SCOTTISH FIRE AND RESCUE SERVICE
Working together for a safer Scotland

PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 15 FEBRUARY 2024 @ 0930 HRS

MEETING ROOM 1, EAST SERVICE DELIVERY AREA HEADQUARTERS, 28 CLAYLANDS ROAD, NEWBRIDGE, EH28 8LF / VIRTUAL (MS TEAMS)

1   CHAIR'S WELCOME

2   APOLOGIES FOR ABSENCE

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

4   DECLARATION OF INTERESTS
Members should declare any financial and non-financial interest they have in the items of business for consideration, identifying the relevant agenda item, and the nature of their interest.

5   MINUTES OF PREVIOUS MEETING: 9 NOVEMBER 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   Project Highlights Report (*attached*)   *G Buchanan*
7.2   New Website KPI Benefits Initial Findings (*attached*)   *N McGrath*

The Committee is asked to scrutinise this report.

8   GENERAL REPORTS
8.1   Audit and Inspection Action Plan update (CCMS) (*attached*)   *D Lockhart*

The Committee is asked to scrutinise these reports.

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

9   RISK
9.1   Portfolio Office Risk Report *(attached*)   *G Buchanan*
9.2   Committee Aligned Directorate Risks *(attached)*   *C Montgomery/*
                                                                                                      D Johnston

        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
        The next Special private meeting is scheduled to be held on Monday 18 March 2024. The next full public Committee meeting is scheduled to be held on Thursday 2 May 2024.

PRIVATE SESSION

13   MINUTES OF PREVIOUS PRIVATE MEETING: *F Thorburn*
13.1   **Thursday 9 November 2023** (*attached*)
13.2   **Monday 22 January 2024 – Special** (*to follow*)

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

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

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

15   FINANCIAL REPORTING - CHANGE PORTFOLIO (*to follow*)   *S O'Donnell*

        The Committee is asked to scrutinise the report.

16   PORTFOLIO OFFICE PROGRESS UPDATE (*to follow*)   *C Montgomery*

        The Committee is asked to scrutinise the report.

17   ORGANISATIONAL CAPACITY AND CAPABILITY (*to follow*)   *C Montgomery*

        The Committee is asked to scrutinise the report.

18   PEOPLE, PAYROLL, FINANCE AND TRAINING (*attached*)   *L Gaja/*
                                                                                              P McGovern/
        The Committee is asked to scrutinise the report.

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

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19   ROSTERING PROJECT UPDATE *(attached)*   *S Wood*

The Committee is asked to scrutinise the report.

20   NEW MOBILISING SYSTEM PERIODIC UPDATE *(attached)*   *D Lockhart/*
                                                                    D Wilson

The Committee is asked to scrutinise the report.

21   DIGITAL ASSURANCE OFFICE GATEWAY 3 REVIEW OPTIONS   *D Lockhart/*
(attached)   *D Wilson*

The Committee is asked to scrutinise the report.

22   STRATEGIC SERVICE REVIEW PROGRAMME *(presentation)*   *S Stevens*

The Committee is asked to scrutinise the verbal report.

23   HOT DEBRIEF *(verbal)*   *F Thorburn*

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

PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 9 NOVEMBER 2023 @ 1000 HRS

**MEETING ROOM 1, EAST SERVICE DELIVERY AREA HEADQUARTERS,
21 CLAYLANDS ROAD, NEWBRIDGE, EH28 8LF / VIRTUAL (MS TEAMS)**

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
Liz Barnes (LB)	Interim Deputy Chief Officer, Corporate Services
Curtis Montgomery (CM)	Head of Portfolio Office
Ross Robison (RR)	Portfolio Manager
Sarah O'Donnell (SO'D)	Director of Finance and Contractual Services
John Thomson (JT)	Head of Finance and Procurement
David Farries (DF)	Assistant Chief Officer, Director of Service Delivery
Cathy Barlow (CB)	Deputy Head of Prevention and Protection (Item 7.3 only)
Paul McGovern (PMcG)	Programme Manager (Item 16 only)
Derek Wilson (DW)	Area Commander, Service Development (Item 17 & 18 only)
Clare Adams (CA)	Senior Project Manager (Item 17 & 18 only)
Iain Ivory (II)	Actica Consultants (Item 17 & 18 only)
Tim Wright (TW)	Board Member
Heather Martin (HM)	Change Centre of Excellence Manager
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS

