraint on the availability of funding to support the implementation and annual operating costs of future solutions • There is a constraint around availability of internal resource, including procurement resource to support the various stages of the project • The wholetime rostering application is being deprecated by its supplier in 2027 • There are differences in the On Call terms and conditions of employment that will add complexity to the configuration and implementation
5.2	A number of assumptions have also been made which are indicated below: • It has been assumed that the solution will be completely off the shelf and that there will be no bespoke customisation to meet specific SFRS requirements.

	• Although we will be seeking improved ways of working, it is assumed that the minimum scope for a future system will be those processes and functions that are currently supported either wholly or partially by the existing Rostering solutions • It is assumed that Directorates will allocate resources from their staff to work on the Project at both design and implementation stages. • It is assumed that there will be budget allocation to the Project sufficient to allow for the selection and implementation of a future application. It is further assumed that subsequent software licencing and support costs will come from annual budgets for the duration of the contracts that are put in place.
6	**User(s) and Other Interested Parties**

6.1	The following lists some of the primary stakeholders identified so far:
	
	a) Service Delivery Model Programme and Board
	b) Service Delivery Directorate
	    a. Central Staffing
	    b. On Call Support Team
	    c. Operations Control
	    d. Local Senior Officer area representatives
	c) People and Organisational Development Directorate and in particular Workforce Planning and Talent
	d) Training, Safety and Assurance Directorate
	e) ICT Department
	f) Representative Bodies
	g) Procurement
	h) Corporate Communications
	i) Scottish Government Digital Assurance Office
	j) Existing and potential future application providers
	k) Legal Services
	l) Information Governance
	m) Equality and Diversity

7	**Outline of Business Case**
7.1	A deliverable of the project will be an outline and full business case that follows SFRS best practice. However, at this stage there are a number of themes that are identifiable, primarily the lack of integration with other corporate systems is one of the main pain points for Rostering which results in considerable re-entry of information.
7.2	The analysis work has also identified functional gaps that require the use of local workarounds, for example, to create a long-term profile of future availability. The business case will consider the benefits of having all the required functionality provided directly by the application and how automation can be used to provide an improved service to Operational personnel. Other functional gaps include the inability to manage more than one roster pattern or get a holistic view of Operational personnel on dual contracts. The business case will consider the benefits of closing these gaps.
7.3	The current separation of applications and processes that support wholetime and retained duty systems is an area unique to the Rostering Project that the business case will consider and identify the benefits with a single national application.
7.4	The business case will also focus on self-service to identify how people can become more self-sufficient and able to complete tasks themselves. Mobile solutions that can be securely accessed on any device from any location will save time and effort but also provide a greater range of channels to use for communication with back office teams like Central Staffing.
7.5	These high-level benefit themes will be expanded in the development of the project's business cases, along with the costs and opportunities for savings.

8	Project Approach
8.1	The Project Sponsor will determine and communicate the degree of project tolerances within the areas described below. • Time – variation concerning the baselined project milestones • Cost – variation concerning the affordability envelope for the overall project and solution • Quality – variation concerning the quality and performance criteria for the solution and project delivery • Scope – variation concerning the extend of the solution and other project deliverables • Benefits - variation concerning the range and degree of benefits that are reasonably expected to accrue from the project • Risk - variation concerning the appetite for risk and risk response approaches
8.2	**Quality Expectations** The rostering project is required to deliver a technical solution that is fit for purpose but also support the adoption of better ways of working. There are quality expectations in the following areas: • Compliance with Scottish Government's Digital Scotland Service Standard and SFRS's Digital Strategy • Complies with all mandatory requirements as defined through the procurement and UIG processes • Delivered and implemented on time and to agreed budget within the acceptable level of tolerance • Delivered within the affordability envelope for the project • Compliant with data protection legislation and cyber security standards • Meets minimum performance criteria as documented in the non functional statement of requirements • Meets business continuity and disaster recovery requirements as documented in the non functional statement of requirements • Contractual and support arrangements are established as documented in the contract documentation
8.3	**Acceptance Criteria** • All mandatory requirements are delivered in full and those desirable requirements that are accepted to be provided • Delivers minimum levels of performance both in terms of system and wrap around services • Delivery of full implementation service to enable Go Live of future system including design, build, training and testing • Sufficient data migration from legacy solutions to ensure continuity of service
8.4	**Risks** • Failure to accurately record staff rostering and availability with ageing legacy systems • Failure to secure funding to allow project to proceed to procurement phase • Failure to comply with procurement obligation to compete business for rostering and availability systems • Lack of access and standardisation of current data held off system and in local spreadsheets creating additional challenges for the import into a future system

8.5	• Ability to change ways of working so that SFRS does not fundamentally change and rather implements a new system only • Failure to deliver the degree of integration maturity required to ensure that business processes are seamlessly joined end to end • Failure to properly resource the project with suitable subject matter experts **Issues**
8.6	• Project funding only provided until June 2023 **Quality Criteria** The following internal and external quality assurance measures with be used to quality assure the project: • Internal SFRS governance structure • Internal SFRS Portfolio Office Health Checks and stages gate align to movement through the change lifecycle • External Digital Assurance Office DSSS reviews subject to discussion with the DAO
9	**Project Management Team Structure**
9.1	 The project board composition is currently under review following the disbanding of the Programme Board and will be updated in due course.
10	**Role Descriptions**
10.1	As above, 9.1
11	**Core Brief**
11.1	SFRS requires to provide a solution to support rostering and availability of all wholetime,

