SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 9 NOVEMBER 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: 10 AUGUST 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   CHANGE PORTFOLIO/MAJOR PROJECTS
7.1   Programme Project Highlights Report (*attached*)   *R Robison*
7.2   On Call Programme Closing Report *(attached)*   *S Wright*
7.3   Safe and Well Update *(verbal)*   *C Barlow*

The Committee is asked to scrutinise these reports.

8   GENERAL REPORTS
8.1   Portfolio Office Progress Update (*verbal*)   *C Montgomery*

The Committee is asked to note the verbal report.

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

9 RISK
9.1 Portfolio Office Risk Report *(attached)* *R Robison*
9.2 Committee Aligned Directorate Risks *(attached)* *C Montgomery*

The Committee is asked to scrutinise these reports.

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

11 REVIEW OF ACTIONS *Board Support*

12 DATE OF NEXT MEETING
Special private meetings are scheduled to be held on 20 December 2023.
The next full Committee meeting is scheduled to be held on Thursday 15
February 2024.

PRIVATE SESSION

13 MINUTES OF PREVIOUS PRIVATE MEETING:
13.1 **10 August 2023** *(attached)* *F Thorburn*
13.2 **20 September 2023 – Special** *(attached)* *F Thorburn*

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

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

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

15 PROGRAMME PROJECT HIGHLIGHTS REPORT *(attached)* ***R Robison***

The Committee is asked to scrutinise the report.

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

The Committee is asked to scrutinise the report.

17 NEW MOBILISING SYSTEM: PERIODIC UPDATE *(attached)* *D Lockhart/*
D Wilson/
This report is for information only. *C Adams*

18 NEW MOBILISING SYSTEM: INVITATION TO TENDER DOCUMENT *D Lockhart/*
(attached) *D Wilson/*

The Committee is asked to scrutinise the report. *C Adams*

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

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**19   RISK SPOTLIGHT – ORGANISATIONAL CAPACITY AND
        CAPABILITY** *(presentation)*   *C Montgomery*

The Committee is asked to note the presentation.

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

SCOTTISH
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PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 10 AUGUST 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 (SJB)	Angiolina Foster (AF)

IN ATTENDANCE:

Stuart Stevens (SS)	Deputy Chief Officer
David Lockhart (DL)	Assistant Chief Officer, Director of Service Development
Curtis Montgomery (CM)	Head of Portfolio Office
Ross Robison (RR)	Portfolio Manager
John Thomson (JT)	Acting Director of Finance and Procurement
Iain Morris (IM)	Acting Director of Asset Management
Alex Lane (AL)	National Property Manager (Item 7.2 only)
Cathy Barlow (CB)	Deputy Head of Prevention and Protection (Item 7.3)
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS

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

1.3   On behalf of the Committee, FT thanked Leanne Stewart for her hard work and efforts and wished her well in her new job.

2   APOLOGIES

2.1   None

3   CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE
3.1   The Committee agreed that the *People, Training, Finance and Assets System Upd*ate
        (Item 15), *McDonald Road Closing Report* (Item 16), *Financial Reports – Change Portfolio*
        (Item 17), *Update on Strategic Service Review Programme* (Item 18), *New Mobilising
        System* (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: 11 MAY 2023
5.1   The minutes of the previous meeting were agreed as an accurate record.

5.1.1   **The minutes of the meetings held on 11 May 2023 were approved as a true record
        of the meeting.**

5.2   **<u>Matters Arising</u>**
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   FT commented on the action log updates being larger than normal and explained that this
        was necessary to ensure a complete and full update was being captured within the log.

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

7   CHANGE PORTFOLIO/MAJOR PROJECTS
7.1   **Programme Project Highlight Report**
7.1.1   RR presented the Programme Project Highlight Report to the Committee which provided
        a wider overview of the identified risks, interdependencies, costs and capacity to deliver.
        It was noted that some specific project updates were scheduled to be provided during the
        private session. The following key points were highlighted:
        • New Mobilising System (NMS): Skill and Resources now reporting Amber due to the
          ongoing delay in recruitment of key project roles.
        • West Asset Resource Centre and McDonald Road projects were now complete.
        • Emergency Service Network: Cost and Time were reporting Red and Amber,
          respectively.
        • On Call Programme: Progressing through closure phase and risks have been moved
          to appropriate directorate risk registers.
        • Safe and Well: Time and Quality reporting Amber.

7.1.2   In regard to capacity planning, DL advised the Committee that this was still in the early
        stages to review the portfolio and the capacity to deliver further change. A revised
        structure has been approved by the Strategic Leadership Team (SLT), however, this was
        required to be delivered within the existing budget. DL acknowledged the Committee's
        interest and previous comments regarding concerns on capacity and noted that progress
        was being made.
7.1.3
        CM further advised the Committee that the longer term roadmap of change was being
        reviewed with a view to identifying capabilities and capacity, links to the Annual Operating
        Plan and other portfolios within the organisation, and the development of a capacity
        management tool.

7.1.4   The Committee noted that the delivery of the NMS was a priority for the Service and urged that previous experiences were not repeated particularly around resourcing.

7.1.5   The Committee highlighted their concerns that there were some gaps in regards to business cases and benefits for a number of projects and that priority was not being given to these key activities.

7.1.6   In regard to the People, Payroll, Finance and Training project, the Committee noted it was reporting Green and queried whether this was accurate. This would be discussed further under Item 15.

7.1.7   **The Committee scrutinised the report.**

(A Lane joined the meeting at 1015 hrs)

7.2   **West Asset Resource Centre Closing Report**
7.2.1   IM presented the Committee with the project closing report and the following key points were highlighted:
- Community Benefits information was now available and would be circulated separately after the meeting via email.
- Lessons learned from McDonald Road had been applied to this project.
- Project was delivered on time and under budget.

7.2.2   The Committee offered their congratulations on the successful delivery of the project. The Committee sought clarification on the mechanics for embedding lessons learned into future projects. IM advised the Committee that learnings were currently kept within the team, however work had begun with the Portfolio Office to share lessons wider. CM informed the Committee of the creation of a change community practice with cross directorate representatives, to develop a knowledge hub to help share and embed learning across the Service. CM to provide an update back to the Committee in 6 months (captured under Item 10 Forward Plan).

7.2.3   **The Committee scrutinised the report.**

(A Lane left the meeting at 1020 hrs)
(C Barlow joined at 1020 hrs)

7.3   **Safe & Well Project Update**
7.3.1   CB presented the report to the Committee to provide an overview of progress to date, benefits and options for the implementation of Safe and Well (S&W). The following key points were highlighted:
- Recent papers presented at the Change Portfolio Progress Group (CPPG) were provided both for background and progress update on the project.
- Developed a person-centred approach to visits.
- Four different implementation options presented to the CPPG and Option 4 was agreed in principle. Option 4 was to take all previous learning and continue to develop an updated Home Fire Safety Visit (HFSV).
- Business case and implementation plan were being developed and would be submitted to the Change Portfolio Investment Group (CPIG) for decision.

7.3.2   Regarding governance, DL advised the Committee that the business case and implementation plan would initially be presented to CPIG and thereafter would be submitted to the Board for formal decision. The Committee requested further information on the governance route and decision timescales, and the opportunity to scrutinise the decision and implementation options.

ACTION: SS

7.3.3 The Committee asked that consideration be given to reviewing the wording within the revisit section of the comparison table.

ACTION: CB

7.3.4 The Committee noted the helpful HFSV and S&W comparison information within the papers and requested further detail on how evidence was gathered on the impact and effectiveness of HFSV workstreams for householders.

ACTION: CB

7.3.5 The Committee commented on the revisit arrangements and sought clarity on the resource gain and benefits to workforce capacity of shifting the onus of follow-up visits onto high risk householders.

ACTION: CB

7.3.6 In regard to the process for arranging revisits, the Committee recognised the capacity of internal resources required and queried whether the Service were maximising the contacts/relationships with our partner organisations. The Committee sought further information on the current quality of connections with partners for partnership referrals.

ACTION: CB

7.3.7 CB reminded the Committee of recent campaigns to raise awareness of HFSV and the work undertaken to engage with partners to raise awareness and the benefits of the integrated partnership platform to streamline referrals/sharing information.

7.3.8 CB advised the Committee that the IT system was 95% completed and would be piloted in November/December 2023. CB noted that the system will not go live until the final implementation plan had been confirmed.

7.3.9 **The Committee scrutinised the report.**

(C Barlow left the meeting at 1045 hrs)

7.4 **Strategic Spending Review Programme (SSRP)**
7.4.1 JT provided a brief verbal update on the SSRP and highlighted the following key points:
- CM had been appointed as the interim project manager.
- Update on recruitment of project manager including shortlisting, interviews and market allowance.
- Development of resource requirements within the workstreams and working groups.
- Programme brief approved by CPIG. The Programme Board were reviewing the brief to reflect more strategic narrative, further investment and identifying cashable savings.
- Programme roadmap had been developed and socialised and would be subject to further refinement.
- Programme Board structure agreed.
- Brief outline of progress within all workstreams and reporting processes.
- Financial scenarios developed and discussed with the SLT. These will be presented at the special Board Strategy Day on 31 August 2023.

7.4.2 The Committee were reminded that a SSRP workshop was scheduled on 7 September 2023.

7.4.3 **The Committee scrutinised the report.**

8 GENERAL REPORTS
8.1 **Portfolio Progress Update**
8.1.1 CM presented the Portfolio Progress update report to the Committee which outlined the key activities undertaken by the PO in building and developing new and existing capacity,

specific to strategic Portfolio, Project and Programme management maturity (P3M3). The following key points were highlighted:

- Portfolio Benefit Management Framework Design: Action now complete.
- Business Case and Benefits Integration: Action now complete.
- Change Portfolio Prioritisation Model Design: Complete, now part of process for all future projects.
- Portfolio Office Function Strategy: Established 4 pillars of service delivery with varying degrees of development.
- Business Change Lifecycle Design: Action now complete.
- Portfolio Office Risk Reporting: New risk report format and trialling of dashboard.
- Portfolio Level Financial Reporting: New finance report including separate resource and capital spend.
- Portfolio Office Highlight Report: Action now complete.
- Portfolio Integrated Governance: Action now complete.
- Agreed to closure of 5 actions. Remaining action related to all change through one portfolio, and this would be addressed through the change roadmap which would provide an oversight of all change within the Service.
- Proposed closure of this report and look to a different form of reporting on capabilities and embedding same.

8.1.2   The Committee noted the excellent work undertaken with limited resources and would welcome a revised monitoring report that tracks PO progress, to also include information on how its use is embedded with non-specialist colleagues.

ACTION: CM

8.1.3   CM anticipated that the Change Community Practice would help to develop and embed, along with the new Centre of Excellence Manager, revised management, and monitoring of compliance and new KPIs.

8.1.4   The Committee noted that further progress may be difficult without identifying a dedicated resource and queried whether all options had been fully explored. SS advised the Committee that the Service had committed to explore some options and acknowledged that more could have been done. The SLT were fully supportive of investing in change capabilities however other financial pressures also had to be taken into account.

8.1.5   CM informed the Committee of the development of career pathways i.e. apprenticeships. The Committee noted and welcomed this development, however, this was a longer term option which would not help with current concerns regarding change resources. CM reminded the Committee of the current challenges within the marketplace.

8.1.6   **The report was provided for information only.**

9   RISK
9.1.1   **Portfolio Office Risk Report**
RR presented the Committee with an overview of the identified risks that could impact on the various programmes of work being monitored by the PO and noted that the areas of change were highlighted within the covering report. The following key points were highlighted:

- Reduction in the number of risks reporting primarily due to the completion of West Asset Resource Centre and McDonald Road projects, transfer of On Call Programme risks to directorate risk registers and the Emergency Service Network risks being reviewed and downgraded to below the rating threshold of 15.

9.1.2   The Committee noted their support on reporting on risk with the rating of 15 or above. However, the Committee queried the level of importance being placed on the gap between

the current risk rating and the target risk rating. This would be discussed further during Item 9.3 Risk Spotlight.

9.1.3   **The Committee scrutinised 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. The following key points were highlighted:
- Closure of risk SPPC002 – Communicate with Stakeholders.
- Reduction in risk rating SDD001 – Delivery of Directorate Commitments.

9.2.2   CM noted that a review of the risk register was currently underway. This was due to some discrepancies with the scoring and proposed to issue an updated committee aligned directorate report outwith the meeting (end of August).

ACTION: CM

9.2.3   **The Committee scrutinised the report.**

9.3   **Risk Spotlight: Seeking Assurance on how the Service Actively Manages Risks in Decision Making with the Emphasis on Project Management**
9.3.1   DL gave a presentation to the Committee relating to the management of risks in decision making with the emphasis on project management. The following key points were highlighted:
- Risk Management Policy and Framework (Section 9) clearly states the relationship between project management and risk management.
- PO's role in improving performance and evidencing and embedding any improvements.
- Risk reporting was the responsibility of the project manager and PO.
- Project managers conduct the initial risk assessment.
- Role of the Change Committee was to scrutinise and challenge the change portfolio.
- Review of Risks, Actions, Issues and Decisions (RAID log) was undertaken at specific stages and the risk assessments were continually reviewed/managed appropriately.
- Risks were reported through the highlight report at appropriate project boards.
- Any wider/significant risks identified are taken forward to the CPPG. If necessary, risks would be escalated further to the CPIG.
- Risk review undertaken and new risk dashboard was being developed with Data Services.

9.3.2   CM informed the Committee that work was continuing on how to present management of issues more clearly.

9.3.3   JT advised the Committee of the development of a more dynamic risk register which had already been shared with the Audit and Risk Assurance Committee and would now be rolled out to all Committees.

9.3.4   Brief discussion on the original ask of the action and expectation of a broader discussion on how the Service manages risks with some specific reference to project management. It was agreed that a further discussion was required to discuss how the Service actively manages risks, or how the Committee gains assurances and how concurrent risks are considered. A further discussion would be held outwith the meeting.

ACTION: JT/FT

9.3.5   **The Committee noted the presentation.**

10   COMMITTEE ROLLING FORWARD PLAN
10.1   **Committee Forward Plan**

10.1.1 The Committee noted the Forward Plan and noted the following additions/revision:
- Developing Change Community Practice and Lessons Learned (CM - February 2024)

10.2 **Items for consideration at Future IGF, Board and Strategy Day Meetings**
10.2.1 The following item(s) were identified for the Integrated Governance Forum:
- Active management of risk including how concurrent risks were managed.
- Change capability and resourcing.
- Constraints of Scottish Government's Policies on Service Provision.