Joan Nilsen	Portfolio Office
Siobhan Hynes	Portfolio Office
Douglas Balfour	Emergency Service Network

1   WELCOME

1.1   The Chair opened the meeting, welcoming Heather Martin to her first meeting and those participating via MS Teams.

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

2   APOLOGIES

2.1   None.

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

3.1   The Committee agreed that the *Programme Project Highlight Report* (Item 15), *Financial Reports – Change Portfolio* (Item 16) , *New Mobilising System Periodic Update* (Item 17), *New Mobilising System: Invitation to Tender* (Item 18) and *Risk Spotlight: Organisational Capacity and Capability* (Item 19), would be heard in the private session due to confidential commercial/financial information (Standing Order 9E) and the confidential nature of the issues (Standing Order 9G).

4   DECLARATION OF INTERESTS

4.1   There were no declarations of interest noted.

5   MINUTES OF PREVIOUS PUBLIC MEETING: 10 AUGUST 2023

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

5.1.1   The Committee were advised that an update on the development of the capacity management tool would be discussed under the Risk Spotlight (Item 19) in the private session.

5.1.2   **The minutes of the meeting held on 10 August 2023 were approved as a true record of the meeting.**

5.2   **Matters Arising**

5.2.1   There were no matters arising.

6   ACTION LOG

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

6.2   Action: 7.3.3 Safe and Well Project Update (10/08/2023): Further clarification to be provided by CB on the revised wording within the revisit section and what onus was being placed on the householders. It was noted that the update position statement stated that householders would be contacted in the first instance. Action to be reopened.

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

7   CHANGE PORTFOLIO/MAJOR PROJECTS

7.1   **Programme Project Highlights Report**

7.1.1   RR presented the Programme Project Highlights 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): Amber for Time, Costs and Skills/Resources.
- Service Delivery Model Programme (SDMP) - Both Demand Based Duty System (DBDS) and Station and Appliance Review (SAR): Amber for Skills/Resources.
- Emergency Services Mobile Communications Programme (ESMCP): Amber for Skills/Resources.
- People, Payroll, Finance and Training (PPFT) and Rostering updates to be provided in private session due to financial elements.

7.1.2   The Committee requested what mitigating actions were in place for the areas reporting Amber. RR informed the Committee that external funding had been secured for ESMCP. JT advised that the full external funding would be split between Scottish Government and the Home Office. The Committee noted and welcomed this update.

7.1.3

In regard to the SDMP Senior GIS Delivery Partner (SWECO), DL confirmed that this work had been completed and the RAG status would be updated to Green.

7.1.4 **The Committee scrutinised the report.**

(D Farries joined the meeting at 1010 hrs)

7.2 **On Call Programme Closing Report**

7.2.1 DF presented the Committee with the project closing report and the following key points were highlighted:

- Programme concluded in June 2023.
- No real costs were associated with the project, primarily due to existing staff undertaking additional duties and the dedicated resource of the On Call Support Team.
- Project resulted in 43 recommendations being made to the Strategic Leadership Team (SLT), Change Portfolio Progress Group (CPPG) and Change Portfolio Investment Group (CPIG).

7.2.2 The Committee noted that the lessons learned were both helpful and consistent with those previously identified.

7.2.3 SS reminded the Committee that work would continue and the recommendations would be incorporated into the SSRP work to support future ambitions. DF noted that there were 3 categories of recommendations, those that were delivered, being piloted, and moving forward. Of those moving forward, these have been split into Business as Usual (BaU) activities with some elements being progressed by the On Call Support Team. It was noted that some internal directorate restructuring would be necessary to ensure the retention of the On Call Support Team and that this would be undertaken within the existing financial budgets. Other larger elements, those impacting on terms and conditions, systems etc would be progressed through the SSRP work.

7.2.4 In regard to tracking and maintaining visibility on recommendations, the Committee queried whether this would be captured through the current process already in place for HMFSI reports/recommendations. JT offered his view that it was appropriate to be progressed through BaU and would not propose a similar approach such as a tracker. The Committee commented on the importance of these recommendations and the potential future strategic changes which will impact on same. SS reiterated that the BaU element would lie with the Service Delivery Directorate with the remainder being progressed through SSRP work, however thought could be given to how any progress was captured. The Committee requested clarity on how the programme recommendations would be tracked going forward now that they were moving into BaU.