	FDO and On Call personnel.	
12	**Appendices/Further Reading**	
12.1		

High Level Plan – Critical Path

Prepared by:	Paul McGovern, Programme Manager	
Sponsored by:	DACO Stephen Wood	
Presented by:	Paul McGovern, Programme Manager	
Links to Strategy		

The SFRS Strategic plan 2022-2025 identifies seven (7) outcomes of which four (4) link to the outcomes related to a new rostering and availability solution:

- Outcome 2 – Communities are safer and more resilient as we respond effectively to changing risks
  - o 'Improving how we manage calls from the public and deploy our resources to emergency incidents'
  - o 'Providing the right technology and equipment to keep Firefighters safe'
- Outcome 3 – We value and demonstrate innovation across all areas of work
  - o 'Deploying new digital and other technologies to change how we work and to keep Firefighters safe'
- Outcome 5 – We are a progressive organisation, use our resources responsibly and provide best value for money to the public
  - o 'Improving levels of service performance whilst providing value for money to the public'
  - o 'Managing major change projects and organisational risks effectively and efficiently'
- Outcome 6 – The experience of those who work for SFRS improves as we are the best employer we can be 'Developing and deploying new and more agile ways of working to protect the safety, wellbeing, physical and mental health of our people'

Governance Route for Report	**Meeting Date**	**Comment**
PTFAS Programme Board	*9th December 2021*	*Approved*

Senior Management Board	19th January 2022	Approved with minor ammendments
Change Committee	3rd February 2022	Scrutiny provided.
Project Board	Via email	Updated version
Change Portfolio Progress Group	25th April 2023	Approved
Change Portfolio Investment Group	16th May 2023	For noting

SCOTTISH FIRE AND RESCUE SERVICE	
Change Committee	

Report No: C/CC/13- 23

Agenda Item: 9.1

Report to:	**CHANGE COMMITTEE**						
Meeting Date:	**11 MAY 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 (CC) 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 Senior Management Board (SMB) on 2 April 2020. The Gateway Review Action Plan was created to track the progress of recommendations from the findings. It was agreed by CC on 5 August 2021 to close the Gateway Review action plan in its current form and track progress through quarterly updates presented by Portfolio Office Head of Function to the CC 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 (Q4 2023) 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 Benefits Framework is complete and it will be deployed across all new projects within the strategic portfolio.

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.

The integration of the benefits framework into the business case process has been completed with all business cases requiring the benefits profiles to be included in the business case.

N.B. Monitoring compliance with this process will be challenging for the Portfolio Office team without suitably skilled qualified or experienced staff in place to assist project teams and Senior Responsible Officers (SRO) in producing business cases and benefits profiles to the required standard.

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

3. ***Change Portfolio Prioritisation Model Design –*** First draft of recommended Change Portfolio Prioritisation Model has been designed and circulated with peers and colleagues in Strategic Planning, Performance and Communications (SPPC) directorate for input and feedback.

The second iteration of the prioritisation model is in development and will be presented to the Change Portfolio Investment Group (CPIG) during Q1 2023/24. N.B. There are currently no new demands to be prioritised for the strategic portfolio, however there are a number of initiatives being considered as part of the Strategic Service Review Programme.

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:

   I.   Centre of Excellence (CoE)
  II.   Portfolio Management, Governance and Assurance
 III.   Business Architecture, Analysis and Service Improvement
 IV.   Programme and Project Delivery

The strategy and target operating model were "agreed in principal" by SLT on 7th of December 2023. 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.

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

4. ***Business Change Lifecycle Design PH1 –*** *First 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 Low Carbon Appliance (LCA) project. Lessons learned will be incorporated into Phase 2 of the development of the lifecycle.

The framework has four phases with key artefacts/documents being produced during each phase:

- ***Phase 1 – Intake*** *(Project Brief, Outline Business case)*
- ***Phase 2 – Planning*** *(Baseline Plan; Project Dossier/PID and Full Business case if required i.e. five case model)*
- ***Phase 3 – Delivery & Implementation*** *(Various artefacts including testing scripts, detailed requirements, implementation and business readiness plans)*
- ***Phase 4 – Closure*** *(Lessons learned and project evaluation)*

The framework will include stage gates which provide the opportunity for Design Authority to agree initial solution design, as well as assuring build, testing and delivery of the project outputs throughout its lifecycle.

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

Business Change Lifecycle Design PH2 – A supplier has been engaged to support the development of key artefacts, guidance and documentation.

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 subject matter experts (SME), a series of guidance documents are being produced to cover aspects of the project lifecycle and change management, including the following chapters:

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

Detailed user guidance has been produced and discussions are ongoing to provide access to them via the LMS. In addition, it is intended that each module will have a multiple-choice question set added to reinforce the learning. There is an option for project team members to certificate annually.

5. ***Portfolio Office Risk Reporting –*** Transition of Change Portfolio Risk Registers over to a new risk reporting format now complete.

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 One of the Change Portfolio Financial Report has been established.

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

4	**Recommendation**
4.1	The Change Committee are asked to note the Portfolio Office progress.