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

11 REVIEW OF ACTIONS
11.1 KM confirmed that 8 formal actions were recorded during the meeting.

12 DATE OF NEXT MEETING
12.1 A special private meeting was scheduled for Wednesday 20 September 2023.

12.2. The next full meeting is scheduled to take place on Thursday 9 November 2023 at 1000 hrs.

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

PRIVATE SESSION

13 MINUTES OF PREVIOUS PRIVATE MEETING:
13.1 **Thursday 11 May 2023**
13.1.1 The minutes of the meeting held on 11 May 2023 were approved as a true record of the meeting.

13.2 **Monday 26 June 2023**
13.2.1 The minutes of the meeting held on 26 June 2023 were approved as a true record of the meeting.

13.2.2 **The minutes of the private meetings held on 11 May 2023 and 26 June 2023 (Special) were approved as a true record of the meetings.**

14 PRIVATE ACTION LOG
14.1 The Change Committee Rolling Action Log was considered and actions were agreed and removed or re-opened as appropriate.

14.2 **The Committee noted the Private Action Log.**

15 UPDATE ON PEOPLE, TRAINING, FINANCE AND ASSETS SYSTEM PROJECT INVESTMENT
15.1 PMcG gave a presentation on the financial investment (resource budget) made to the programme since April 2021.

15.2 **The Committee noted the presentation and scrutinised the report.**

16 MCDONALD ROAD CLOSING REPORT
16.1 IM presented a report to the Committee to provide summary information on the closing report for the project.

16.2 **The Committee scrutinised the report and welcomed the successful delivery of the project.**

17   FINANCIAL REPORTING – CHANGE PORTFOLIO

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

17.2   **The Committee scrutinised the report.**

18   UPDATE ON STRATEGIC SERVICE REVIEW PROGRAMME

18.1   JT presented a report to the Committee providing an update of the progress in establishing the Strategic Service Review Programme (SSRP) and requested feedback on the Programme Brief.

18.2   **The Committee scrutinised the report.**

19   NEW MOBILISING SYSTEM

19.1   DL provided a verbal update to the Committee on the NMS project.

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

Agenda Item 6

CHANGE COMMITTEE – ROLLING ACTION LOG

Background and Purpose

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

The status of Actions are categorised as follows:

■ Task completed – to be removed from listing

■ No identified risk, on target for completion date

■ Target completion date extended to allow flexibility

■ Target completion date unattainable, further explanation provided.
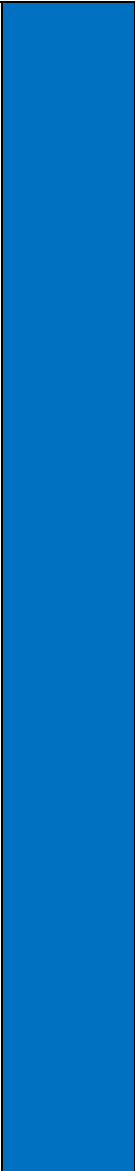
Actions/recommendations
Currently the rolling action log contains 8 actions. A total of 6 of these actions has been completed.

The Committee is therefore asked to approve the removal of the 6 actions noted as completed (Blue status), note 2 actions categorised as Green status and note No action categorised as Yellow status on the action log.

CHANGE COMMITTEE
ROLLING ACTION LOG

Committee Meeting: 10 August 2023						
Agenda Item	**Actions Arising**	**Lead**	**Due Date**	**RAG Status**	**Completion Date**	**Position Statement**
7.3.2	**Safe & Well Project Update:** Committee request further information on the governance route and decision timeframe, and the opportunity to scrutinise the decision and implementation options.	SS/CB	November 2023		November 2023	**Complete (26/10/2023):** It was agreed by CPIG that moving forward the SAW Project will be closed and the implementation of a revised Home Fire Safety visit will be delivery as Business as Usual (a Closing Report will be submitted to the next Change Committee meeting). This project will therefore no longer be considered a Change Project. A HFSV Implementation Board has been established that will oversee delivery of the project. This Board will be accountable to the Director of Service Delivery, with governance and reporting via the Service Delivery Directorate Management Team meeting structure. SFRS Board members will be kept appraised with development via the Service Delivery Committee. Following discussion with the Chair of the Board and Chief Officer there is no requirement to escalate this to the Board as this has been approved at CPIG and Change Committee.

7.3.3	**Safe & Well Project Update:** Review wording within the Re-Visit section of the comparison table.	**CB**	**November 2023**		**November 2023**	**Complete (26/10/2023):**		
						Revisit	High-risk visits will populate automatically after 12 months onto the due list for station personnel to manage. A re-visit attempt must include 3 phone calls and one letter. In addition, addresses selected as additional risk will also re-populate for a revisit	Any householder who still meets the criteria after a visit will be sent a notification one-year after their visit. The onus is on them to make contact or self-refer through the portal to arrange another visit. This is similar to other agencies' / organisations' processes to make arrangements for an appointment. The revised process means householders can be contacted in different ways (email, text or letter), and releases capacity for staff to support CSE

						activities. Householders and referring partners are advised a re-visit can be arranged any time circumstances have changed which may increase risk of fire.
7.3.4	**Safe & Well Project Update:** Provide further detail on how evidence is gathered of the impact and effectiveness of HFSV workstreams for householders.	CB	**November 2023**		**November 2023**	**Complete (09/11/2023):** Currently, SFRS does not evaluate the impact of HFSVs. It is acknowledged that HFSVs remain an effective way of delivering home fire safety advice, along with installing or providing guidance on domestic detection. However, to fully evaluate the impact of current and revised HFSVs then academic support would be required as they skills and capacity to undertake such an exercise as not available within SFRS. Various research reports have been commissioned by other services, as detailed below: Safe and Well evaluation- Kent FRS Evaluation techniques of prevention activities in Nottingham and Nottinghamshire London Fire Brigade - effectiveness of Home Fire Safety Visits These show that HFSVs do support Fire and Rescue Services to deliver education and advice and that targeted interventions to those most at risk provide the most value (social and

						economic). It should be noted, that the various evaluations carried (including those above) all have slightly different HFSVs models and they may be evaluating from a different position or time frame. If SFRS wish to fully evaluate the revised HFSVs then a period would first be required for the visit to be rolled-out and sufficient time passed to evaluate the longer-term impact. Evaluation of the visit itself and post-visit information retention (6 and 12 months) will be possible, but to fully understand the impact, a much longer analysis of incident trends and changing behaviour would be required. This has been made more difficult in the past as the HFSV are recorded against the address, not the individual, so difficult to track. Discussions are ongoing between P&P and SPPC to review what evaluation may look like and to identify what resources would be required.
7.3.5	**Safe & Well Project Update:** Clarify the resource gain and benefit to workforce capacity of shifting the onus of follow-up visits onto high risk householders.	CB	November 2023		November 2023		**Complete (26/10/2023):** Under current policy, SFRS staff contact the occupied on three separate occasions to offer and book a revisit (High Risk visits only). On each occasion they must access the HFSV recording system (CSET) to obtain details, try to contact the householder, then record the outcome. If each attempt is unsuccessful then a letter is generated and sent asking them to contact SFRS should they wish a re-visit. If all of these steps are required, this may take around 20 mins for each re-visit. Under the revised policy, all visits will be eligible for a re-visit after 12 months. If

						each visit were to require a phone call(s) from station personnel the amount of resource to manage revisits, along with new requests, would be considerable. Instead, the new ICT system will automatically contact the householder to let them know a re-visit is due (should they wish) and to contact SFRS. It should also be recognised that SFRS will accept a visit request at any point; it does not need to be after a twelve-month period. If circumstances (health or lifestyle) change, SFRS can schedule another HFSV regardless of when the last one was delivered. This is communicated to both householders and referring partners. When developing the project feedback from staff was considered in order to make improvements. Common issues were the need to target visits to those most at risk along with the processes around re-visits. These were taken into account when developing the project and integral to the design of the ICT system
7.3.6	**Safe & Well Project Update:** The Committee sought further information on the current quality of connections with partners for partnership referrals.	CB	November 2023		November 2023	**Complete (26/10/2023):** Partnership working and information sharing is key to effective identification of those most at risk from fire across our communities. As such, our Community Action Teams, along with station personnel work to identify and engage partners. The P&P Function has developed training packages (delivered by staff and via e-learning) to enhance partners' understanding of fire risk so they can consider as part of their core activities. Partners can also visit the Safe House at Cambuslang for experiential training.

						Where individuals are identified who would benefit from SFRS support, these are referred directly via the current HFSV system (CSET) for a HFSV. Currently we have over 460 partners registered on CSET. These will all be contacted when moving over to the new system. Engagement with partners will form part of our comms plan moving to ensure they are aware of the changes to our HFSV programme and that they sign up to the Information Sharing Agreement to ensure compliance with GPDR. This will be a both at national and local levels.
8.1.2	**Portfolio Office Progress Update:** Provide a revised monitoring report that tracks portfolio office progress to the committee, to also include information on how its use is embedded with non-specialist colleagues.	CM	November 2023			**Updated (09/11/2023):** Interim report Portfolio Office progress highlights: • New format Portfolio Office Report for Change Committee in development and will include Portfolio KPIs (Time, Cost, Cumulative Benefits), Portfolio Office ToM, and Objectives. • Health Check process is being piloted with People, Payroll, Finance and Training (PPFT). • Stage Gate Assurance process to be piloted with the Rostering project early November and assured through Design Authority. • Third meeting of SFRS Change Community of Practice scheduled for November. • Work underway on new annual planning process that covers the

				<td style="background:green"></td>		demand process/pipeline, prioritisation and complexity model. • Review of CPIG and CPPG Portfolio Governance meetings underway – single CPGG meeting likely outcome. • Ongoing recruitment for a number of roles including SSR Programme Manager; Business Architecture, Analysis and CSI Manager; NMS Senior Project Manager, Project Manager and Senior Business Analyst. • Service Review Programme vison and blueprint approach being developed. Resourcing OBC and programme plan also in development.
9.2.2	**Committee Aligned Directorate Risks:** Review of the risk register was currently underway and an updated committee aligned directorate report would be issued to the Committee outwith the meeting (end of August).	**CM**	**August 2023**	<td style="background:blue"></td>	**September 2023**	**Complete (09/11/2023):** Revised version of Service Development Risk Register was circulated via email on 21/09/2023. (Link to revised risk register)
9.3.4	**Risk Spotlight:** Further discussion was required to discuss how the Service as a whole actively manages risks, and how the Committee gains assurance and how concurrent risks are considered.	**FT/JT**	**November 2023**	<td style="background:green"></td>		**Updated (09/11/2023):** The Service has revised the approach to risk management and service wide risks are captured using power BI technology and includes mitigating actions. This new tool will be presented to the Change Committee and will provide awareness of risks impacting the Service and highlight the most significant risks impacting

					the Service. The tool will be helpful for the Change Committee to gain assurance.

SCOTTISH FIRE AND RESCUE SERVICE
Change Committee

Report No: **C/CC/36-23**

Agenda Item: **7.1**

Report to:	**CHANGE COMMITTEE**						
Meeting Date:	**9TH NOVENMBER 2023 (DATA AS OF: 11/10/23)**						
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 3.1.1	**Interdependencies** The capacity from the Training, Safety and Assurance and ICT across various projects remains an interdependency.
3.1.2	Service Delivery Model Programme (SDMP) close involvement with various Portfolio Projects.
3.1.3	There are key dependencies and interdependencies with the On Call Improvement Programme, People Payroll Training and Finance, Rostering, SDMP, Emergency Services Network, and New Mobilising System projects.
3.2 3.2.1	**Capacity to Deliver** 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.
3.2.2	Potential impact on retirements due to Pension update.
3.3 3.3.1	**Project Performance showing Red or Amber** **New Mobilising System:** Amber for Time based upon receipt of high level implementation plans from suppliers (will be confirmed fully within tender responses), Amber for Costs based upon cost envelopes provided by suppliers (will be confirmed fully within tender responses), and Amber for Skills & Resources due to recruitment to key project specific roles.

3.3.2	**Service Delivery Model Programme:** ==**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 July 2023==
3.3.3	==**Emergency Services Network showing Red for Costs and Amber for Time -** Ongoing perusal of funding from Scottish Government.==
3.3.4	==Highlight reports for **PPFT** and **Rostering** form part of the pack produced for the private session==
4	**Recommendation**
4.1	The CC is asked to: a) Note the contents of the current report b) Consider the risk mitigation actions within the report and provide feedback as necessary.
5	**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	**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:**	To provide maximum business value and to monitor progress, the project costs, time, quality and resources are reviewed based on a red and amber escalation RAG status, including key dependencies and interdependencies.

8	**Appendices/Further Reading**
8.1	Appendix A - Combined Highlight Report

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
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	*9 November 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 (Phase 1:)	Change Rev
Strategic Outcome Alignment	Outcome 2	Outcome 3	Outcome 5	Outcome 6		Revised Project End Date			dd/mm/yyyy	Rev 1

Project Update

Progress in this reporting period

· Invitation to Tender documentation - First quality review of ITT completed by Procurement and the project has provided revisions back to Procurement. Second quality review underway w/c 09 Oct.

· Scottish Government DAO TAF Pre-Procurement Gate Review - NMS Project Board approved PPG Review Action Plan 21/09.

· Data workstream - (standardisation of operational procedures & business rules) led by Workstream Lead GC Jill Barber. Continued stakeholder engagement and commissioning of work packages to OC staff. Stations work package completed, Pumps work package completed & quality reviews complete for these, data gathering complete for Special Appliances and Incident Types & partially complete for Action Plans. Standardisation options papers being developed with stakeholder engagement before progressing to Operations FMT & then SD DMT meeting 19/10 for decision.

· Tender evaluation process - Procurement have engaged with an external provider of procurement evaluation training to secure provision for UIG evaluation panel.

· Comms & Engagement workstream - led by Workstream Lead SC Caroline Rennie. Plan development has progressed based on the stakeholder analysis work already completed and will be event driven.

· CCMS Site visits - CCMS site visits have been arranged and attended by a blend of NMS Team members and OC Users to visit FRS's utilising the hosted solutions which have been indicated as likely to bid for the NMS contract. This enables staff to experience the product in a live environment, ask questions, and gather feedback. Visits have been made to Essex County FRS (Motorola) and Merseyside FRS (Vision 5). Visits planned to Cumbria Police (SAAB) and Scottish Ambulance Service (Frequentis).

· Resourcing - 3 posts (Snr PM, Snr BA, PM) have been advertised. In parallel a quick quote is being processed for agency placement of the Snr PM & Snr BA roles. The Asst PM post is awaiting outcome of the evaluation interview, then approval from George Lindsay.