ACTION: SS/DF

7.2.5 CM noted that regular reporting would continue to be provided through the SSRP highlight report.

7.2.6 **The Committee scrutinised the report.**

(C Barlow joined the meeting at 1025 hrs)

7.3 **Safe & Well Project Update**

7.3.1 CB provided a verbal update 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:

- Decision by CPIG to progress to a revised HFSV and the project would be formally closed.
- Closing report to be brought to the next Change Committee meeting.

- Implementation Phase would be delivered through BaU by the Prevention and Protection Function. Implementation Board established and all associated governance arrangements were in place.
- Future updates would be submitted to the Service Delivery Committee.

7.3.2   The Committee noted the governance arrangements and future reporting to the Service Delivery Committee.

7.3.3   As per earlier discussions, the Committee sought clarification on the referral process and the onus being placed on the householders. The Committee noted their concerns for vulnerable individuals potentially not responding. CB reminded the Committee of the current process. CB explained the new method which would establish a preferred contact method with the individual ie text, letter etc and when the revisit is due the identified preferred method would be used. CB noted that should individuals' circumstances change, then they do not have to wait for a year but can request a further visit at any time. This was particularly stressed to partner referrals organisations.

7.3.4   Revisits are currently offered to high risk individuals however moving forward, everybody would be offered a revisit as the Service tries to change the risk profile and be more targeted in the visits carried out.

7.3.5   In order to gain a fuller understanding, the Committee noted that the provision of percentages relating to the uptake on the offer of revisits would be helpful. CB advised that it was difficult to capture this information within the current systems and that the new system would be able to provide this information. Evaluation to be undertaken on the percentage of revisits not able to be completed and the rationale for this.

ACTION: CB/DF

7.3.6   The Committee asked whether social housing landlords were advised if tenants do not respond to the offer of a revisit. CB to provide further information on the process of partner referrals ie are partners notified if no response from individuals and where does the responsibility/risk lie.

ACTION: CB/DF

7.3.7   The Committee commented on an evaluation of HFSV and incidents occurring at the same premises. CB indicated that this data may be available and would work with data services to identify its value.

7.3.8   **The Committee noted the verbal report.**

(C Barlow and D Farries left the meeting at 1040 hrs)

8   GENERAL REPORTS
8.1   **Portfolio Progress Update**
8.1.1   CM provided a verbal update on the Portfolio Progress to the Committee noting the following key points:
- New format of report was currently progressing through internal governance and would be presented at the next Committee meeting.
- Future reports would concentrate on 3 KPIs developed and reported through the dashboard. These related to project time, cost and accumulative benefits.
- Future report would also report on Portfolio Office (PO) target operating model and 3 PO objectives.
- Development of health check process which had been piloted with the PPFT project.
- Looking at stage gate assurance as part of change life cycle and would be piloted on the Rostering project. This would provide a link into assurance activities carried out by the new design authority.

- Next meeting of the Change Community of Practice was scheduled for November 2023. Email previously circulated to the Committee on the themes discussed at previous meetings and future development of capabilities across the organisation.
- Developing annual planning process to look at all change holistically across the organisation.
- Consideration being given to merge the CPIG and CPPG.
- Update on ongoing recruitment for SSRP Programme Manager, Business Architecture Analyst and Continuous Service Improvement Manager, NMS Senior Project Manager and Senior Business Analyst roles. Overall positive position and good engagement with agencies and direct applications.
- In relation to SSRP, developing approach to workshops, some roles to develop the strategic blueprint for the future of the Service. Outline Business Case being developed for securing dedicated resources for this programme.

8.1.2 In regard to career development/professional qualifications, CM advised that this had been discussed including the intention for the future. CM noted the use of Prince2 previously and that different methods of managing projects that have more agile delivery methods were being considered. CM outlined his ambitions for career development within the organisation.

8.1.3 The Committee recognised the progress made in the last 18 months and suggested it may no longer be appropriate to discuss PO progress as the Service has moved onto the next stage. CM advised that the new format of report would be more data focussed, focussing on embedding capabilities and effectiveness of outcomes from projects. CM noted that issues remained around resourcing issues on key capabilities within the team. CM noted and would consider the comments made.

8.1.4 **The Committee noted the verbal report.**

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. The following key points were highlighted:
- Total of 8 risks were recorded with risk rating of 15 or above and related to NMS and PPFT.
- Risks relating to the Safe and Well implementation project have been transferred to BaU implementation project.
- Two risks were removed due to reduction in risk rating (under 15). These related to NMS and SDMP.