5	**Key Strategic Implications**
5.1 5.1.1	Risk - The key risk factors are related to lack of suitably skilled, qualified and experienced staff within the portfolio office which could affect the progress to embed standard frameworks, methods, tools, recognised best practice and ways of working into the SFRS strategic portfolio.
5.1.2	Mitigation: A target operating model for Portfolio Office has been agreed, although funding constraints have affected its full implementation. Alternative resourcing options are also being looked at.
5.1.3	*This risk should be considered as a live issue that has materialised 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 within the current organisation structures. The capacity, skills and competencies are essential to provide enablement in the effective management of highly complex and valuable projects.*
5.1.4	*Additionally, the management team are looking at how best to build and develop the skills and competencies within the current portfolio team structure and across the SFRS with a view to implementing capability and improving delivery performance. (A CPD approach however could have limited impact and potentially take longer) **
5.1.5	*Portfolio Office Resourcing Spotlight presented at Change Committee Q1 2022.

5.2 5.2.1	**Financial** There are no direct key financial implications arising from this report.
5.3 5.3.1	**Environmental & Sustainability** There are no direct key environmental & sustainability implications arising from this report.
5.4 5.4.1	**Workforce** There are no direct key workforce implications arising from this report.
5.5 5.5.1	**Health & Safety** There are no direct key health and safety implications arising from this report.
5.6 5.6.1	**Health & Wellbeing** There are no direct key health and wellbeing implications arising from this report.
5.7 5.7.1	**Training** There are no direct key training implications arising from this report.
5.8 5.8.1	**Timing** There are no direct key timing implications arising from this report.
5.9 5.9.1	**Performance** There are no direct key performance implications arising from this report.
5.10 5.10.1	**Communications & Engagement** There are no direct key communication and engagement implications arising from this report.
5.11 5.11.1	**Legal** There are no direct key legal implications arising from this report.
5.12 5.12.1	**Information Governance** A Data Protection Impact Assessment has not been conducted for the Portfolio Office progress update
5.13 5.13.1	**Equalities** An Equality Impact Assessment has not been conducted for the Portfolio Office progress update
5.14 5.14.1	**Service Delivery** There are no direct key Service Delivery implications arising from this report.

6	**Core Brief**
6.1	Not applicable

7	**Assurance (SFRS Board/Committee Meetings ONLY)**	
7.1	**Director:**	David Lockhart, Assistant Chief Officer, Director of Service Development
7.2	**Level of Assurance:** **(Mark as appropriate)**	~~Substantial~~/**Reasonable/**~~Limited/Insufficient~~
7.3	**Rationale:**	Appropriate with level of report.

8	**Appendices/Further Reading**
8.1	None

Prepared by:	Curtis Montgomery, Head of Portfolio Office
Sponsored by:	David Lockhart, 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
Change Portfolio Investment Group	*18 April 2023*	*For Noting*
Change Committee	*11 May 2023*	*For Information*

SCOTTISH FIRE AND RESCUE SERVICE
Change Committee

SCOTTISH FIRE AND RESCUE SERVICE Working together for a safer Scotland

Report No: C/CC/14-23

Agenda Item: 9.2

Report to:	CHANGE COMMITTEE							
Meeting Date:	**11 MAY 2023**							
Report Title:	**ICT BESPOKE DEVELOPMENT**							
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	To provide members of the Change Committee with an overview of ongoing and planned work for the ICT Development team in relation to bespoke developments.

2	Background
2.1	The Business Services team within ICT has responsibility for 3 key areas, ICT project delivery, Business relationship management and software applications and development.
2.2	The applications and software development team currently consists of 2 development Data Base Administrator's, 1 Web/App developer, 5 Senior Developers, 1 System Architect, 1 Team manager and 1 software development apprentice. Additionally, there are 4 vacant posts which we have been unable to fill for over a year which affects both the speed of delivery and quantity of projects that can be supported.
2.3	Bespoke development is changing from a focus on corporate applications towards productivity and automation in the digital world, closer systems integration and supporting corporate innovation via the new breed of low code platforms that are available. Bespoke developments are undertaken within 4 key categories of software, Systems Integrations, Digital Process Automations, Systems of Innovation and Corporate Applications.
2.4	Using low code tools and agile development practices allows the time between concept and delivery to be significantly reduced leading to accelerated return of investment, improved corporate agility, and encouraging innovation and automation in the workplace.
2.5	The Digital Board approved an Applications Strategy, aligned to the Digital Strategy, based on these principles in November 2022. This will significantly improve the delivery cadence and reduce total cost of ownership of our applications catalogue.
2.6	The applications strategy will ensure we use commercially available software that meets the majority of Scottish Fire and Rescue Service (SFRS) requirements (circa 80%) and affordability criteria wherever possible.