Planned activities for next reporting period
· Procurement to complete second quality review of ITT documentation, ITT to then be provided to CPIG for mtg on 17/10, Change Committee for mtg 19/10 and Denis McFadden, PPG Review Team member to complete a desktop review.
· Feedback to be incorporated into final version of ITT on 23/10 ahead of submission to Director of Finance/Procurement and SFRS Board 26/10
· ITT publication - delayed from 27/10 - est. w/c 06/11 (TBC)
· Continue delivery of Data Workstream workpackages (standardisation of operational procedures & business rules) - Operations FMT & then SD DMT October meetings on 19/10 for decision on Stations, Pumps & Specials standardisation.
· Finalise NMS Comms & Engagement Plan by 31/10 and add this detail to the Project Dossier so this can be finalised. Continue with Workstream activities planning updates, engagement sessions, 'show & tell' sessions and SDA/LSO engagement events.
· Schedule and undertake a Lessons Learned exercise to cover period from last exercise (end Mar '23) up to publication of ITT.

Pathway to Green / Next Steps

SIGNIFICANT MILESTONES:

TIME: (REMAINS AMBER) High level detail on project implementation timelines was provided by potential suppliers on 16 June indicating delivery of Phase 1 by Dec '25 should be achievable - but there is a dependency on date of contract award. ITT publication date delayed to est w/c 06/11 following PPG Review & SFRS Procurement Review. Further detail & confirmation on delivery timelines will not be received until tender bids have been submitted with implementation plans.

COST: (REMAINS AMBER) Potential suppliers have provided cost envelopes and these have been used to develop the Financial Case of the OBC. The budget has been based on the cost envelopes. Additional detail on supplier costs will not be received until tender bids have been submitted.

SKILLS / RESOURCE: (REMAINS AMBER): 3 x key project roles are currently being advertised, closing date 23/10, risk remains re ability to fill posts with appropriately skilled applicants. Parallel process underway for recruiting Snr PM & Snr BA roles via quick quote / agency route.

Project Governance & Mgmt. Control

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

Significant Milestone Forecast	Progress	Status	Planned	Latest Predicted Date
L1 - NMS Project Commodity Stategy complete	100%	Complete	31/07/2023	20/08/2023
L1 - Final draft Outline Business Case to CPIG	100%	Complete	23/08/2023	23/08/2023
L1 - ITT / Contract Notice Published	75-100%	In Progress	22/09/2023	10/11/2023
L1 - Pumps & Specials - Standardisation Decision	75-100%	In Progress	19/10/2023	19/10/2023
L1 - Incident tags & Reporting - Standardisation Decision	50-75%	In Progress	14/11/2023	14/11/2023
L1 - Tender submissions close	0%	Future Task	21/11/2023	12/01/2024
L1 - Reference Info & Telephony Directory - Standardisation Decision	0%	Future Task	15/12/2023	15/12/2023
L1 - Tender evaluation completes	0%	Future Task	15/01/2024	19/02/2024
L0 - Award of contract	0%	Future Task	28/02/2024	10/04/2024

Critical Path - Project Stage Completion

Gate 0 - INTAKE		Gate 1 - PLANNING		Gate 2 - DELIVERY		Gate 3 - CLOSURE	
Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
30/04/2023	30/04/2023	13/05/2024	dd/mm/yyyy	Phase 1: 31/12/2025	dd/mm/yyyy	31/03/2027	dd/mm/yyyy

Critical Risk, Issue & Dependencies

Dependency BRAG	Key Inter-Dependency	From (Giver)	To (Receiver)	Due Date (From)	Due Date (To)
Complete				dd/mm/yyyy	dd/mm/yyyy

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	Date Identified	Risk Owner	By When
16	NMS 022 - There is a risk of legal challenge by a main system provider in the event that an integrator / sub-contractors are identified as the preferred bidder	Procurement to seek leagal advice / counsel opinion on potential merits of otherwise of such a challenge should this arise to determine if there are any actions SFRS can undertake to prepare for such an occurrence.	18/08/2023	Procurement	31/10/2023
16	NMS 023 - There is a risk that the specific role required of the SFRS Design Authority to act as an interface with the project's proposed Technical Design Authority is not developed in time to function effectively from the point of supplier onboarding resulting in delayed decisions impacting the overall implementation timelines	Project to clearly define and articalate the ask of the SFRS Design Authority. Workshops and training to be provided to SFRS Design Authority members to support them in this role. Early engagement sessions with supplier once on-boarded to ensure common understanding of requirements and decision making.	21/08/2023	SRO	30/04/2024
16	NMS 019 - There is a risk that, if due to operational pressures, there are insufficient OC staff to support commissioned standardisation of operational procedures and business rules this will result in delays to the completion of this work and impact on the position of readiness SFRS needs to be in prior to award of contract	Work closely with OC Snr managers to identify staff to allocate to delivering workpackages. Where resourcing challenges are evident, supplement OC resources where possible with project staff, working with OC staff to validate data collection.	03/07/2023	Project Lead	31/03/2024
Issue Impact	Top 3 Delivery Issues	Corrective Action	Date Identified	Issue Owner	By When
Very High					

Financial & Benefit Tracking

New Mobilising System (NMS) Provisional Financial Tracking, Reporting period: 2023/24 PERIOD 6 (Current Year from CMG report, Total Cost from approved OBC)

					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	YES	02/08/2023	YES	02/08/2023
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	
TBC			
	NO	£ Total Value	NO	£ Total Value

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

Approach to Financial Benefit Realisation:

NB - Cashable and Non-Cashable Benefits cannot be accurately estimated until suppliers have responded to tender indicating how they would intend to deliver their solution. As such the Cashable and Non-cashable remain in progress and will be completed for Full Business Case

PROJECT HIGHLIGHT REPORT
14 September - 11 October 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	28/02/2020	Change Rev
Strategic Outcome Alignment	Outcome 2	Outcome 3	Outcome 5	Outcome 6	Outcome 7	**Revised Project End Date**			31/03/2024	Rev 5

Project Update

Built environment and flooding risk assessment now complete. These have also been academically reviewed by Notts Uni (DAMSL) with some minor amendments suggested.

Both risk assessments presented as very low, low, medium, high and very high risk at datazone level.

2D maps have been produced for both built and flood risk. 3D map currently being produced for built environment.

Knowledge transfer now taking place from SWECO to SFRS

First cut refreshed risk metric produced with positive results.

SDMP team currently considering value of including UFAS reduction in CRIM refresh.

Pathway to Green / Next Steps

Complete arrangements that will support SFRS CRIM self sufficiency

Complete academic review of CRIM and produce refreshed risk metric for pan Scotland

Confirm UFAS reduction requirements for CRIM - October 2023

Commence planning for transition to programme end phase. This includes confirming arrangements for ongoing maintenance and development of the CRIM. After discussion at the most recent SDMP Board, a new risk will be introduced to cover these arrangements. This will feature in highlight reports once the risk has been agreed by the Board in November.

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**
Complete arrangements that will allow SFRS to review, update and produce CRIM risk metric independently.	75-100%	In Progress	June 2021 - December 2022	31/10/2023
Complete the development of appropriate and proportionate risk layers from the built and natural environment.	100%	Complete	January 2022 - March 2023	30/09/2023
Update CRIM with predictive elements arising from Unwanted Fire Alarm Signals (UFAS) consultation.	0-25%	In Progress	January 2023 - March 2023	31/10/2023
Produce suitable process and methodology guidance that will allow the management and maintenance of CRIM to transition to "Programme End	0-25%	In Progress	October 2023 - March 2024	31/03/2024

Critical Path - Project Stage

	Gate 0 - INTAKE		Gate 1 - PLANNING		Gate 2 - DELIVERY		Gate 3 - CLOSURE	
	Planned Completion	**Actual Completion**	**Planned Completion**	**Actual Completion**	**Planned Completion**	**Actual Completion**	**Planned Completion**	**Actual Completion**
	30/12/2019	30/12/2019	30/03/2021	30/04/2021	30/03/2024	tbc	30/03/2024	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. This will include completing the programme Development Phase in Sept 23 and Transition to Programme End Phase, Oct 23- Mar 24	ICT	SDMP	01/05/2021	31/03/2024

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	Date Identified	Risk Owner	By When
Amber 8	Risk of failing to deliver accurate Community Risk profiling and associated scenario planning. This could be due to lack of appropriate ICT software requirements 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.	Contract for external GIS Consultant awarded (Sweco Ltd). Work commenced in late March/early April and core outputs are expected by Aug/Sept 2023.. CRIM Code to be re-constituted by University of Nottingham. GIS Consultant to provide workflows, methodology and test production & maintenance of environmental data on stand-alone workstation.	01/07/2023	Andy Girrity	31/03/2024
Amber 8	Failure to properly assess our footprint, response times, to consult and consider reasonable options. This could be because of lack of appropriate process adopted, expertise and technology. Could result in increased risk of formal complaints, internal and external. This includes Ombudsman and Legal challenges (Interdicts and Judicial Review) being successful. Could also result in Organisational financial and reputational damage.	Produce holistic CRIM risk metric, and the ability to maintain independently. Conduct response modelling aligned to Strategic Service Review priorities. Develop a business Case Impact Assessment process required for implementing changes to our operational footprint. Fully consider compliance requirements including, employment law, public consultation and equality impacts.	01/07/2022	Andy Girrity	31/03/2024
Amber 8	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 July 2023. BCIAT has lost one WC due to promotion with another in the SC holding pool. Backfill options are currently being considered. Manage any potential capacity issues due to supporting the priorities of the SSRP.	01/05/2019	Andy Girrity	31/03/2024
Issue Impact	Top 3 Delivery Issues	Corrective Action	Date Identified	Issue Owner	By When

Financial & Benefit Tracking

Provisional Financial Tracking: SDMP Programme Costings
Reporting period: 2023/24, PERIOD 6

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:
The programme will produce process and methodology that will allow others to implement Change Options as and when appropriate. This will potentially realise cashable benefits but it not anticipated these will be delivered directly by the SDMP.

SCOTTISH FIRE AND RESCUE SERVICE

Project Name	Demand Based Duty System (SDMP)	SRO	ACO David Lockhart	Project Manager	GC Mark Loynd	Project Start Date	05/01/2019	Original Project End Date	28/02/2020	Change Rev
Strategic Outcome Alignment	Outcome 1	Outcome 3	Outcome 5	Outcome 6	Outcome 7	**Revised Project End Date**			31/03/2024	Rev 5

Project Update

• The Development Phase of the DBDS project has achieved the stated milestones of identifying Demand Based Duty System change options identified using Matching Operational Resources to Risk and Demand (MORRD) processes and recorded via Business Case Impact Assessment templates. However, these products and their outputs will continue to be iteratively developed and refined as they are used to identify potential change options in support of evolving SSRP requirements.

• A "Position Report" is being prepared which will summarise the Development Phase products and outline the identified implementation requirements for Alternative Duty Systems.

• The project has suggested a range of outline Options for Change which - if implemented by the SSRP - 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	G

Significant Milestone Forecast	**Progress**	**Status**	**Planned**	**Latest Predicted Date**
Develop and consider "Alternative Demand Based Duty System Options" which align with Service Delivery demands and evolving SFRS strategic requirements.	75-100%	In Progress	30/09/2023	30/03/2024
Refine the Matching Operational Resource to Risk and Demand (MORRD) process.	75-100%	In Progress	30/09/2023	30/03/2024
Refine the Business Case Impact Assessment (BCIA) templates.	75-100%	In Progress	30/09/2023	30/03/2024
Produce suitable process and methodology guidance that will allow the management and maintenance of CRIM to transition to "Programme End	0-25%	In Progress	01/03/2024	30/03/2024

Pathway to Green / Next Steps

Next Steps
• Provide a DBDS Project Position Report which captures details of the data and processes which have been developed for reviewing and identifying potential Alternative Duty System change scenarios based on risk and demand. Present recommendations for future development and implementation of Alternative Duty System change options. (Nov 23)

• Identify - where appropriate - how the data, processes and skills developed by the DBDS Project will be incorporated within the requirements of the SSRP. (Sep 23-Apr 24)

Critical Path - Project Stage

Gate 0 - INTAKE		Gate 1 - PLANNING		Gate 2 - DELIVERY		Gate 3 - CLOSURE	
Planned Completion	**Actual Completion**	**Planned Completion**	**Actual Completion**	**Planned Completion**	**Actual Completion**	**Planned Completion**	**Actual Completion**
30/12/2019	30/12/2019	30/03/2021	30/04/2021	30/03/2024	tbc	30/03/2024	tbc

Critical Risk, Issue & Inter-Project Dependencies

Dependency BRAG	Key Inter-Dependency	From (Giver)	To (Receiver)	Due Date (From)	Due Date (To)
On Track	Additional GIS capability to support development of CRIM built and natural environment risk layers	External means: SWECO	SDMP	06/01/2021	31/01/2024

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	Date Identified	Risk Owner	By When
Yellow 8	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) is making good progress against a programme of work that is scheduled to be completed in Q2 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
Yellow 8	Failure to properly assess our footprint, response times, to consult and consider reasonable options. This could be because of lack of appropriate process adopted, expertise and technology. Could result in increased risk of formal complaints, internal and external. This includes Ombudsman and Legal challenges (Interdicts and Judicial Review) being successful. Could also result in Organisational financial and reputational damage.	Produce holistic CRIM risk metric, and the ability to maintain independently. Conduct response modelling aligned to Strategic Service Review priorities. Develop a business Case Impact Assessment process required for implementing changes to our operational footprint. Fully consider compliance requirements including, employment law, public consultation and equality impacts.	01/07/2022	Andy Girrity	31/03/2024
Yellow 8	Failure to deliver programme aims and objectives in a planned, methodical and safe manner. This could be due to lack of resources or failure to engage or communicate with key stakeholders. Results could be financial and reputational damage to SFRS.	Revised timeline has been approved with updated project dossiers approved through governance route. Core programme elements remain in development including, CRIM, response modelling, alternative duty systems analysis and change option impact assessment methodology.	01/07/2022	Andy Girrity	31/03/2024
Issue Impact	**Top 3 Delivery Issues**	**Corrective Action**	**Date Identified**	**Issue Owner**	**By When**

Financial & Benefit Tracking

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

Provisional Financial Tracking: SDMP Programme Costings (covered under CRIM)
Reporting period: 2023/24, PERIOD 6

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
£0	£0	£0	£0	£0	£0	£0	£0
						£ Variation to BC as %	0%

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:
Process enabler to identify efficiencies(processes and methodology for ongoing projects to produce the benefits)

PROJECT HIGHLIGHT REPORT
14 September - 11 October 23

SCOTTISH FIRE AND RESCUE SERVICE

Project Name	SDMP - Station Appliance Review (SAR)	SRO	ACO David Lockhart	Project Manager	GC Mark Loynd	Project Start Date	05/01/2019	Original Project End Date	Phase 2 30/06/2021	Change Rev
Strategic Outcome Alignment	Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 6			Revised Project End Date	Phase 3 30/03/2024	Rev 5

Project Update

• The Development Phase of the SAR project has achieved the stated milestones of identifying Station and Appliance change options identified using Matching Operational Resources to Risk and Demand (MORRD) processes and recorded via Business Case Impact Assessment templates. However, these products and their outputs will continue to be iteratively developed and refined as they are used to identify potential change options in support of evolving SSRP requirements.