9.1.2   In regard to Risk NMS023 (design authority) and NMS003 (procurement resources), the Committee sought clarity on whether these issues had been addressed. DL advised that procurement issues had been addressed, however this was not reflected in the paper due to a timing issue in the production of the documents. DL further advised that work in relation to the design authority was ongoing, risks identified, and a mitigation plan was in place. This included the onboarding of the preferred supplier and the work that will be set out with the technical design authority that we will ask them to provide, and how we engage with our own design authority.

9.1.3   Brief discussion took place regarding the design authority, technical design authority and interfacing/integration into the NMS and existing systems.

9.1.4   **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:

- Risk SDD001 (inability to deliver against stated commitments and ambitions, due to limited resources and capacity) – risk rating has reduced from 15 to 9.
- Risk SDD004 (continual development and improvement, due to resources etc) – risk rating reduced from 16 to 6.
- Risk SDD005 (ESMCP funding) – risk rating reduced from 15 to 10.

9.2.2

In regard to differing risk criteria between project and service risks, further information/discussions on the nuance to be taken at the Audit and Risk Assurance Committee.

ACTION: CM

9.2.3

The Committee scrutinised the report.

10   COMMITTEE ROLLING FORWARD PLAN
10.1   Committee Forward Plan
10.1.1   The Committee noted the Forward Plan and the following additions/revisions:

- Demonstration of new HFSV system (including worked example and an analysis of data linked to incident location and HFSVs)

10.2   <u>Items for consideration at Future IGF, Board and Strategy Day Meetings</u>
10.2.1   The following item(s) were identified for the Integrated Governance Forum:

- Home Fire Safety Visits including effectiveness (cross over with Service Delivery Committee)

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

11   REVIEW OF ACTIONS
11.1   KM confirmed that 4 formal actions were recorded during the meeting.

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

12.2.   The next full meeting is scheduled to take place on Thursday 15 February 2024.

12.3   There being no further matters to discuss, the public meeting closed at 1115 hrs.

<u>PRIVATE SESSION</u>

13   MINUTES OF PREVIOUS PRIVATE MEETINGS:
13.1   **Thursday 10 August 2023**
13.1.1   The minutes of the meeting held on 10 August 2023 were approved as a true record of the meeting.

13.2   **Wednesday 20 September 2023**
13.2.1   The minutes of the meeting held on 20 September 2023 were approved as a true record of the meeting.

13.3   **The minutes of the private meetings held on 10 August 2023 and 20 September 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.**

(P McGovern joined the meeting at 1150 hrs)

15   PROGRAMME PROJECT HIGHLIGHTS REPORTS
15.1   RR presented the Programme Project Highlights Report to the Committee which provided a wider overview of the identified risks, interdependencies, costs and capacity to deliver. PMcG provided an update on the PPFT and Rostering projects.

15.2   **The Committee scrutinised the report.**

(P McGovern left the meeting at 1215 hrs)

16   FINANCIAL REPORTING – CHANGE PORTFOLIO
16.1   JT presented a report to the Committee providing an overview of the financial spend and forecast of Programme and Projects within the Change Portfolio, as of September 2023.

16.2   **The Committee scrutinised the report.**

19   RISK SPOTLIGHT: ORGANISATIONAL CAPACITY AND CAPABILITY
19.1   CM gave a presentation to the Committee on organisational capacity and capability.

19.2   **The Committee noted the presentation.**

(The meeting broke at 1245 hrs and reconvened at 1315 hrs)
(D Wilson and Iain Ivory joined the meeting at 1315 hrs)

17   NEW MOBILISING SYSTEM PROJECT UPDATE
17.1   DL presented the report to the Committee providing an overview of New Mobilising System (NMS) Project delivery and progress to date, and the next steps for scrutiny.

17.2   **The Committee scrutinised the report.**

18   NEW MOBILISING SYSTEM: INVITATION TO TENDER DOCUMENTATION
18.1   DL introduced Iain Ivory, Technical Advisor (Actica) to the Committee and presented the report to the Committee providing the New Mobilising System (NMS) Invitation to Tender (ITT) documentation for scrutiny.

18.2   The Committee confirmed that they had sought and received assurances on the process of developing the ITT and the associated route to market. As Chair of the Committee, FT would provide an update at the Special Board meeting (23 November 2023) to this effect.