2.7	As per the applications strategy, ICT are currently evaluating an application low code platform which will significantly reduce time spent on developing applications that are currently built using traditional hand coded toolsets and enable SFRS to deploy native mobile applications to its estate of mobile devices whilst supporting the services core value of Innovation.
3	**Main Report/Detail**
3.1	This report provides high level detail on the current developments that are being planned and undertaken in this financial year.
3.2	**Systems Integrations** and **Data pipelines** account for 25% of system development and are built, upgraded and supported using a combination of BOOMI (integration platform), database and scripting technologies. Over 6 million data points are transferred between Scottish Fire and Rescue Service (SFRS) systems on a daily basis and run 24 x 7 x 365 linking our on-premise and cloud systems whether they be commercial or in-house systems. Examples of work in this area are: • With the removal of MIS (Management Information System) support in Johnstone Operations Control in July, the team have many key systems to try and remediate. This will involve creating new data pipelines, existing application changes and building new workflows, Application Programming Interfaces' and databases to ensure the ongoing operation of any system that uses incident data. • Community Risk Index Model (CRIM) production readiness –The CRIM will need to be made production ready once development is completed by the CRIM team in September. This will involve data pipelines, backups, patch cycles and code handovers. • Gazeteer – SFRS has developed a cloud based gazeteer and mapping server which needs to go live in early Summer. Once live, all associated applications need upgrades to use the new service (Pen Test remediation). • The CSET (Community Safety Engagement Tool) application suite is undergoing a platform upgrades due to End of Life services on the Microsoft platform. This involves data migrations and service migrations to the new platform. • Performance Data services have a number of key data pipelines and integrations that are required to advance the corporate data strategy and these are being planned throughout the coming year. • Home office IRS (Incident Recording System) changes are due in Sept/Oct – these will require new api's, workflows and data pipelines to be built to support the IRS.
3.3	**Digital Process Automations** account for another 25% of the development workload and are mostly built using Nintex Workflow Cloud, SharePoint and commercial services for email, SMS and Application Programming Interface endpoint management. There are approximately 30,000 workflows completed each month and that number is growing significantly year on year. Examples of work in this area are: • Website and Intranet project – The team will be helping with integrations, SharePoint support and developing the workflows and automations required by the project. • TASS Hazard reporting, First Aid and self-audit modules (Nintex forms and workflows) are scheduled for completion.

	• There are numerous workflows and process automations in the pipeline for corporate administration and our People processes, to improve their processes and data quality.
3.4	**Systems of Innovation** is our largest category accounting for over 40% of developments. These systems are built using our current low-code/ no-code platforms the main ones being ESRI collector for mapping and geographic systems, Nintex for workflow and eForms, and SharePoint for collaboration services. A variety of additional components are also used dependant on the specific system. These applications are generally small scale, team based, productivity applications which are used to automate and support key business tasks that are specific to individual teams within SFRS. Currently we support around 100 of these applications many of which are aligned to legacy control room systems. An example of work in this area is: • Vehicle Inventory Checks – some final development is underway on the ESRI platform to complete the full fleet composition; this low code tool has already enabled the majority of the SFRS fleet to complete these checks using their mobile device.
3.5	**Corporate applications** are far fewer in number and constitute around 10% of the team workload. These large systems have a much longer and more complex lifecycle often with very specific fire service requirements. These are developed using an industry standard software development lifecycle usually lasting 5-10 years before replacement. Apart from TASS they are all in the operational and frontline space (CSET, Prevention & Protection Enforcement Database - PPED, Operational Intelligence - OI, IRS etc) and have been developed using windows .NET frameworks. An example of work in this area is: • Safe and Well production readiness – The Safe and Well application is approaching the end of its development phase and needs to be made ready to hand over into the production environment.
3.6	Alongside developing software solutions for SFRS the team actively support the existing solutions and are heavily involved with implementing new commercial solutions and back office upgrades that SFRS implement.
4	**Recommendation**
4.1	The Change Committee are asked to scrutinise the Service's approach to software development and its alignment to the Digital Strategy (see Further Reading).
5	**Key Strategic Implications**
5.1 5.1.1	**Risk** High level of vacancies and resource constraints may impact on timelines.
5.2 5.2.1	**Financial** All associated costs are managed within the ICT budget.
5.3 5.3.1	**Environmental & Sustainability** Moving to digital processes and cloud-based systems reduces SFRS carbon footprint and use of paper and printed resources. Our eForms and automated workflows further reduce storage requirements within our data centres and reduce reliance on physical copies of key documents.
5.4 5.4.1	**Workforce** This work supports all Directorates and teams within SFRS.

5.5 5.5.1	**Health & Safety** There are no Health & Safety impacts.
5.6 5.6.1	**Training** Training on new systems and tools are provided within the associated workstreams.
5.7 5.7.1	**Timing** This report covers currently known work for financial year 2023/24.
5.8 5.8.1	**Performance** The contents of this report contribute to project delivery across the service.
5.9 5.9.1	**Communications & Engagement** Communications are managed within the individual workstreams
5.10 5.10.1	**Legal** No legal implications
5.11 5.11.1	**Information Governance** *DPIA completed No.* This report is an update to progress and does not establish or make changes to policy.
5.12 5.12.1	**Equalities** *EIA completed No.* This report is an update to progress and does not establish or make changes to policy.
5.13 5.13.1	**Service Delivery** The workstreams and outcomes of this report all heavily support service delivery directorate and frontline operations.

6	**Core Brief**	
6.1	Not applicable	

7	**Assurance (Board/Committee Meetings ONLY)**	
7.1	**Director:**	David Lockhart, Director of Service Development
7.2	**Level of Assurance: (Mark as appropriate)**	~~Substantial~~/**Reasonable**/~~Limited~~/~~Insufficient~~
7.3	**Rationale:**	Resource and time is an ongoing risk for the organisation. Whilst we have ICT mitigation measures in place (buy not build), we aim to use our limited resources for bespoke development, to provide maximum business value.