• A "Position Report" is being prepared which will summarise the work achieved during the Development Phase of the project including the processes developed for identifying where changes in Station and Pumping Appliance numbers and distribution could be used to create better alignments between community risk and demand.

• The project has suggested a range of outline Options for Change which - if implemented by the SSRP - 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	G

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.	75-100%	In Progress	30/09/2023	31/03/2024
Refine the Matching Operational Resource to Risk and Demand (MORRD) process.	75-100%	In Progress	30/09/2023	31/03/2024
Refine Business Case Impact Assessment (BCIA) templates.	75-100%	In Progress	30/09/2023	31/03/2024
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	30/03/2024	31/03/2024

Pathway to Green / Next Steps

Next Steps
• Provide a SAR Project Position Report which captures details of the data and processes which have been developed for reviewing and identifying potential Station and Appliance change scenarios based on risk and demand. Present recommendations for future development and implementation of Station and Appliance change options. (Nov 23)

• Identify - where appropriate - how the data, processes and skills developed by the SAR Project will be incorporated within the requirements of the SSRP. (Apr 24)

Critical Path - Project Stage

Gate 0 - INTAKE		Gate 1 - PLANNING		Gate 2 - DELIVERY		Gate 3 - CLOSURE	
Planned Completion	Actual Completion	Planned Completion	Actual Completion	Planned Completion	Actual Completion	Planned Completion	Actual Completion
30/12/2019	30/12/2019	30/05/2021	30/04/2021	30/03/2024	tbc	30/03/2024	tbc

Critical Risk, Issue & Inter-Project Dependencies

Dependency BRAG	Key Inter-Dependency	From (Giver)	To (Receiver)	Due Date (From)	Due Date (To)
On Track	Additional GIS capability to support development of CRIM built and natural environment risk layers	External means: SWECO	SDMP	06/01/2021	30/09/2023

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	Date Identified	Risk Owner	By When
Amber 8	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) is making good progress against a programme of work that is scheduled to be completed in Q2 2023. BCIAT has lost one WC due to promotion with another in the SC holding pool. Backfill options are currently being considered.	5/30/2019	Andy Girrity	30/03/2024
Amber 8	Failure to properly assess our footprint, response times, to consult and consider reasonable options. This could be because of lack of appropriate process adopted, expertise and technology. Could result in increased risk of formal complaints, internal and external. This includes Ombudsman and Legal challenges (Interdicts and Judicial Review) being successful. Could also result in Organisational financial and reputational damage.	Produce holistic CRIM risk metric, and the ability to maintain independently. Conduct response modelling aligned to Strategic Service Review priorities. Develop a business Case Impact Assessment process required for implementing changes to our operational footprint. Fully consider compliance requirements including, employment law, public consultation and equality impacts.	01/07/2022	Andy Girrity	30/03/2024
Amber 8	Failure to deliver programme aims and objectives in a planned, methodical and safe manner. This could be due to lack of resources or failure to engage or communicate with key stakeholders. Results could be financial and reputational damage to SFRS.	Revised timeline has been approved with updated project dossiers approved through governance route. Core programme elements remain in development including, CRIM, response modelling, alternative duty systems analysis and change option impact assessment methodology.	01/07/2022	Andy Girrity	30/03/2024

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

Financial & Benefit Tracking

Provisional Financial Tracking: SDMP Programme Costings (covered under CRIM)

Reporting period: 2023/24, PERIOD 6

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
£0	£0	£0	£0	£0	£0	£0	£0

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
0%	Approach to Financial Benefit Realisation:			
	Process enabler to identify efficiencies			

PROJECT HIGHLIGHT REPORT
14 Sep - 13 Oct 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.

• 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.
End to end replacement of in vehicle equipment (Airwave, MDT and Handsfree R5) demonstrated to the Fire Board and SLT.

• Detailed work ongoing with In Vehicle Systems Project, Airwave and the software suppliers for an integrated solution between Airwave, mobilisation and ESN. A trial fit took place at Newbridge 28/9/23. No significant issues identified.

• Engagement with HR and Procurement relative to the options of recruiting fitters or engaging a fitting company via Home Office CCS framework.

• Ongoing work with the Procurement Lead preparing for external fitting contract.
Recruitment roadshow at West ARC on 28 October.

Pathway to Green / Next Steps

• 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.

• Progressing vehicle device fitting options with Procurement and HR.

Director General at Scottish Government has agreed to fund (1/3) of the ESN Data First Project, with the remaining (2/3) funded by the Programme (Home Office) this allows the service to move forward with the recruitment of vehicle fitters and commence the ordering of the new devices.

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	G	G	A

Significant Milestone Forecast	Progress	Status	Planned	Latest Predicted Date
Agreed funding (SG and Programme) (Data First)	100%	In Progress	30/6/2022	10/10/2023
Migration to ESN Data First	75-100%	In Progress	30/8/2023	30/11/2023
Data coverage testing (Assure)	75-100%	In Progress	31/12/2023	31/12/2023
Fleet Technicians recruited	25-50%	In Progress	30/09/2023	31/12/2023
Installation Company employed	25-50%	In Progress	11/01/2024	11/01/2024

Critical Path - Project Stage

	Gate 0 - INTAKE		Gate 1 - PLANNING		Gate 2 - DELIVERY		Gate 3 - CLOSURE	
	Planned Completion	Actual Completion	Planned Completion	Actual Completion	Planned Completion	Actual Completion	Planned Completion	Actual Completion
	30/06/2020	30/07/2020	30/08/2020	tbc	30/08/2023	tbc	30/06/2026 tbc	tbc

Critical Risk, Issue & Inter-Project Dependencies

Dependency BRAG	Key Inter-Dependency	From (Giver)	To (Receiver)	Due Date (From)	Due Date (To)
Complete	Scottish Government Funding - finance agreed	Scottish Government	ESN	01/01/2013	10/10/2023
On Track	Command and Control New Mobilisation System No immediate issue or risk, this will become an issue as we approach move over to ESN from Airwave.	NMS	SFRS/ESN	01/01/2013	01/07/2025

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	Date Identified	Risk Owner	By When
16	Recruitment and retention of vehicle fitting staff	Working with HROD to recruit. Possibility of short term contract offers, plan to advertise well underway. Recruitment event in October.	01/01/2022	Head of People	31/12/2023
12	There is a risk of the technical integration of ESN into 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.	Ongoing work to integrate Airwave, IVS and ESN Projects alongside BAU and NMS Project.	01/07/2023	Project Managers and Head of ICT	31/12/2023
12	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.	Ongoing dialogue between the Strategic Lead and Scottish Government finance leads at Scottish Strategic Group meetings.	01/01/2021	Strategic Lead/SRO	31/12/23

Issue Impact	Top 3 Delivery Issues	Corrective Action	Date Identified	Issue Owner	By When
Medium	Logistics of vehicle device fitting along with availability of fitters and vehicles.	Strategy to recruit device fitters or employ a fitting company via a Home Office framework. Plans in place to coordinate all phases of fit across all areas involving LSO staff. Booking system designed business process in place to structure this work.	01/01/2021	Programme Manager/Head of Fleet	31/12/23

Financial & Benefit Tracking

Provisional Financial Tracking
Reporting period: 2023/2024, PERIOD 6

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

£ 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:

Review once funding approved

PROJECT HIGHLIGHT REPORT
14 September - 11th October 2023

SCOTTISH FIRE AND RESCUE SERVICE

Project Name	Low Carbon Appliance		SRO	DACO Stewart Nicholson	Project Manager	GC Paul Robertson	Project Start Date	01/04/2020	Original Project End Date	31/03/2024	Change Rev
Strategic Outcome Alignment	Outcome 3	Outcome 4							Revised Project End Date	30/06/2024	Rev 2

Project Update

Update on period September -October - information below presented to 11th October Project Board

· 150kw charger now Commissioned 25kw lead tidied up in appliance hall

· **Appliance on the run as planned 7th October**

· Vehicle information card V1.0 developed and all personnel informed living document for comments as proof of concept

· **Further enagegment session with LFB sheduled**

Pathway to Green / Next Steps

Next Steps - October 23 >

· Date sheduled for Technician training and snagging alighned with 13 week schedule

· **Workshop to agree benefits/success criteria to be scheduled (delayed to complete training schedule for personnel)**

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Project Governance & Mgmt. Control

Current Period Delivery Trend	↗	Business Case	Project Dossier	Risk Register	Project Phase
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
Commission charging infrastructure	100%	Complete	Complete	29/09/2023
SME Workshops	100%	Complete	Complete	30/09/2023
Build complete and delivery to SFRS	100%	Complete	Complete	Complete
Training and familiarisation commences	100%	Complete	Complete	01/10/2023
Benefits/Success criteria agreed	25-50%	In Progress	30/04/2023	01/10/2023
On the run date to be agreed - Met	100%	Complete	Complete	07/10/2023

Critical Path - Project Stage

	Gate 0 - INTAKE		Gate 1 - PLANNING		Gate 2 - DELIVERY		Gate 3 - CLOSURE	
	Planned Completion	Actual Completion	Planned Completion	Actual Completion	Planned Completion	Actual Completion	Planned Completion	Actual Completion
	31/10/2021	01/10/2021	01/05/2022	01/05/2022	01/03/2023	01/08/2023	31/03/2024	

Critical Risk, Issue & Dependencies

Dependency BRAG	Key Inter-Dependency	From (Giver)	To (Receiver)	Due Date (From)	Due Date (To)
At Risk	Infrastructure supply from third party	SWARCO	SFRS	01/04/2023	01/09/2023

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	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	01/04/2020	DACO Stewart Nicholson	30/06/2024
9	Infastructure	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	01/04/2020	DACO Stewart Nicholson	30/06/2024

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

Financial & Benefit Tracking

Provisional Financial Tracking
Reporting period: 2023/2024, PERIOD 6

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

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

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

Approach to Financial Benefit Realisation:
Project set up as a proof of concept so may not realise any financial benefits

£ Variation to BC as %	

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

- Cutover pre requisite tasks and go live task list finalised 12/09/2023
- Web Pentest report received & reviewed - 2x low impact and probability vulnerabilities detected 13/09/2023
- CR for go live submitted to CAB and approved 20/09/2023
- Website Priority two content rewrite and upload to production website 27/09/23
- Document Library Live 28/09/2023
- Web site live 28/09/2023
- Web site 20 day warranty period commenced 29/09/23
- Ongoing backlog remediations being tested and accepted by Project team for deployment 26/10/2023

Project Governance & Mgmt. Control

		Business Case	Project Dossier	Risk Register	Project Phase
Current Period Delivery Trend	➜	Business Case	Project Dossier	Risk Register	Project Phase
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	100%	Complete	31/08/2023	28/09/2023
Website Platform	100%	Complete	31/08/2023	28/09/2023
Intranet	0-25%	In Progress	28/02/2024	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 Completion	Actual Completion	Planned Completion	Actual Completion	Planned Completion	Actual Completion	Planned Completion	Actual Completion
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
12	There is a risk that capacity challenges within the SFRS could affect the availability of staff to deliver the project which may result in delays to the project timeline.	Annual leave tracker added to shared Teams channel with Storm, liaising with relevant department for alternative resources when appropriate. Ensuring resource lined up in accordance with the overall project plan.	22/05/2023	Marysia Waters, Head of Communications and Engagement	29/03/2024
12	There is a risk that capacity challenges within the comms department could affect the availability of staff to deliver the project because of a change in directorate priorities, which may result in delays to the project timeline	Work with the supplier to confirm resource expectations and required involvement in order to set expectations within the department to ensure effective planning and contingency. Regular monitoring and reviewing of capacity at the weekly project meeting and comms weekly team meeting	03/08/2022	Marysia Waters, Head of Communications and Engagement	29/03/2024
9	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.	Ongoing liaising between Supplier and ICT to identify nintex works and resources throughout the project timeline until 29/02/2024.	27/02/2023	Marysia Waters, Head of Communications and Engagement	29/03/2024

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

Financial & Benefit Tracking

Provisional Financial Tracking				General Benefit Tracking			
Reporting period: 2023/2024 PERIOD 6				Benefit Profiles Created	Benefit Profile Created Date	Benefit Realisation Plan Created	Benefit Realisation Plan Created Date
				YES	01/06/2023	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	£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	YES	£116253.92 PA
£ Variation to BC as %	Realisation Completion Date	dd/mm/yyyy	Realisation Completion Date	30/07/2024

Approach to Financial Benefit Realisation:

These benefits will be achieved via time saving efficiencies.

£ -

SCOTTISH FIRE AND RESCUE SERVICE
Change Committee

Report No: **C/CC/37-23**

Agenda Item: **7.2**

Report to:	CHANGE COMMITTEE (CC)							
Meeting Date:	**9 NOVEMBER 2023**							
Report Title:	**ON CALL PROGRAMME CLOSE COVER PAPER**							
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 this paper is to provide summary information to the Change Committee (CC) for the Overall On Call Improvement Programme (OCIP) Closing Report and associated individual project closing reports under the OCIP being monitored by the Portfolio Office.