18.3   **The Committee scrutinised the report.**

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 7 actions. A total of 4 of these actions has been completed.
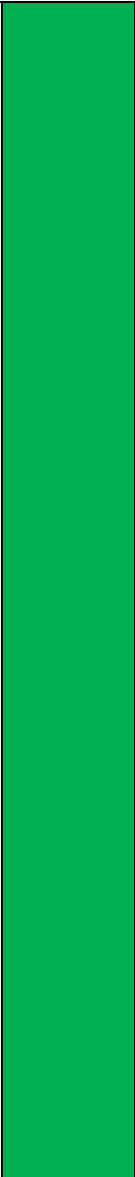
The Committee is therefore asked to approve the removal of the 4 actions noted as completed (Blue status), note 3 actions categorised as Green status and note no action categorised as Yellow status on the action log.

CHANGE COMMITTEE
ROLLING ACTION LOG

Committee Meeting: 10 August 2023						
Agenda Item	**Actions Arising**	**Lead**	**Due Date**	**RAG Status**	**Completion Date**	**Position Statement**
7.3.3	**Safe & Well Project Update:** Review wording within the Re-Visit section of the comparison table.	CB	November 2023		February 2024 ~~November 2023~~	**Complete (26/10/2023):**

Position Statement detail:

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.

REOPENED (09/11/2023): Further clarification to be provided on the revised wording within the revisit section and what onus being be placed on the householders.

COMPLETE (15/02/2024):
The onus remains with the householder to agree to a revisit; however, communications would be sent to the householder via their agreed method of contact.
Wording that will be provided when a revisit it due -
LETTER / Email
Dear occupier
 Please note that this email has been sent from a "no reply" email

					address It has been a year since you received a Home Fire Safety Visit (HFSV) visit from the Scottish Fire and Rescue Service. You are now eligible to receive your annual revisit where SFRS will provide you with information and guidance personalised to help you stay safe in your home. If you would like to book your revisit please visit www.firescotland.gov.uk or phone 0800 0731 999. Alternatively, you can take part in our self-assessment online safety checker https://www.firescotland.gov.uk/your-safety/at-home/home-fire-safety-visit/online-hfsv-checker or visit our website for a range of safety information and advice. Regards HFSV Administrators SFRS.HFSVadministrators@firescotland.go **TEXT** If you would like to book a Home Fire Safety revisit from Scottish Fire and Rescue please visit www.firescotland.gov.uk or phone 0800 0731 999

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:

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 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. **Update (15/02/2024):** New format Portfolio Office Report provided, detailing progress against the key capabilities and roles within the department.
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	■		**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. **Update (15/02/2024):** Aligned to the review and approach to risk management, a Change Committee risk report has been developed and is included in the Committee papers.

Committee Meeting: 9 November 2023						
Agenda Item	Actions Arising	Lead	Due Date	RAG Status	Completion Date	Position Statement
7.2.4	**On Call Programme Closing Report:** Committee request clarity on how the programme recommendations would be tracked going forward, now that they are moving into business as usual.	**SS/DF**	**February 2024**		**February 2024**	**Complete (15/02/2024):** Recommendations will be tracked through the On Call Strategic Group (OCSG) which feeds into the SSRP Service Delivery Workstream. As such SSRP has oversight of On Call improvements.
7.3.5	**Safe and Well Update** Evaluation to be undertaken on the percentage of re-visits not able to be completed and the rationale for this.	**DF/CB**	**February 2024**		**February 2024**	**Complete (15/02/2024):** After investigation with the team, it is not possible to extract this information from the current HFSV management system (CSET). For clarity, rather than visits not being able to complete, it would be re-visits declined. There are many reasons why a revisit may not be taken up by the householder, which includes no longer being at that address, or feeling another visit is not required due to feeling they have adequate detection and have taken on the safety advice delivered at the initial visit. Householders and referring partners are advised a HFSV can be arranged any time circumstances have changed which may increase risk of fire. This may be before the 12-month