8	**Appendices/Further Reading**
8.1	Further Reading: SFRS Digital Strategy 2022-2025

Prepared by:	Stuart Chalmers, ICT Business Services Manager
Sponsored by:	David Lockhart, Assistant Chief Officer, Director of Service Development
Presented by:	Sandra Fox, Head of ICT

Links to Strategy and Corporate Values
SFRS Digital Strategy 2022-2025

Governance Route for Report	Meeting Date	Report Classification/ Comments
Change Committee	*11 May 2023*	*For Information*
Digital Board	*8 June 2023*	*For Information*

SCOTTISH FIRE AND RESCUE SERVICE

Change Committee

Report No: C/CC/15-23

Agenda Item: 10.1

Report to:	CHANGE COMMITTEE						
Meeting Date:	11 MAY 2023 (DATA AS OF: 13/04/23)						
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 total number of 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 timing of Project Board meetings and late delivery of individual reports, versus collation of data required to run reports, the data maybe slightly out of sync. Where this is the case a verbal update should be given from the Project Sponsor.

TOTAL	20	Previous Month			23		
New	2	**ESN0011:** Scottish Government Funding approval delays **IHub001**: staff resourcing capacity					
Removed	2	**PTFAS5:** reduced to 12, contract extension **PTFAS7:** reduced to 10, Governance review complete					
Updated	3	**ESN10:** reduced to 8, growing knowledge and experience **SDMP001:** reduced to 10, wider engagement has taken place with further planned. **SDMP002:** reduced to 12, Delivery Partner for CRIM now appointed and supporting development of built and natural risk layers.					
Closed	8	All CCF closed – new risk log to be created for NMS project					
PROJECTS	NMS	SDMP	ESN	PTFAS	On Call	S&W	iHub
RED	0	0	4	0	2	1	0
AMBER	0	1	6	3	0	2	1

3.3	New Risks: ESN0011: Rating 16 There is a risk that Scottish Government and Programme joint funding for the ESN Data First Pilot will not be approved, this will have an impact on the services capability to move forward with mobile data.
3.4	IHub001: Rating 15 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.
4	**Recommendation**
4.1	The Change Committee is asked to: a) Scrutinise the contents of the current report b) Consider the risk mitigation actions within the report and provide feedback as necessary.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk** As section 3
5.2 5.2.1	**Financial** There are no direct financial implications associated with this report.
5.3 5.3.1	**Environmental & Sustainability** There are no direct key environmental & sustainability implications arising from this report.
5.4 5.4.1	**Workforce** There are no direct key workforce implications arising from this report.
5.5 5.5.1	**Health & Safety** There are no direct Health and Safety implications associated with this report.
5.6 5.6.1	**Health & Wellbeing** There are no direct Health and Wellbeing implications associated with this report.
5.7 5.7.1	**Training** There are no direct training implications associated with this report.
5.8 5.8.1	**Timing** There are no direct key performance implications arising from this report.
5.9 5.9.1	**Performance** There are no direct key performance implications arising from this report.
5.10 5.10.1	**Communications & Engagement** There are no direct key performance implications arising from this report.
5.11 5.11.1	**Legal** There are no direct key legal implications arising from this report.
5.12 5.12.1	**Information Governance** A Data Protection Impact Assessment is not required as there is no personal/sensitive information on this cover paper.

5.13	**Equalities**
5.13.1	An Equalities Impact Assessment is not required as there is no personal/sensitive information on this cover paper.

5.14	**Service Delivery**
5.14.1	There are no direct key Service Delivery implications arising from this report.

6	**Core Brief**	
6.1	Not applicable	

7	**Assurance (Board/Committee Meetings ONLY)**	
7.1	**Director:**	David Lockhart, Director of Service Development
7.2	**Level of Assurance:** (Mark as appropriate)	~~Substantial~~/**Reasonable**/~~Limited~~/~~Insufficient~~
7.2	**Rationale:**	Although we have dedicated colleagues to work on risk management, consistent regular measures across the Directorates, to manage individual risks, including a risk review session 13 June 2023, these risks are 'reasonable' as opposed to 'substantial' because of the ratings, impacts and aforementioned controls.

8	**Appendices/Further Reading**
8.1	Appendix 1: Draft Portfolio Office Risk Report Further Reading: Risk Management Policy

Prepared by:	Joan Nilsen, Programme Officer
Sponsored by:	David Lockhart, Assistant Chief Officer, Director of Service Development
Presented by:	Ross Robison, Area Commander, Portfolio Manager

Links to Strategy and Corporate Values
The Portfolio Office links into The Risk Management Framework, forms part of the Service's Governance arrangements and links back to Outcome 5 of the 2022-25 Strategic Plan.

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Change Committee	*11 May 2023*	*For Scrutiny*

APPENDIX 1

Draft Portfolio Office
Risk Report

Contents:

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

Critical Risk Summary

Appendix 1a

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	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
5	Skilled, trained and motivated staff	ESMCP009	Recruitment & retention of Vehice 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
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
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

Strategic Risk ID	Strategic Risk	Project Risk Ref	Risk Name	Summary	Risk Owner	Risk Rating (PxI)	Committee	Executive Board
		SW005	Mobile Devices	There is a lack of progress with availability of mobile devices resulting in a failure to fully implement S&W. Previously SW10	ICT Project Manager	16 (4 x 4)	CC	SMB
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
1	Improve Safety and Wellbeing of Communities	NMS001	Existing systems condition causing desire to expedite NMS	There is a risk that the condition and suitability of existing systems is driving unachievable timelines for project progress and will result in failure to deliver	SRO	16 (4 x 4)	CC	SMB
		ESMCP011	ESN Data First funding	There is a risk that Scottish Government and Programme joint funding for the ESN Data First Pilot will not be approved, this will have an impact on the services capability to move forward with mobile data.	AM	16 (4 x 4)	AMLB	SLT