2	**Background**
2.1	Following discussions with strategic leaders in November 2021, it was decided that the then RVDS Strategy Project would become a strategic On Call Improvement Programme with three projects under the programme. The objectives and milestones for each project were created however the overall programme end date of June 2023 remained the same as the original project.
2.2	In relation to the Projects under the programme their predominant objectives were to research and develop a range of recommendations that would offer the Scottish Fire and Rescue Service (SFRS) a suite of options which have the potential to deliver a range of cashable and non-cashable benefits at a future point.
2.3	The only variance to this was under the attraction and recruitment improvement project where the scope was to research and realise opportunities for improvement, encourage a move away from silo working and develop an effective, efficient, fit for purpose Recruitment and Selection approach resulting in an improved candidate experience.
2.4	The Project Teams have reported to the Senior Leadership Team (SLT), Change Portfolio Progress Group (CPPG) and Change Portfolio Investment Group (CPIG) as the objectives and milestones under each project have been completed. The On Call Improvement Final Programme Report summarises the background and context of the On Call Improvement Programme, the approaches and methodology adopted, the various projects and objectives under the programme. It also defines what dependencies and interdependencies are in relation to the programme of works and identifies what these elements are.
2.5	The reports final section details the 43 recommendations as a culmination of the various projects and their objectives and outcomes. The recommendations have been presented in an easy to follow sequence:
2.5.1	Firstly, there are recommendations on improvements already delivered where there is a need for continued evolution and improvement to support full benefits realisation.

2.5.2	Recommendations on areas that are currently being piloted to ensure these are evaluated, lessons are learned, and we are better informed to make evidence led decisions on future adoption and implementation.
2.5.3	Future options recommendations for consideration are divided into short term and medium to long term. Finally, additional recommendations for consideration to provide dedicated On Call subject matter expert resources and options for a structured approach to deliver approved recommendations.
2.6	A range of options have been presented which, if adopted, could provide a full range of both cashable and non-cashable benefits. The delivery and value of these benefits will however be dependent on which, if any, of the proposed recommendations and options SLT chooses to progress and ultimately what the full benefits realisation will look like.
2.7	Working alongside colleagues in the portfolio office individual end of project closing reports have been completed as well as an overall OCIP closing report. These have been scrutinised and approved by the National On Call Leadership Forum (NOCLF), On Call Improvement Programme Board (OCIPB), CPPG and CPIG.
3	**Main Report/Detail**
3.1	**Delivery To Time:** Original: 30 June 2023 Actual: 30 June 2023 The key defined milestones and workstreams within each project were delivered on time. Project Plans were monitored regularly to assess impact of resource and capacity challenges against time and quality, with priorities being realigned accordingly to ensure the various projects and overall programme remained on track.
3.2	**Delivery To Cost:** As the programme and projects within it were developed without a full business case there was no overall nor project costs identified. The only business case that was developed and agreed was for the temporary formation of the On Call Support Team which was pre programme launch. The delivery of the programme was a matrix approach in terms of resources and as such costs were considered to be part of business as usual. Due to this we are unable to separate the costs out for each project with the understanding the programme did not have any dedicated budget hence no regular reporting on finances.
3.3	**Delivery to Quality**: We have delivered the agreed objectives and milestones from each project across the programme as per the intended outputs. These have been delivered and based on extensive research and evidence led. There have been challenges experienced across the projects in terms of time and quality predominantly due to conflicting priorities and capacity of subject matter experts (SME's), project leads and stakeholders.
4	**Recommendation**
4.1	The Change Committee note and support the overall On Call Programme Closing Report and associated individual project closing reports so that the programme can be officially closed down and handed over to Senior Responsible Officer's (SRO's) for the next phase of On Call improvement.

5	Key Strategic Implications
5.1 5.1.1	**Risk** All risks are now closed. Any open risks highlighted during the programme are already owned by the relevant functions and directorates or moved over to appropriate Directorates.
5.2 5.2.1	**Financial** Dependant on recommendations taken forward. Further benefits and financial planning would be required.
5.3 5.3.1	**Environmental & Sustainability** No specific implications.
5.4 5.4.1	**Workforce** Implications for our workforce will require further exploration based on the recommendations taken forward.
5.5 5.5.1	**Health & Safety** Any decision taken to enhance the current On Call ways of working will improve the health and safety of this staff group.
5.6 5.6.1	**Health & Wellbeing** Any decision taken to enhance the current On Call ways of working will improve the health and wellbeing of this staff group.
5.7 5.7.1	**Training** Implications for training will depend on what recommendations are taken forward and would require further exploration.
5.8 5.8.1 5.8.2	**Timing** Enhancing the established structure and infrastructure to coordinate the recommendations being progressed will positively impact on our ability to make improvements in a timeously way. Timing of any agreed terms and conditions standardisation for our On Call which are interlinked and dependant on some recommendations being put forward.
5.9 5.9.1	**Performance** Any enhancement on our current ways of working and processes will improve the effectiveness and efficiency of our operational response and support provided to our local communities.
5.10 5.10.	**Communications & Engagement** Dependant on recommendations taken forward.
5.11 5.11.	**Legal** Further exploration dependant on what recommendations are taken forward.
5.12 5.12.1	**Information Governance** DPIA completed No. If not applicable state reasons. DPIA requirements will be dependent on and informed by what recommendations are progressed.
5.13 5.13.1	**Equalities** EHRIA completed No. If not applicable state reasons. EHRIA requirements will be dependent on and informed by what recommendations are progressed.

5.14	**Service Delivery**	
5.14.1	Any enhancement on our current On Call ways of working, procedures and processes will improve the effectiveness and efficiency of our operational response and the support provided to our local communities.	

6	**Core Brief**	
6.1	Not applicable	

7	**Assurance (SFRS Board/Committee Meetings ONLY)**	
7.1	**Director:**	David Farries, Director of Service Delivery.
7.2	**Level of Assurance: (Mark as appropriate)**	**Substantial/**~~Reasonable/Limited/Insufficient~~
7.3	**Rationale:**	Throughout the lifetime of the programme there has been a robust level of scrutiny and governance on recommendations made and objectives met under the various projects. This has involved project leads, the programme manager, National On Call Leadership Forum and the Programme Board. The final recommendations report and closing reports have also been presented to and supported by Senior Management Board (SMB), CPPG and CPIG.

8	**Appendices/Further Reading**
8.1	Appendix A. On Call Overall Closing Report
8.2	Appendix B. Attraction and Recruitment Improvement Closing Report
8.3	Appendix C. Responding Options and Duty Relationship Closing Report
8.4	Appendix D. Variable Contract Options and Station Establishment Closing Report

Prepared by:	Gavin Hammond, Group Commander
Sponsored by:	David Farries, Assistant Chief Officer, Director of Service Delivery
Presented by:	Stephen Wright, Deputy Assistant Chief Officer

Links to Strategy and Corporate Values

Outcome 2 - Communities are safer and more resilient as we respond effectively to changing risks.
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.
Outcome 6 - The experience of those who work for SFRS improves as we are the best employer we can be.
Links to Our Values of Safety, Respect, Teamwork and Innovation.

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
NOCLF	*21 June 2023*	*For Discussion*
Programme Board	*06 July 2023*	*Approved*
Change Portfolio Progress Group	*24 August 2023*	*Approved*
Change Portfolio Investment Group	*19 September 2023*	*For Information*
Change Committee	*9 November 2023*	*For Scrutiny*

SCOTTISH FIRE AND RESCUE SERVICE
Portfolio Office

ROJECT CLOSING REPORT

Programme Number:

Agenda Item: .a.1

Project Name:	ON CALL IMPROVEMENT PROGRAMME – OVERALL CLOSING REPORT
Project Start Date:	NOVEMBER 2021
Project End Date:	30 June 2023
Project Manager:	DACO Stephen Wright NOCLF Chair/GC Gavin Hammond Programme Manager
Executive Lead:	DAVID FARRIES, HEAD OF SERVICE DELIVERY

1	Project Delivery Status	
1.1	**Delivery to Time**	
1.1.1	Original: 30 March 2023 Actual: 30 June 2023 The key defined milestones and workstreams within each project were delivered on time to the approved three month extension. Project Plans were monitored regularly to assess impact of resource and capacity challenges against time and quality, with priorities being realigned accordingly to ensure the various projects and overall programme remained on track.	
1.2	**Delivery to Cost**	
1.2.1	As the programme and projects within it were developed without a full business case there was no overall nor project costs identified. The only business case that was developed and agreed was for the temporary formation of the On Call Support Team which was pre programme launch. The delivery of the programme was a matrix approach in terms of resources and as such costs were considered to be part of business as usual. Due to this we are unable to separate the costs out for each project with the understanding the programme did not have any dedicated budget hence no regular reporting on finances.	
1.3	**Delivery to Quality**	
1.3.1	We have delivered the agreed objectives and milestones from each project across the programme as per the intended outputs. These have been delivered and based on extensive research and evidence led. There have been challenges experienced across the projects in terms of time and quality predominantly due to conflicting priorities and capacity of SME's, project leads and stakeholders.	
1.4	**Delivery to Outputs/Milestones**	
1.4.1	**Anticipated from Dossier**	**Achieved**	**Reason/Comment**
	Variable Contract Options and On Call Station Establishments	Yes	See specific project closing report
	Attraction and Recruitment Improvements	Yes	See specific project closing report

	Responding Options and Duty System Relationships	Yes	See specific project closing report
2	**Benefits**		
2.1	In relation to the Projects under the programme their predominant objectives were to research and develop a range of options that would offer SFRS a suite of options and recommendations which have the potential to deliver a range of cashable and non-cashable benefits at a future point. The only variance to this was under the attraction and recruitment improvement project where the scope was to research and realise opportunities for improvement, encourage a move away from silo working and develop an effective, efficient, fit for purpose Recruitment and Selection approach resulting in an improved candidate experience. The Project Teams have now reported to SLT and provided them with a range of options which, if adopted, could provide a full range of both cashable and non-cashable benefits as identified in the On Call Draft Benefits Presentation which is attached as an appendix. The delivery and value of these benefits will however be dependent on which, if any, of the proposed recommendations and options SLT chooses to progress and ultimately what the full benefits realisation will look like.		
3	**Disbenefits**		
3.1	**Cashable**		
3.1.1	**Anticipated from Dossier**	**Achieved**	**Reason/Comment**
	Resources and capacity of stakeholders	Yes	Access to stakeholders and subject matter experts has been a challenge due to no dedicated project team, the concurrent On Call project activity which they were asked to engage in, and conflicting Service priorities during the life cycle of the project.
	Project lead resourcing and capacity	Yes	No dedicated full-time project leads with conflicting priorities and workloads during the life cycle of the project.
	Salaries of project/On Call Support team	Yes	On Call Support Team has been created on a temporary basis and as such has been utilised to coordinate and drive forward the numerous projects.
	Additional costs of wider Support Team	No	Business case for additional resources was not approved.
3.2	**Non-Cashable**		
3.2.1	**Anticipated from Dossier**	**Achieved**	**Reason/Comment**
	Reduced morale and sense of worth and value across our On Call	Dependent on decisions regarding recommendations progressed	Will be dependent on continued progression with the projects outcomes and recommendations being put forward for consideration.
4	**Project Interdependencies**		

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4.1	**Project**	**Interdependency**	**Impact**
	On Call Variable Contract Options and Station Establishments	To maximise benefits realisation from this project there is the need for recommendations made across other On Call projects to be supported, implemented and sustained	Introducing recommendations from this project in isolation will provide a degree of improvement in the short term. Benefits maximisation requires a holistic approach supporting and implementing recommendations made across the whole On Call Improvement Programme the benefits of which can only be fully realised over the medium to long term. Level of impact will be dependent on what recommendations are to be taken forward.
	On Call Responding Options and Duty System Relationships Project	To maximise benefits realisation from this project there is the need for recommendations made across other On Call projects to be supported, implemented and sustained	Introducing recommendations from this project in isolation will provide a degree of improvement in the short term. Benefits maximisation requires a holistic approach supporting and implementing recommendations made across the whole On Call Improvement Programme the benefits of which can only be fully realised over the medium to long term. Level of impact will be dependent on what recommendations are taken forward.
	On Call Attraction and Recruitment Improvements Project	To maximise benefits realisation from this project there is the need for recommendations made across other On Call projects to be supported, implemented and sustained	Introducing recommendations from this project in isolation will provide a degree of improvement in the short term. Benefits maximisation requires a holistic approach supporting and implementing recommendations made across the whole On Call Improvement Programme the benefits of which can only be fully realised over the medium to long term. Level of impact will be dependent on what

		recommendations are taken forward.
5	**Lessons Identified**	
5.1	**Lessons Identified/Learned**	
	- Having a consistent and dedicated project lead - No dedicated full-time project leads with conflicting priorities and workloads during the life cycle of the project married with numerous changes to project leads across the lifecycle of the project presented challenges and delays to progress. - There was real merit in having a dedicated project team as devoted SME, to support continuity of dedicated personnel throughout project lifecycle and as a central link for project leads, SPOCs (single point of contacts) and stakeholders. - Projects were impacted by conflicting strategic priorities which required to be managed throughout the project lifecycle, as well as individual project scope creep (e.g. migration, latent resource, RPL (Recognition of Prior Learning)). - Managing large SME research groups presented difficulties, in terms of the level of coordination and the ability to reflect the needs and challenges of the local Area experiences, particularly for a part time project lead. The value and requirement to lean heavily on the On Call Support Team was clearly apparent. - Scale and volume of concurrent On Call projects and milestones requiring access to SMEs and stakeholders for engagement was an ever-present challenge. - Future projects to ensure that project benefits are identified at outset and are realistic based on the scope of the project to ensure that these can be achieved within the intended timeframe of the project itself. - To be reflective of the SFRS engagement/peer review/exploratory work with UK services had to be extensive (no single service reflects our challenges) we learned very quickly this could not have been achieved without the dedicated OCST resource. - The separation of the Programme into 3 Projects made it difficult to reflect benefits and dependencies/interdependencies in the appropriate context. The move to aligned milestones and completion dates assisted along with the storyboard/presentation approach to show the connections from each project. Also see individual project closing reports for other specific lessons learnt.	
6	**Outstanding Project Risk**	
6.1	The programme has delivered to milestones and outcomes, all risks identified in relation to the delivery of the programme are no longer relevant and have been closed off. Other risks highlighted during the programme are already owned by the relevant functions and directorates. The recommendations delivered under the programme if supported aim to reduce and/or mitigate these existing risks.	
7	**Future Projects**	
7.1	Recommendations taken forward are likely to be delivered under the SSRP (Strategic Service Review Programme) or business as usual continuous improvement. Recommendations will be prioritised in terms of business need, and some may be deferred or not taken forward	

	The recommendations made will be prioritised and ranked to identify whether they are to be progressed and be delivered under SSRP or business as usual within the Service Delivery Operations function via the On Call Support Team.
8	**Performance Measure**
	Performance measures were created at the start of the programme using baseline figures at that time in line with the then ways of working and monitoring. A measurement framework and SMART objectives were agreed at that time and has been included as an appendix. Baseline measures were developed to inform where the programmes focus needed to be. Realising success against these measures will come under BaU (Business as Usual) as improvements made are embedded and other recommendations are implemented.
9	**Appendices/Further Reading**
9.1	