Project Risk Summary

Appendix 1b

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	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
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
		SDMP009	Community Risk Profiling (SDMPB 2/001)	Risk of failing to deliver accurate Community Risk profiling and associated scenario planning. This could be due to lack of appropriate data for short, medium and long term profiling. This could result in failure to match resource to risk leading to damage to SFRS reputation internally and externally.	DG	15 (3 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	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
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 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 Project.	Paul McGovern	15 (3 x 5)	CC	SMB
8	Improve performance	PTFAS002	Financial - failure to have system in place for Sept 23 long term and expensive contracts (PTFAS12)	SFRS does not have an HR or Payroll system post September 2023 or faces agreeing to a long term and expensive contract that it does not require and incurs substantial dual running costs for an extended period of time. Any extensions could be subject to market challenges. The impact could be that SFRS does not have a means to pay employees or manage any of the processes relating to their employment. There is also an impact that by trying to meet this deadline that a solution is procured before SFRS fully understands its requirements.	Paul McGovern	15 (3 x 5)	CC	SMB
6	Adequate operational assets, equipment etc.	IHUB001	Communications Project Resource	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.	Head of Communications & Engagement	15 (5 x 3)	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
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
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
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
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
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

Project 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
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
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	ESMCP001	Timing - CCF 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
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
1	NMS001	Existing systems condition causing desire to expedite NMS	Potential for Direct Award in exceptional circumstances	SRO	Mar-23	Green - 0 %	Procurement route via mini competition on CCS Framework. Potential for Direct award to be progressed if required	16 (4 x 4)	12 (3 x 4)	CC	SMB
1	NMS001	Existing systems condition causing desire to expedite NMS	CCMS contingencies group chaired by DACO MacKay.	G MacKay	Mar-23	Green - 100 %	Contingencies group meets regularly with NMS Project representation	16 (4 x 4)	12 (3 x 4)	CC	SMB
1	NMS001	Existing systems condition causing desire to expedite NMS	Development and implementation of NMS Project communication strategy.	SRO	Apr-23	Green - 70 %	Engagement carried out between SFRS Comms and NMS Project. NMS Project communication strategy in development, plans in place for iHub communications	16 (4 x 4)	12 (3 x 4)	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 %	Procurement of devices due January 2023. Gap analysis of 72 devices required to enable P&P staff to undertake SAW visits. These are not available from the IVS Project stock (LL 15/02) possible standard spec laptops from stock may be available (Greg Aitken 15/02 awaiting reply).	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
4	ONCALL001	Timing - Terms & Conditions negotiations impact on timeline (On Call 3/002)	HROD Business Partner allocated to Standardisation negotiations. Standardisation of RDS T&Cs sits outwith On-Call Improvement Programme. Programme manager liaising with Communication and Engagement business partner to ensure continued Programme updates internally, including key messaging and timelines for programme milestones in the first instance.	Rachael Scott	Nov-21	Red - 50 %		16 (4 x 4)	12 (4 x 3)	CC	SMB

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
	SDMP009	Community Risk Profiling (SDMPB 2/001)	Risk of failing to deliver accurate Community Risk profiling and associated scenario planning. This could be due to lack of appropriate data for short, medium and long term profiling. This could result in failure to match resource to risk leading to damage to SFRS reputation internally and externally.	AG	Apr-23	Amber - 20 %	Hardware (HP Z1 workstation) and software secured. Use requires access to core Ordnance Survey spatial data (Premium MasterMap geopackages) essential for environmental analysis. Access to key data yet to be agreed with ICT. Additional privileged access securities being set-up on HP Z1 to permit secure OS downloads. Once agreement has been reached regarding data, this will allow independent loading and maintenance of core CRIM spatial data.	15 (3 x 5)	1 (1 x 1)	CC	SMB
6	IHUB001	Communications Project Resource	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	Head of Communications & Engagement	Mar-24	Green - 50 %	*update 17/2/23 Probability increased from 4 to 5. It is anticipated that department priority changes will continue to be the case. (IA/Jenners/Recruitment)	15 (5 x 3)	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
7	PTFAS008	Project Funding (PTFAS035)	Project Funding	Paul McGovern	Jun-23	Green - 20 %	Jan 2023 - Programme Board and SLT require to reach decision on project futures and funding March 2023 - Business Cases for PPFT and Rostering Projects currently being prepared and will go to Project Exectutives for review	15 (3 x 5)	10 (2 x 5)	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	Jun-23	Green - 65 %	Jan 2023 - audit includes assessment of project team as criteria for success. March 2023 - No gateways planned in before end of June 2023. In discussions with DAO	15 (3 x 5)	5 (1 x 5)	CC	SMB
1	SW008	Partner sign up delays (ICT partner site)	ICT business partner to resolve partner site outage issue and review timelines.	Lynne Gow	Mar-23	Red - 60 %	ICT sub group in place to monitor and coordinate actions. Regression testing is underway. Product reportedly available by April 2023 for piloting with assumptions that all requirements (CRs) are able to be fulfilled) and readiness of partner site.	15 (5 x 3)	6 (3 x 2)	CC	PB