Prepared by:	GC G Hammond/On Call Support Team
Sponsored by:	DACO Stephen Wright
Presented by:	GC G Hammond/GC R Anderson

Links to Strategy
SFRS Strategic Plan 2022 – 2025 Outcome 1 SFRS Strategic Plan 2022 – 2025 Outcome 2 SFRS Strategic Plan 2022 – 2025 Outcome 3 SFRS Strategic Plan 2022 – 2025 Outcome 5 SFRS Strategic Plan 2022 – 2025 Outcome 6

Governance Route for Report	**Meeting Date**	**Comment**
NOCLF	*21 June 2023*	*For Discussion*
Programme Board	*06 July 2023*	*Approved*
Change Portfolio Investment Group	*23 August 2023*	*For Information*
Change Portfolio Progress Group	*24 August 2023*	*Approved*
Change Portfolio Investment Group	*19 September 2023*	*For Information*
Change Committee	*9 November 2023*	*For Scrutiny*

Completed Project Closing Reports should be submitted to the Portfolio Office at SFRS.PortfolioOffice@firescotland.gov.uk

SCOTTISH FIRE AND RESCUE SERVICE

Portfolio Office

ROJECT CLOSING REPORT

Programme Number:

Agenda Item: .a.1

Project Name:	**On Call Attraction & Recruitment Improvements Project**
Project Start Date:	**November 2021**
Project End Date:	**June 2023**
Project Manager:	**People Manager Karen Lewis** **AC Marc Pincombe**
Executive Lead:	**ACO David Farries, Head of Service Delivery**

1	**Project Delivery Status**
1.1	**Delivery to Time**
1.1.1	Original: 30 March (revised 30 June 2023) Actual: 30 June 2023 All key defined milestones within the project workstream were delivered on time. Project Plans were monitored regularly to assess impact of resource and capacity challenges against time and quality, with priorities being realigned accordingly to ensure the project remained on track.
1.2	**Delivery to Cost**
1.2.1	There were no direct costs associated with the delivery of this Project. The project scope was to realise opportunities for improvement, encourage a move away from silo working and develop an effective, efficient, fit for purpose R&S approach resulting in an improved candidate experience. Efficiencies in administration were identified and have been addressed. In addition, effective programming of the key stages of the process, has helped balance known stakeholder resource and capacity challenges. The introduction of a Pre-Recruitment Engagement Programme (PREP) has been pivotal to improving the candidate experience. PREP Phase 1 is live across the SFRS. PREP Phase 2 is currently being piloted within 6 LSO Areas. Resources and costs for extending PREP 2 SFRS wide, is included within the suite of final programme report recommendations. A business case was submitted for the re-imbursement of candidate recruitment travel expenses and a 12 month pilot agreed. A review of costs incurred and impact on application rates will be assessed upon conclusion of the pilot in April 2024. The delivery of the programme was a matrix approach in terms of resources and as such costs were considered to be part of business as usual. Due to this we are unable to separate the costs out for each project with the understanding the programme did not have any dedicated budget hence no regular reporting on finances.

1.3	Delivery to Quality		
1.3.1	The Project has delivered a revised R&S process that embraces collaborative stakeholder engagement. The revised process has been in place for c.9 months with some early benefits realised. However, it is recognised that a continued focus and resource is required to fully embed the new arrangements to ensure business needs are met and candidate experience improved. The ongoing development of a R&S dashboard will be pivotal to informing whether we are focussing on the right things to fully deliver the outputs and outcomes expected.		
1.4	Delivery to Outputs/Milestones		
1.4.1	**Anticipated from Dossier**	**Achieved**	**Reason/Comment**
	Develop a preferred option to re-brand our RVDS to aid and support our ability to attract and recruit and present recommendations through SFRS governance	Yes	Rebrand proposal for "On Call" nomenclature to be adopted was presented and ratified at the On Call Improvement Board in Feb 2022, followed by a soft launch with supporting comms in Mar 2022.
	Review, redesign and implement changes to processes to maximise recruitment prospects in local areas Understand current RVDS recruitment processes and requirements ("as is") Re-design, develop and refine RVDS recruitment processes and requirements, Present recommendations of identified redesign and improvements to our recruitment processes and requirements Implement agreed recommendations	Yes	A critical review of the R&S process was undertaken, supported by a Task & Finish Process Improvement Review and external benchmarking. A revised decentralised R&S process was scoped in collaboration with stakeholders. A recommendation paper outlining the revised R&S process was ratified at the Improvement Board in Apr 2022 and the new process went live in Sep 2022, supported by an extensive programme of briefings to help embed the new arrangements.
	Develop national best practice RVDS attraction and recruitment media toolbox including templates to support local attraction and recruitment needs and messaging. Scoping with stakeholders via RVDS Support Team Design templates, feedback processes, agree communication mechanisms & hosting	Yes	A Short Life Working Group was established to develop content and a distinctive SFRS Careers brand for On Call created, to support a consistent approach across SFRS Scotland wide. The Toolbox is hosted on iHub and launched in May 2022.

	Recommendations to NRVLF Toolbox launch		
	SFRS website content to have RDS & VDS specific information and redesigned attraction & recruitment documentation Review, engage and redesign current attraction and recruitment documentation Evaluate feedback and redesign documents supported by Comms Work with graphics for finalising look & feel Present redesigned material to NRVLF for approval Service wide promotion of new material/documents including social media	Yes	Engaging and informative website content was developed in collaboration with stakeholders and was published in September 2022, aligned to the new national vacancy go live date. SFRS Website content now provides an overview of the role, the terms, and conditions applicable to an On Call Firefighter on the Retained Duty System and Volunteer Duty System and key details about the recruitment process.
	Engagement with staff, partners and stakeholders (employers) to explore themes, issues, challenges and strengths to inform future attraction & recruitment approaches both nationally and locally, Primary employer support and recognition	Yes	Primary Employer Recognition Framework scoped and implemented.
	Design, rollout and evolve a supported RVDS pre-employment engagement programme (PEEP) to enhance the candidate experience and recruitment success rates. Building in opportunities for the PEEP to streamline recruitment processes and future development of candidates Roll out and imbedding of RVDS PEEP Phase One nationally Through the Local Solutions Task & Finish Group agree development of Phase Two, identify and coordinate Phase Two trials Evaluate Phase Two trials and make recommendations for	Yes	PREP evolved in response to considerations of how to enhance candidate experience and recruitment success rates. Phase 1 was piloted and then rolled out nationally ahead of the now active Phase 2 pilot. Phase 2 roll out is part of the suite of recommendations presented to SLT for consideration.

	national implementation of evolved PEEP Further develop the programme building in opportunities to provide additional options to local areas in support of the RVDS recruitment processes up to and including requirements of trainee firefighters Evaluate additional trials and make recommendations for national implementation of evolved PEEP. PEEP now known as PREP (Pre-Recruitment Engagement Programme)		
	Project finish/close.	Yes	Final Recommendation paper presented to and supported by NOCLF and Programme Board for SLT consideration.
2	**Benefits**		
2.1	The project scope was to research and realise opportunities for improvement, encourage a move away from silo working and develop an effective, efficient, fit for purpose Recruitment and Selection approach resulting in an improved candidate experience. The projects objectives were to implement incremental improvements during the lifetime of the project and offer SFRS a suite of options and recommendations which have the potential to deliver a range of cashable and non-cashable benefits. The Project Teams have now reported to SLT and provided them with a range of options which, if adopted, give a platform of core working arrangements and ways of working that could provide a full range of both cashable and non-cashable benefits. The delivery and value of these benefits will however be dependent on which, if any, of the proposed recommendations and options SLT choses to progress and ultimately what the full benefits realisation will look like.		
3	**Disbenefits**		
3.1	**Cashable**		
3.1.1	**Anticipated from Dossier**	**Achieved**	**Reason/Comment**
	Resources and capacity of stakeholders	Yes	Access to stakeholders and subject matter experts has been a challenge due to no dedicated project team and conflicting Service priorities during the life cycle of the project.
	Salaries of project/On Call Support team	Yes	On Call Support Team has been created on a temporary basis and as such has been utilised to coordinate and drive forward the numerous project workstreams.
	Project Lead resourcing and capacity	Yes	No dedicated full time project leads.
	Additional costs of wider Support Team	No	Business case for additional resources was not approved.

3.2	**Non-Cashable**		
3.2.1	**Anticipated from Dossier**	**Achieved**	**Reason/Comment**
	n/a		

4	**Project Interdependencies**		
4.1	**Project**	**Interdependency**	**Impact**
	On Call Variable Contract Options and Station Establishments	Recommendations taken forward will support the attraction and retention of On Call staff	Introducing recommendations from this project in isolation will provide a degree of improvement in the short term. Benefits maximisation requires a holistic approach supporting and implementing recommendations made across the whole On Call Improvement Programme, the benefits of which can only be fully realised over the medium to long term. Level of impact will be dependent on what recommendations are taken forward but is anticipated to be low.
	On Call Responding Options and Duty System Relationships	Recommendations taken forward will support the SFRS (Scottish Fire and Rescue Service) in attracting potential candidates to the role as well as enhance our ability to retain staff	Introducing recommendations from this project in isolation will provide a degree of improvement in the short term. Benefits maximisation requires a holistic approach supporting and implementing recommendations made across the whole On Call Improvement Programme, the benefits of which can only be fully realised over the medium to long term. Level of impact will be dependent on what recommendations are taken forward but is anticipated to be medium.

5	**Lessons Identified**
5.1	• Resource and capacity issues have been a significant challenge throughout the Project journey. It is very much apparent to the Project Team that this is not a task and finish project and requires an ongoing consistent focus to fully embed the new arrangements, otherwise historical challenges will resurface with limited benefits realised. • Conflicting strategic priorities and scope creep (migration, latent resource, RPL). • Overall lessons learnt across all projects under the programme have been captured in the Programme Cover Closing Report*

6	**Outstanding Project Risk**
6.1	The programme has delivered to milestones and outcomes, all risks identified in relation to the delivery of the programme are no longer relevant and have been closed off.

Other risks highlighted during the programme are already owned by the relevant functions and directorates. The recommendations delivered under the programme if supported aim to reduce and/or mitigate these existing risks.

7	**Future Projects (Potential Dependent on Recommendations taken forward)**	
7.1	Recommendations taken forward are likely to be delivered under the SSRP (Strategic Service Review Programme) or business as usual continuous improvement. Recommendations will be prioritised in terms of business need, and some may be deferred or not taken forward The recommendations made will be prioritised and ranked to identify whether they are to be progressed and be delivered under SSRP or business as usual within the Service Delivery Operations function via the On Call Support Team. Below are some examples of further evolution of workstreams that have been recommended to progress forward.	
7.2	**Title**	**Intended Product/Benefit**
	Migration of On Call to Wholetime	To provide On Call personnel with development pathways / improve retention rates / alleviate anticipated challenges relating to wholetime resourcing.
	Accelerated recruitment of On Call to Wholetime	Improve On Call retention / enhance ability to recruit
	Dual Contract Improvements	Increase in daytime availability / assists with historical recruitment challenges
	PREP 2 National Implementation	Enhanced candidate experience and improved recruitment success rates.
	Localised Delivery of PST's	Enhanced candidate experience, attraction and improved recruitment success rates.
	Modularisation of On Call basic training	Improved employee experience as reduces time required to be away from primary employment.
8	**Performance Measure**	
8.1	Performance measures were created at the start of the programme using baseline figures at that time in line with the then ways of working and monitoring. A measurement framework and SMART objectives were agreed at that time and has been included as an appendix. Baseline measures were developed to inform where the programmes focus needed to be. Realising success against these measures will come under Business as Usual (BaU) as improvements made are embedded and other recommendations are implemented.	
9	**Appendices/Further Reading**	
9.1		

Prepared by:	People Manager Karen Lewis / Group Commander Gavin Hammond
Sponsored by:	DACO Stephen Wright
Presented by:	People Manager Karen Lewis

Links to Strategy

SFRS Strategic Plan 2022 – 2025 Outcome 1
SFRS Strategic Plan 2022 – 2025 Outcome 2
SFRS Strategic Plan 2022 – 2025 Outcome 3
SFRS Strategic Plan 2022 – 2025 Outcome 5

SFRS Strategic Plan 2022 – 2025 Outcome 6		
Governance Route for Report	**Meeting Date**	**Comment**
NOCLF	*21 June 2023*	*For Discussion*
Programme Board	*06 July 2023*	*Approved*
Change Portfolio Progress Group	*24 August 2023*	*Approved*
Change Portfolio Investment Group	*19 September 2023*	*For Information*
Change Committee	*9 November 2023*	*For Scrutiny*

Completed Project Closing Reports should be submitted to the Portfolio Office at SFRS.PortfolioOffice@firescotland.gov.uk

SCOTTISH FIRE AND RESCUE SERVICE
Portfolio Office

ROJECT CLOSING REPORT

Programme Number:

Agenda Item: .a.2

Project Name:	**RESPONDING OPTIONS & DUTY SYSTEMS RELATIONSHIPS**
Project Start Date:	**NOVEMBER 2021**
Project End Date:	**April 2023 (**Revised to June 2023)
Project Manager:	**AC MARK BRYCE / GC GAVIN HAMMOND**
Executive Lead:	**ACO DAVID FARRIES HEAD OF SERVICE DELIVERY**

1	**Project Delivery Status**		
1.1	**Delivery to Time**		
1.1.1	Original: April 23 (revised June 2023) Actual: 30 June 2023 The key defined milestones within the project workstreams were delivered on time. Project Plans were monitored regularly to assess impact of resource and capacity challenges against time and quality, with priorities being realigned accordingly to ensure the project remained on track.		
1.2	**Delivery to Cost**		
1.2.1	As the project scope was to develop and present recommendations for decision there were no direct costs associated with delivery of this project. The delivery of the programme was a matrix approach in terms of resources and as such costs were considered to be part of business as usual. Due to this we are unable to separate the costs out for each project with the understanding the programme did not have any dedicated budget hence no regular reporting on finances.		
1.3	**Delivery to Quality**		
1.3.1	We have delivered the objectives and milestones from the project dossier as the intended outputs. These have been based on extensive research and evidence led. There have been challenges experienced throughout the project in terms of time and quality predominantly due to conflicting priorities of SME's and project leads.		
1.4	**Delivery to Outputs/Milestones**		
1.4.1	**Anticipated from Dossier**	**Achieved**	**Reason/Comment**
	Develop and make recommendations for formalising opportunities for migration across uniformed duty systems	Yes	Recommendations made which were then progressed through to implementation of an On Call to WT migration pilot
	Develop and make recommendations on formalised opportunities for Recognition of Prior Learning (RPL), fast track to competent options, supporting re-engagement.	Yes	RPL policy and guidance created, consulted on and agreed. Fast track to competent options made and are being piloted as part of the consequential learning from migration pilot

	Develop and make recommendations for increasing the uptake of dual contract opportunities, utilising uniform and support staff to support our On Call.	Partially	Recommendations have been made to support the uptake and retention of uniformed dual contract personnel. Development of recommendations regarding support staff has had to be deferred due to access to and capacity of SME's.
	Develop and make recommendations on formalised opportunities for utilising uniformed non-operational roles to support On Call availability and individual's operational competence.	Yes	Recommendations made which were then progressed through to partial implementation via STAG; Latent Resource Non-Operational Uniform Staff
	Develop and make recommendations for formalised On Call development pathways.	Yes	Development pathways reviewed by Leadership, skills and development team. Equity of access to include On Call staff and various delivery options and methods introduced to support attendance of On Call.
	Phased Response Options - Undertake research, Scope out options and Present recommendations paper	Yes	Recommendation paper presented to and supported by NOCLF and Programme Board for SLT consideration
	Rostering of RVDS crews - Scope out parameters and options for SFRS rostering, options/approaches, Present recommendations.	Yes	Recommendation paper presented to and supported by NOCLF and Programme Board for SLT consideration
	Flexible mobilisation (personnel skills set based mobilising) and Station Clusters (combining station resources) workstreams amalgamated	Yes	Workstreams amalgamated and recommendations paper presented to and supported by NOCLF and Programme Board for SLT consideration

2	**Benefits**
2.1	The projects objectives were to research a range of options that would offer SFRS a suite of options and recommendations which have the potential to deliver a range of cashable and non-cashable benefits. The Project Teams have now reported to SLT and provided them with a range of options which, if adopted, give a platform of core working arrangements and ways of working that could provide a full range of both cashable and non-cashable benefits. The delivery and value of these benefits will however be dependent on which, if any, of the proposed recommendations and options SLT choses to progress and ultimately what the full benefits realisation will look like.

3	**Disbenefits**
3.1	**Cashable**

3.1.1	**Anticipated from Dossier**	**Achieved**	**Reason/Comment**
	Resources and capacity of stakeholders	Yes	Access to stakeholders and subject matter experts has been a challenge due to no dedicated project team and conflicting Service priorities during the life cycle of the project.
	Project lead resourcing and capacity	Yes	No dedicated full-time project leads with conflicting priorities and workloads during the life cycle of the project

	Salaries of project/On Call Support team	Yes	On Call Support Team has been created on a temporary basis and as such has been utilised to coordinate and drive forward the numerous projects.
	Additional costs of wider Support Team	No	Business case for additional resources was not approved.
3.2	**Non-Cashable**		
3.2.1	**Anticipated from Dossier**	**Achieved**	**Reason/Comment**
	Reduced morale and sense of worth and value across our On Call	Dependent on decisions regarding recommendations progressed	Will be dependent on continued progression with the projects outcomes and recommendations being put forward for consideration.
4	**Project Interdependencies**		
4.1	**Project**	**Interdependency**	**Impact**
	On Call Variable Contract Options and Station Establishments	To maximise benefits realisation from this project there is the need for recommendations made across other On Call projects to be supported, implemented and sustained	Introducing recommendations from this project in isolation will provide a degree of improvement in the short term. Benefits maximisation requires a holistic approach supporting and implementing recommendations made across the whole On Call Improvement Programme the benefits of which can only be fully realised over the medium to long term. Level of impact will be dependent on what recommendations are to be taken forward. Between these 2 projects the impacts are likely to be medium to high.
	On Call Attraction and Recruitment Improvements Project	To maximise benefits realisation from this project there is the need for recommendations made across other On Call projects to be supported, implemented and sustained	Introducing recommendations from this project in isolation will provide a degree of improvement in the short term. Benefits maximisation requires a holistic approach supporting and implementing recommendations made across the whole On Call Improvement Programme the benefits of which can only be fully realised over the medium to long term. Level of impact will be dependent on what recommendations are taken forward but is anticipated to be low to medium.
5	**Lessons Identified**		
5.1	• Having a consistent and dedicated project lead - No dedicated full-time project leads with conflicting priorities and workloads during the life cycle of the project married with numerous changes to project leads across the lifecycle of the project presented challenges and delays to progress.		

- Conflicting strategic priorities and scope creep (migration, latent resource, RPL)
- *Overall lessons learnt across all projects under the programme have been captured in the Programme Cover Closing Report*

6	Outstanding Project Risk
6.1	The programme has delivered to milestones and outcomes, all risks identified in relation to the delivery of the programme are no longer relevant and have been closed off. Other risks highlighted during the programme are already owned by the relevant functions and directorates. The recommendations delivered under the programme if supported aim to reduce and/or mitigate these existing risks.

7	Future Projects
7.1	Recommendations taken forward are likely to be delivered under the SSRP (Strategic Service Review Programme) or business as usual continuous improvement. Recommendations will be prioritised in terms of business need, and some may be deferred or not taken forward The recommendations made will be prioritised and ranked to identify whether they are to be progressed and be delivered under SSRP or business as usual within the Service Delivery Operations function via the On Call Support Team.

8	Performance Measure
8.1	Performance measures were created at the start of the programme using baseline figures at that time in line with the then ways of working and monitoring. A measurement framework and SMART objectives were agreed at that time and has been included as an appendix. Baseline measures were developed to inform where the programmes focus needed to be. Realising success against these measures will come under BaU (Business as Usual) as improvements made are embedded and other recommendations are implemented.

9	Appendices/Further Reading
9.1	

Prepared by:	GC G Hammond/On Call Support Team
Sponsored by:	DACO Stephen Wright
Presented by:	GC G Hammond/GC R Anderson

Links to Strategy

SFRS Strategic Plan 2022 – 2025 Outcome 1
SFRS Strategic Plan 2022 – 2025 Outcome 2
SFRS Strategic Plan 2022 – 2025 Outcome 3
SFRS Strategic Plan 2022 – 2025 Outcome 5
SFRS Strategic Plan 2022 – 2025 Outcome 6

Governance Route for Report	Meeting Date	Comment
NOCLF	*21 June 2023*	*For Discussion*
Programme Board	*06 July 2023*	*Approved*
Change Portfolio Progress Group	*24 August 2023*	*Approved*
Change Portfolio Investment Group	*19 September 2023*	*For Information*
Change Committee	*9 November 2023*	*For Scrutiny*

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SCOTTISH FIRE AND RESCUE SERVICE
Portfolio Office

ROJECT CLOSING REPORT

Programme Number:

Agenda Item: .a.3

Project Name:	**VARIABLE CONTRACT OPTIONS & RVDS STATION ESTABLISHMENTS**
Project Start Date:	**NOVEMBER 2021**
Project End Date:	**June 2023**
Project Manager:	**DEPUTY HEAD OF PEOPLE RACHAEL SCOTT, & AC CRAIG McGOLDRICK**
Executive Lead:	**DAVID FARRIES, HEAD OF SERVICE DELIVERY**

1	Project Delivery Status
1.1	**Delivery to Time**
1.1.1	Original: April 23 (Extended to June 2023) Actual: 30 June 2023 The key defined milestones within the project workstreams were delivered on time. Project Plans were monitored regularly to assess impact of resource and capacity challenges against time and quality, with priorities being realigned accordingly to ensure the project remained on track.
1.2	**Delivery to Cost**
1.2.1	As the project scope was to develop and present recommendations for decision there were no direct costs associated with delivery of this project. The delivery of the programme was a matrix approach in terms of resources and as such costs were considered to be part of business as usual. Due to this we are unable to separate the costs out for each project with the understanding the programme did not have any dedicated budget hence no regular reporting on finances.
1.3	**Delivery to Quality**
1.3.1	We have delivered the objectives and milestones from the project dossier as the intended outputs. These have been based on extensive research and evidence led. There have been challenges experienced throughout the project in terms of time and quality predominantly due to conflicting priorities of SME's and leads.
1.4	**Delivery to Objectives/Milestones**

1.4.1	**Anticipated from Dossier**	**Achieved**	**Reason/Comment**
	Variable Contract Options		
	Review previous options explored as well as further research, benchmark and analysis of remuneration options and flexible solutions.	Yes	
	Develop and Define recommendations.	Yes	

	Finalise potential options and present recommendations through NOCLF and Programme Board	Yes	
	Finalise potential options and present recommendations to SLT	Yes	
	On Call Station Establishments		
	Provide and present an initial examples and options paper for consideration and decision for progression	Yes	
	Review current methodologies as well as further research, benchmarking and analysis of station establishment approaches that are cost effective and flexible being cognisant of the local communities	Yes	
	Develop and Define recommendations	Yes	
	Finalise potential options and present recommendations through SFRS governance via NOCLF and Programme Board	Yes	
	Present recommendations to SLT for consideration and decision	Yes	Final Recommendation paper presented to and supported by NOCLF and Programme Board for SLT consideration.

2	**Benefits**
	In relation to the Variable Contract Options Project, its objectives were to research a range of options that would offer SFRS the means to deliver a range of Cashable and non-Cashable benefits. The Project Teams have now reported to SLT and provided them with a range of options which, if adopted, will provide a platform of core working arrangements that will provide a full range of both Cashable and non-cashable benefits. The delivery and value of these benefits will however be dependent on which, if any, of the proposed Variable Contract Options that SLT choses, and the specific terms that SFRS introduces to meet SFRS's specific needs.

3	**Disbenefits**		
3.1	**Cashable**		
3.1.1	**Anticipated from Dossier**	**Achieved**	**Reason/Comment**
	Resources and capacity of stakeholders	Yes	Access to stakeholders and subject matter experts has been a challenge due to no dedicated project team and conflicting Service priorities during the life cycle of the project.
	Project lead resourcing and capacity	Yes	No dedicated full time project leads
	Salaries of project/RVDS Support team	Yes	On Call Support Team has been created on a temporary basis and as such has been utilised to coordinate and drive forward the numerous projects.
	Additional costs of wider Support Team if approved	No	Business case for additional resources was not approved.

3.2	Non-Cashable		
3.2.1	**Anticipated from Dossier**	**Achieved**	**Reason/Comment**

4	**Project Interdependencies**		
4.1	**Project**	**Interdependency**	**Impact**
	On Call Attraction and Recruitment Project	To maximise benefits realisation from this project there is the need for recommendations made across other On Call projects to be supported, implemented and sustained.	Introducing recommendations from this project in isolation will provide a degree of improvement in the short term. Benefits maximisation requires a holistic approach supporting and implementing recommendations made across the whole On Call Improvement Programme the benefits of which can only be fully realised over the medium to long term. Level of impact will be dependent on what recommendations are to be taken forward. Between these 2 projects the impacts are likely to be low
	On Call Responding Options and Duty System Relationships Project	To maximise benefits realisation from this project there is the need for recommendations made across other On Call projects to be supported, implemented and sustained.	Introducing recommendations from this project in isolation will provide a degree of improvement. Benefits maximisation requires a holistic approach supporting and implementing recommendations made across the whole On Call Improvement Programme the benefits of which can only be fully realised. Level of impact will be dependent on what recommendations are to be taken forward. Between these 2 projects the impacts are likely to be medium to high
	Standardisation of RDS Terms & Conditions and NJC Review	Ability to change current SFRS On Call contractual arrangements is inextricably linked to these negotiations.	Standardisation of RDS T&Cs being agreed is necessary to provide a platform for any future negotiations around the introduction of new contractual arrangements, with local discussions on standardisation now being deferred to allow the NJC working group on RDS reward package to conclude at a UK level. This will have a high impact on progressing some recommendations from this project.

5	**Lessons Identified**		
	- The absence of relevant benchmarking (station establishment vs. Availability vs. Effective cover arrangements) made it difficult to evidence and articulate our challenge. It is recognised that this is still an area that we need to learn from and capture in future Performance and Monitoring work. - Overall lessons learnt across all projects under the programme have been captured in the Programme Cover Closing Report*		

6	Outstanding Project Risk
6.1	The project has delivered to milestones and outcomes, all risks identified in relation to the delivery of the programme are no longer relevant and have been closed off. Other risks highlighted during the programme are already owned by the relevant functions and directorates. The recommendations delivered under the programme if supported aim to reduce and/or mitigate these existing risks.
7	Future Projects
	Recommendations taken forward are likely to be delivered under the SSRP (Strategic Service Review Programme) or business as usual continuous improvement. Recommendations will be prioritised in terms of business need, and some may be deferred or not taken forward The recommendations made will be prioritised and ranked to identify whether they are to be progressed and be delivered under SSRP or business as usual within the Service Delivery Operations function via the On Call Support Team.
8	Performance Measure
8.1	Performance measures were created at the start of the programme using baseline figures at that time in line with the then ways of working and monitoring. A measurement framework and SMART objectives were agreed at that time and has been included as an appendix. Baseline measures were developed to inform where the programmes focus needed to be. Realising success against these measures will come under BaU (Business as Usual) as improvements made are embedded and other recommendations are implemented.
9	Appendices/Further Reading
9.1	

Prepared by:	Rachael Scott, Deputy Head of People/AC Craig McGoldrick/OCST
Sponsored by:	DACO Stephen Wright
Presented by:	Rachael Scott, Deputy Head of People/AC Craig McGoldrick

Links to Strategy

SFRS Strategic Plan 2022 – 2025 Outcome 1
SFRS Strategic Plan 2022 – 2025 Outcome 2
SFRS Strategic Plan 2022 – 2025 Outcome 3
SFRS Strategic Plan 2022 – 2025 Outcome 5
SFRS Strategic Plan 2022 – 2025 Outcome 6

Governance Route for Report	Meeting Date	Comment
NOCLF	21 June 2023	For Discussion
Programme Board	06 July 2023	Approved
Change Portfolio Progress Group	24 August 2023	Approved
Change Portfolio Investment Group	19 September 2023	For Information
Change Committee	9 November 2023	For Scrutiny

Completed Project Closing Reports should be submitted to the Portfolio Office at SFRS.PortfolioOffice@firescotland.gov.uk

SCOTTISH FIRE AND RESCUE SERVICE

Change Committee

Report No: **C/CC/38-23**

Agenda Item: **9.1**

Report to:	**CHANGE COMMITTEE (CC)**						
Meeting Date:	**9 NOVEMBER 2023 (DATA AS OF: 11/10/23)**						
Report Title:	**PORTFOLIO OFFICE RISK LOG COVER PAPER**						
Report Classification:	**For Scrutiny**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to 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.
3.1.1	

TOTAL	**8**	**Previous Quarter**	**6**
New/ Increased Rating	**7**	**NMS003**: risk of insufficient procurement resources to progress to award of contract in an optimal timeframe**.** **NMS004:** risk that delays to successful compliance with Scottish Government Digital Assurance Office gateway reviews. **NMS019:** Risk increased due to reduced OC establishment impacting availability of SDA OC staff to progress commissioned work packages. **NMS022:** Risk of potential legal challenge by a main system provider.	