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
1	SW004	ICT Management System (PWA)	Engage with business partner to review workarounds and review of project milestones and timeline.	Lynne Gow	Mar-23	Red - 65 %	PWA remains "on hold" to enable progress with other ICT elements as agreed at SAW Board (06/10/22) Potential for its redundancy if ESN project guarantees WIFI when doing a S&W visit) possibility of testing further connectivity issues in partner pilot.	15 (5 x 3)	6 (3 x 2)	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
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

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
8	ESMCP006	Technical & Financial related to Kodiak PSCS Push to Talk Application (ESMCP 17)	This will be reflected in the Full Business Case due for release in September 2021.	Andrew Mosley	Dec-22	Amber - 10 %	Programme risk being monitored by 3ESS and SFRS The Kodiak Application may not be used for ESN Version 1 ongoing relotting work will establish the development and delivery path for a PTT application.	15 (5 x 3)	6 (2 x 3)	CC	SMB
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

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

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
6	ESMCP004	Capacity Spare Vehicle Capacity (ESMCP 12)	Ongoing dialogue with Fleet lead and his team Once transition dates are known liaison with fleet team when developing specific plan producing a detailed transition plan.	Andrew Mosley	Dec-22	Amber - 10 %	Ongoing work with ESN Connect as an interim fit to mitigate this risk.	15 (3 x 5)	5 (1 x 5)	CC	SMB
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
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

SCOTTISH FIRE AND RESCUE SERVICE

Change Committee

Report No: **C/CC/16-23**

Agenda Item: **10.2**

Report to:	**CHANGE COMMITTEE**						
Meeting Date:	**11 MAY 2023**						
Report Title:	**CHANGE COMMITTEE RISK UPDATE**						
Report Classification:	**For Scrutiny**	**SFRS 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 the report is to provide the Change Committee (CC) with details of the risk aligned 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 & 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/Executive Board.
2.4	The 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.

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	Appendix A to this report provides the Committee with the current risk report, outlining: • 1a – Strategic Risk Summary • 1b – Aligned Directorate Risk Summary • 1c – Directorate Risk Control Summary • 1d – Directorate Closed Control Summary
3.3	No significant changes to the report have been made since the last report and the Committee is 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 risk report. • Identify future risk spotlights for discussion by the Committee.

5	Key Strategic Implications
5.1 5.1.1	**Risk** The report identifies risks from each Directorate together with controls to minimise the likelihood and impact upon the Service. Each Directorate will be responsible for the identification and mitigation of any associated risk and for the update of relevant risk registers.
5.1.2	Failure to manage risk appropriately may impact upon the priorities of the Service and, depending upon the nature of the risk, the reputation of the Service.
5.2 5.2.1	**Financial** The report identifies risks from each Directorate together with controls to minimise the likelihood and impact. Financial implications arising from decisions taken will be managed by the relevant Directorate.
5.3 5.3.1	**Environmental & Sustainability** Any implications arising from the report will be managed by the relevant Directorate.
5.4 5.4.1	**Workforce** Any implications arising from the report will be managed by the relevant Directorate.
5.5 5.5.1	**Health & Safety** Any implications arising from the report will be managed by the relevant Directorate.
5.6 5.6.1	**Health & Wellbeing** Any implications arising from the report will be managed by the relevant Directorate.
5.7 5.7.1	**Training** Any implications arising from the report will be managed by the relevant Directorate.
5.8 5.8.1	**Timing** The report is provided to the Audit and Risk Assurance Committee on a quarterly basis as required.
5.9 5.9.1	**Performance** The risk report is used to ensure risks are identified and suitably managed by relevant Directorates.
5.10 5.10.1	**Communications & Engagement** Any implications arising from the report will be managed by the relevant Directorate.
5.11 5.11.1	**Legal** Any implications arising from the report will be managed by the relevant Directorate.
5.12 5.12.1	**Information Governance** DPIA completed - No. The report provides a summary of risks and actions to be taken by Directorates, and named individuals, to manage any significant risk identified. The responsible Directorate will ensure that any relevant DPIA is completed as required.

5.13	**Equalities**	
5.13.1	EHRIA completed - No. An assessment was undertaken in relation to the Risk Management Policy. Any individual elements of work, which may have an impact upon Equalities, will require to be assessed and managed by the relevant Directorate.	

5.14	**Service Delivery**	
5.14.1	Any implications arising from the report will be managed by the relevant Directorate.	

6	**Core Brief**	
6.1	Not applicable.	

7	**Assurance (SFRS Board/Committee Meetings ONLY)**	
7.1	**Director:**	John Thomson, Acting Director of Finance and Procurement
7.2	**Level of Assurance:** **(Mark as appropriate)**	~~Substantial~~/**Reasonable**/~~Limited/Insufficient~~ There is room for improvement in the identification of the right risks, controls and the completion of mitigating actions within identified timescales.
7.3	**Rationale:**	The report is based upon information identified by each Directorate and I have confidence that the information is correctly reported based upon these returns.