		NMS023: Risk that the current level of maturity of the SFRS Design Authority (DA) is insufficient to function effectively. PPFT006: risk of significant time delay due to no agreed completion milestone for work currently undertaken with Police Scotland. PPFT007: untold financial costs for the service due to no agreed completion date for work currently being done by Police Scotland. (Further details in 3.2)
No change	1	ESN009: There is a risk that the service will not be able to recruit and retain Vehicle Fitters for the period of the transition. (Further details in 3.3)
Closed/ Removed	3 2	Closed: SW004, SW005, SW008: due to project closure. Removed due to now below 15 NMS011: Reduced from 16 to 6. SDMP009: merged with SDMP003. (Further information as appropriate in 3.4)

PROJECT	NMS	SDMP	ESN	iHub	PPFT	Rostering	LCA
RED	3	0	0	0	0	0	0
AMBER	2	0	1	0	2	0	0

3.1.2   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.

3.2
3.2.1   **New Risks**
NMS019: There is a risk that, if due to operational pressures, there are insufficient OC staff to support commissioned standardisation of operational procedures and business rules this will result in delays to the completion of this work and impact on the position of readiness SFRS needs to be in prior to award of contract. **Rating 16**

3.2.2   NMS022: There is a risk of legal challenge by a main system provider in the event that an integrator / sub-contractors are identified as the preferred bidder. **Rating 16**

3.2.3   NMS023: There is a risk that the current level of maturity of the SFRS Design Authority (DA) is insufficient to function effectively as the interface with the NMS's Technical Design Authority (TDA) resulting in delayed decisions being made therefore impacting on the overall implementation timeline. **Rating 16**

3.2.4	**PPFT006:** This is a risk that the work currently undertaken with Police Scotland having no agreed completion milestone could lead to the project being delayed significantly. **Rating 16**
3.2.5	**PPFT007:** There is a risk that the work currently undertaken with Police Scotland having no agreed completion milestone could lead to the project being delayed significantly costing the Service untold financial costs. **Rating 16**
3.2.6	**NMS003:** 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. **Rating 15**
3.2.7	**NMS004:** There is a risk that delays to successful compliance with Scottish Government Digital Assurance Office (DAO) gateway reviews will impact upon optimal project delivery timelines which will result in a delay of project delivery. **Rating 15**
3.3 3.3.1	**No Change** **ESMCPOO9:** 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. **Rating 16**
3.4 3.4.1	**Closed risks** **SW004:** 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. **Project entering closing phase. Delivery of HFSV transferred to BAU along with residual risks**
3.4.2	**SW005:** There is a lack of progress with availability of mobile devices resulting in a failure to fully implement S&W. Previously SW10. **Project entering closing phase. Delivery of HFSV transferred to BAU along with residual risks**
3.4.3	**SW008:** 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. **Project entering closing phase. Delivery of HFSV transferred to BAU along with residual risks**
3.5 3.5.1	**Removed due to now below 15** **NMS011:** There is a risk that the number of suppliers on Crown Commercial Services framework RM6259, Lot 5 will result in an extended procurement process as a result of the number of bidders.
3.5.2	**SDMP009: Rating 15.** 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.
4	**Recommendation**
4.1	The CC is asked to: a) Note the contents of the current report b) Consider the risk mitigation actions within the report and provide feedback as necessary.

5	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 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~~
7.3	**Rationale:**	Resource and time is an ongoing risk for the organisation and we use our resources to review and manage risk mitigation, this includes new, removed, updated and closed risks.

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

Prepared by:	Joan Nilsen, Programme Officer
Sponsored by:	David Lockhart, Director of Service Development
Presented by:	Ross Robison, Area Manager 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	*9 November 2023*	*For Scrutiny*

Portfolio Office
Risk Report

Contents:

- Critical Risk Summary   – Appendix 1a
- Project Risk Control Summary   – Appendix 1b

Critical Risk Summary
Appendix 1a

Strategic Risk ID	Strategic Risk	Project Risk Ref	Risk Name	Summary	Risk Owner	Risk Rating (PxI)	Committee	Executive Board
3	Collaborate with Partners	PPFT007	Police Scotland collaboration - increased costs due to delays	There is a risk that the work currently undertaken with Police Scotland having no agreed completion milestone could lead to the project being delayed significantly costing the Service untold financial costs	Lyndsey Gaja	16 (4 x 4)	CC	CPPG
3	Collaborate with Partners	PPFT006	Police Scotland collaboration - delayed timelines	This is a risk that the work currently undertaken with Police Scotland having no agreed completion milestone could lead to the project being delayed significantly	Lyndsey Gaja	16 (4 x 4)	CC	CPPG
5	Skilled, trained and motivated staff	NMS023	SFRS DA maturity to effectively interface with Supplier DA for implementation decision making	There is a risk that the current level of maturity of the SFRS Design Authority (DA) is insufficient to function effectively as the interface with the NMS's Technical Design Authority (TDA) resulting in delayed decisions being made therefore impacting on the overall implementation timeline.	Portfolio Office	16 (4 x 4)	CC	CPPG

Strategic Risk ID	Strategic Risk	Project Risk Ref	Risk Name	Summary	Risk Owner	Risk Rating (PxI)	Committee	Executive Board
4	Legal and regulatory compliance	NMS022	Main supplier legal challenge of a successful integrator / sub-contractor bid	There is a risk of legal challenge by a main system provider in the event that an integrator / sub-contractors are identified as the preferred bidder	Procurement	16 (4 x 4)	CC	CPPG
5	Skilled, trained and motivated staff	ESMCP009	Recruitment & retention of Vehicle Fitters (ESMCP 24)	Recruitment and retention of vehicle fitting staff There is a risk that the service will not be able to recruit and retain Vehicle Fitters for the period of the transition. This is due to competition in the market place from private companies as well as other Scottish emergency services. The limited contract on offer will also be a factor.	Andrew Mosley	16 (4 x 4)	CC	CPPG
5	Skilled, trained and motivated staff	NMS019	**OC staffing levels delay readiness prior to contract award**	There is a risk that, if due to operational pressures, there are insufficient OC staff to support commissioned standardisation of operational procedures and business rules this will result in delays to the completion of this work and impact on the position of readiness SFRS needs to be in prior to award of contract	New Mobilising System	16 (4 x 4)	CC	CPPG

OFFICIAL

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	NMS003	**Resources for procurement impact award of contract**	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	Procurement	15 (5 x 3)	CC	CPPG
1	Improve Safety and Wellbeing of Communities	NMS004	**DAO Technical Assurance compliance delays impact project delivery timescales**	There is a risk that delays to successful compliance with Scottish Government Digital Assurance Office (DAO) gateway reviews will impact upon optimal project delivery timelines which will result in a delay of project delivery	SRO	15 (5 x 3)	CC	CPPG

Project Risk Summary Appendix 1b

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
3	PPFT006	Police Scotland collaboration - delayed timelines	Establish with project board preferred milestone date of end of October 2023 for internal approval of SFRS OBC and ITT documentation Escalate to SLT for agreement	L Gaja	Nov-23	Green - 25 %		16 (4 x 4)	4 (2 x 2)	CC	CPPG
3	PPFT007	Police Scotland collaboration - increased costs due to delays	Establish with project board arrangements for additional funding	L Gaja	Nov-23	Green - 25 %		16 (4 x 4)	4 (2 x 2)	CC	CPPG

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
5	NMS023	SFRS DA maturity to effectively interface with Supplier DA for implementation decision making	Early engagement sessions with supplier once on-boarded to ensure common understanding of requirements and decision making	Portfolio Office	Mar-24	Green - 0 %	This can only be progressed upon on-boarding on the NMS supplier upon award of contract early 2024	16 (4 x 4)	4 (2 x 2)	CC	CPPG
5	NMS023	SFRS DA maturity to effectively interface with Supplier DA for implementation decision making	Workshops and training to be provided to SFRS Desig Authority members to support them in this role	Portfolio Office	Mar-24	Green - 30 %	Portfolio Office and NMS engagement with Technical Advisor undertaken 14/09. Portfolio Office development and delivery options to be considered	16 (4 x 4)	4 (2 x 2)	CC	CPPG

 OFFICIAL

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
4	NMS022	Main supplier legal challenge of a successful integrator / sub-contractor bid	Procurement to seek legal advice / counsel opinion on potential merits of otherwise of such a challenge should this arise to determine if there are any actions SFRS can undertake to prepare for such an occurrence	Procurement	Mar-24	Green - 50 %	Procurement have engaged with Legal to seek advice and response. Options to be considered and progressed	16 (4 x 4)	4 (2 x 2)	CC	CPPG
	NMS019	OC staffing levels delay readiness prior to contract award	Detailed workstream and workpackage plans to be implemented with tracking and monitoring of progress against timelines	Project Lead	Mar-24	Green - 90 %	Workpackages implemented and progressing on schedule . Minor resourcing issus experienced however measures in place to minimise impact. 10/10/23: Significant resourcing issues being experienced @ JOC impacting on ability to undertake workpackages. Project team resources allocated to workpackages to mitigate this, validating work with JOC as progress.	16 (4 x 4)	6 (2 x 3)	CC	CPPG

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
5	ESMCP 009	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.	16 (4 x 4)	4 (1 x 4)	CC	CPPG
1	NMS004	DAO Technical Assurance compliance delays impact project delivery timescales	Portfolio office stage gates and health checks with use of portfolio office project management workbook for Internal governance processes.	PM	Jul-23	Green - 95 %	Professional (qualified and experienced) Project Manager onboarded. Project management approach to delivery, SME workstream leads, development, management and commissioning of work packages. DAO Technical Assurance Framework (TAF) carried out 23-25 August 2023 with 5 recommendations, 2 of which require to be concluded before ITT is published. Project documentation to support internal and external assurance.	15 (5 x 3)	2 (2 x 1)	CC	CPPG

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
5	NMS003	Resources for procurement impact award of contract	Consider external support where required.	SRO	Mar-23	Green - 0 %	CLOSED	15 (5 x 3)	6 (2 x 3)	CC	CPPG

SCOTTISH FIRE AND RESCUE SERVICE *Change Committee*		

Report No: **C/CC/39-23**

Agenda Item: **9.2**

Report to:	**CHANGE COMMITTEE**							
Meeting Date:	**9 NOVEMBER 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 risks 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 Strategic Leadership Team (SLT) has responsibility for the identification and management of strategic risk and will ensure that the Strategic Risk Register (SRR) presents a fair and reasonable reflection of the most significant risks impacting upon the organisation.

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. Appendix 1 provides current information held on risks, controls and changes undertaken during the last review.
3.2	Following discussion at SLT the reporting template will now focus only on those Directorate risks where the risk rating is identified at 15 or above. This will allow scrutiny to be focused on the most significant risks impacting upon Directorates and consideration of related control actions.
3.3	In relation to significant changes, made since the last review, the following information is noted. The information was correct as at August 2023 with a new update to be received from Directorates in November 2023:

3.3.1	Risk Rating Changes: • **SDD001** – 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 Directorate is still developing, maturing and responding to concurrent events. Risk Rating reduced from 15 (5x3) to 9 (3x3). • **SDD004** – 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. Both Probability and Impact decreased from 16 (4x4) to 6 (3x2). • **SDD05** – 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. Probability reduced from 15 (3x5) to 10 (2x5).
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 5.1.2	**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. 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	**Performance**
5.9.1	The risk report is used to ensure risks are identified and suitably managed by relevant Directorates.
5.10	**Communications & Engagement**
5.10.1	Any implications arising from the report will be managed by the relevant Directorate.
5.11	**Legal**
5.11.1	Any implications arising from the report will be managed by the relevant Directorate.
5.12	**Information Governance**
5.12.1	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:**	David Lockhart, Director for Service Development
7.2	**Level of Assurance: (Mark as appropriate)**	~~Substantial~~/**Reasonable**/~~Limited/Insufficient~~:
7.2	**Rationale:**	Resource and time is an ongoing risk for the organisation, and we use our resources to review and manage risk mitigation, this includes new, removed, updated and closed risks.
8	**Appendices/Further Reading**	
8.1	Appendix 1 – Change Committee Risk Report	

Prepared by:	Tracy Shankland, Risk and Insurance Officer
Sponsored by:	David Johnstone, Risk and Audit Manager
Presented by:	Curtis Montgomergy, Head of Portfolio

Links to Strategy and Corporate Values
Risk Management forms part of the Services Governance arrangements and links back to Outcome 5 of the 2022-25 Strategic Plan, specifically Objectives 5.1 and 5.6: **Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.** • Objective 5.1: Remaining open and transparent in how we make decisions • Objective 5.6: Managing major change projects and organisational risks effectively and efficiently

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

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 – [Nil Return]
- Directorate Closed Risk Summary — Appendix 1e – [Nil Return]
- Directorate Risk Rating Change Summary — Appendix 1f – [Nil Return]
- New Directorate Risks — Appendix 1g – [Nil Return]
- New Directorate Control Summary — Appendix 1h – [Nil Return]

Strategic Risk Summary

Appendix 1a

Risk Reference	Description	SLT Risk Owner	Risk Rating (PxI)
1	Ability to improve the safety and well-being of people throughout Scotland through the delivery of our services	Director of Service Delivery	H (3 x 5)
2	Ability to reduce the number of unwanted fire alarm signals and associated occupational road risk	Director of Service Delivery	H (5 x 3)
3	Ability to collaborate effectively with partners and communities, to enhance service delivery and best value	Deputy Chief Officer	H (3 x 4)
4	Ability to ensure legal and regulatory compliance	Director of Strategic Planning, Performance and Communications	H (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	VH (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	VH (4 x 5)
7	Ability to deliver a high quality, sustainable service within the funding envelope	Director of Finance and Contractual Services	VH (5 x 4)
8	Ability to anticipate and adapt to a changing environment through innovation and improved performance	Director of Service Development	VH (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	H (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	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

Directorate Risk Control Summary

Appendix 1c

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
8	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-24	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)	CC	SMB

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