8	**Appendices/Further Reading**	
8.1	Appendix A – Change Committee Risk Report March 2023	

Prepared by:	David Johnston, Risk and Audit Manager
Sponsored by:	John Thomson, Acting Director of Finance and Procurement
Presented by:	Curtis Montgomery, Head of Portfolio

Links to Strategy and Corporate Values
The risk management framework 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	*11 May 2023*	*For scrutiny*

APPENDIX 1

Change Committee
Risk Report

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 — No Change
- Directorate Risk Rating Change Summary — No Change
- New Directorate Risks — No Change
- New Directorate Control Summary — No Change

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)	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 - 70%	Business Cases for ICT and SDMP have been completed. Portfolio Office Business Case Target operating model approved in principle with required funding to be identified.	20 (5 x 4)	15 (3 x 5)	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 - 75%	Market Allowance process completed successfully. Recruitment to vacant posts restarted subject to potential operating model changes and SLT approval.	20 (5 x 4)	15 (3 x 5)	SMB

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Executive Board
8	SDD004	Continuous Improvement Culture	Consideration should be given to the development of a Service Improvement Framework and Self-Assessment to ensure the systematic approach to continuous improvement which demonstrates the commitment to continuous improvement across the service	Head of Portfolio	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)	SMB
7	SDD005	Additional Funding	Ongoing engagement with Scottish Government	Head of ICT	Mar-23	Green - 80%	This will continue throughout 2022/23 until further information is received from SG. Partner engagement continues and funding 2023/24 has been agreed by Scottish Government.	15 (3 x 5)	8 (2 x 4)	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%	Business Cases for ICT and SDMP have been completed. Portfolio Office Business Case Target operating model approved in principle with required funding to be identified.	15 (5 x 3)	6 (3 x 2)	SMB

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Executive Board
8	SPPC002	Communicate with Stakeholders	Implement the recommendations from the internal communications review.	Head of Communication and Engagement	Mar-23	Amber - 90%	Web and iHub review is ongoing with proposals for redevelopment to be completed by end March 2022.	15 (3 x 5)	12 (3 x 4)	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)	GGB
6	POD002	Replacement Programme	Review of Phase 1 timescales and key milestones in the dossier to further inform planning, procurement and the release of required staff to support programme.	Paul McGovern, POD Programme Manager	Jun-23	Amber - 80%	Review of timescales and milestones nearing completion.	12 (3 x 4)	12 (3 x 4)	PB
6	POD002	Replacement Programme	Appointment to the wider Programme Team positions	Paul McGovern, POD Programme Manager	Jun-23	Green - 80%	Business case for 2022/23 approved. Recruitment progressed.	12 (3 x 4)	12 (3 x 4)	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)	SMB

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Executive Board
1	SDD002	Evidence Based Decision Making	Ongoing creation of Community Risk Index Model	AC A Girrity	Sep-23	Green - 70%	External Validation is now complete and awaiting a letter of certification from Notts Uni. The CRIM continues to be developed to include built a natural environment risk. This is reliant on the successful appoint of a Delivery Partner with the procurement process at the award stage. Once appointed, it is estimated the work will take 12-13 weeks. Established programme governance forums receive regular update reports.	12 (3 x 4)	9 (3 x 3)	SMB
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. Good progress has been made regarding access to hardware, software and data that will be essential to updating and maintaining the CRIM. Members of the CRIM project now sit on the Data Governance Board which should strengthen the ability to deliver this action.	12 (3 x 4)	9 (3 x 3)	SMB

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Executive Board
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)	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. Partner engagement continues and funding 2023/24 has been agreed by Scottish Government.	8 (2 x 4)	4 (1 x 4)	DB

Directorate Closed Control Summary

Appendix 1d

Control Description	Risk ID	Risk Name	Risk Description	Control Comments	Control Owner	Committee	Executive Board
Introduction of training to assist, influence and improve the culture of the organisation. This includes - Senior Responsible Owner Training - Managing Successful Programme Training - PSIF Training (Public Sector Improvement Framework)	SDD004	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.	Training needs analysis completed with SRO training provided for identified staff. This action is now complete and will be monitored through business as usual activity.	Head of Service Delivery Programme Review	CC	SMB

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
26 June 2023 (Additional)	•		**Standing/Regular Reports** **General Reports** • New Mobilising System (Written update - PRIVATE)		
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 PMcG/LG) • 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** • **New Business** •
20 September 2023 (Additional)	•		**Standing/Regular Reports** **General Reports** • New Mobilising System (Written update - PRIVATE)		

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 PMcG/LG) • 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** •
20 December 2023 (Additional)	•			**Standing/Regular Reports** **General Reports** • New Mobilising System (Written update - PRIVATE)		
15 FEBRUARY 2024	• Chair's Welcome • Apologies • Consideration of and Decision on any Items to be taken in Private • Declaration of Interests	**Standing/Regular Reports** **General Reports** • SMB Action Log	**Standing/Regular Reports** **Projects** • PO Project Dashboard **General Reports** • PO Progress Update • New Mobilising System (Written update - PRIVATE)	**Standing/Regular Reports** **Change Portfolio/ Major Projects** • **General Reports** •	**Standing/Regular Reports** **Change Portfolio/ Major Projects** • **General Reports** •

CHANGE COMMITTEE ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
21 March 2024 (Additional)	• 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 •	**New Business** •	• PTFAS (written update PMcG/LG) • PO Risk Report • Strategic Risk Summary and Committee Aligned Directorate Risks **New Business** • **Standing/Regular Reports** **General Reports** • New Mobilising System (Written update - PRIVATE)	**New Business** •	**New Business** •