						revisit period, or any time after, even if a re-visit has not been taken up.
7.3.6	**Safe and Well Update** Provide further information on the process of partner referrals, are partners notified if no response from individuals and where does the responsibility/risk lie.	DF/CB	**February 2024**		**February 2024**	**Complete (15/02/2024):** We do not have the lawful basis to share information with partners in this manner. Contact for revisits is between SFRS and the data subject (occupier). A partner agency cannot consent to a re-visit on behalf of a service user and very often the partner agency individual assigned to the occupier changes. Therefore, contacting a partner regarding a re-visit may result in no response or delay in actioning the re-visit. The personal data held by SFRS is our responsibility and collected to enable us to communicate with the occupier (or occupiers' representative as stated on the referral form). The DSF/lawful basis (GDPR) does not allow us to share that personal data.
9.2.2	**Committee Aligned Directorate Risks** In regard to differing risk criteria between project and service risks, further information/ discussions on the nuance to be taken at the Audit and Risk Assurance Committee	CM	**February 2024**			**Update (15/02/2024):** Portfolio Office are now a stand alone function reporting directly to the Interim Deputy Chief Officer for Corporate Services. A meeting is scheduled with the Risk & Audit Manager to discuss an approach to the Portfolio Management risk report.

SCOTTISH FIRE AND RESCUE SERVICE	
Change Committee	

Report No: C/CC/02-24

Agenda Item: 7.1

Report to:	CHANGE COMMITTEE
Meeting Date:	**15 FEBRUARY 2024** (DATA AS OF: 10 JANUARY 2024)
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 **Interdependencies**
3.1.1 The capacity from the Training, Safety and Assurance, 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 People Payroll Training and Finance (PPFT), Rostering, SDMP, Emergency Services Network, and New Mobilising System projects.

3.2 **Capacity to Deliver**
3.2.1 Full stakeholder engagement along with continuous monitoring of resource availability and allocation will be essential to ensure Scottish Fire and Rescue Service (SFRS) have the appropriate level of capacity to deliver all major change projects. The Portfolio Function will seek to develop Capacity Planning capabilities and embed across the change portfolio.

3.2.2 Potential impact on retirements due to Pension update.

3.3 **Project Performance showing Red or Amber**
3.3.1 **New Mobilising System** showing Amber for Time, Costs and Skills & Resources.
Amber for Time based upon detail contained within the high-level implementation plans from potential suppliers. December 2025 should be achievable but is dependent on the date of contract award. Amber for Costs based upon cost envelopes provided by suppliers will be confirmed fully within tender responses), and Amber for Skills & Resources due to the need for successful recruitment and appointment within required timescales.

3.3.2	**Emergency Services Network** showing Amber for Time and Skills & Resources – due to recruitment of staff - vehicle fitters.
3.3.3	**iHub_Web** showing Amber for Time and Skills & Resources – due to availability of ICT support to implement Nintex workflows.
3.3.4	**PPFT** showing Amber for Time and Skills & Resources – due to the OBC not being signed off at the end of August as anticipated, this was due to the potential of collaboration with Police Scotland or Scottish Government.

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** Resourcing impact due to potential retirements due to Pension update.
5.2 5.2.1	**Financial** There is no direct finance impact arising from this report
5.3 5.3.1	**Environmental & Sustainability** There are no direct key environmental & sustainability implications arising from this report.
5.4 5.4.1	**Workforce** 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:**	Liz Barnes, Interim Deputy Chief Officer Corporate Services
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:	Liz Barnes, Interim Deputy Chief Officer Corporate Services
Presented by:	Gillian Buchanan, 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	*15 February 2024*	*For Scrutiny*

PROJECT HIGHLIGHT REPORT
Period - 09 November 2023 - 08 January 2024

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 - Final updating of ITT documentation undertaken by SFRS Procurement to reflect the change in route to market. Desk top review carried out by Denis McFadden, PPG Review Team Member, and DAO confirmation to SFRS that all recommendations had been cleared in order for ITT to proceed was provided on 11/12 . ITT documentation presented to and scrutinised by CPIG on 08/11, Change Committee on 09/11 and SFRS Board 23/11. Anticipated publication date is w/c 08th January 2024.

· Data workstream - (standardisation of operational procedures & business rules). Continued stakeholder engagement and commissioning of work packages to OC staff. Status summary: Stations – 100% complete; Pumps – 90% complete; Specials – 100% complete; Incident Types – 50% complete; FDOs – 20% complete; Action Plans – 50% complete; Incident Tags/Reporting Criteria – 40% complete; Telephone directory – 35% complete; Reference Information – 20% complete. OVERALL % COMPLETE: 55% Specials paper approved at SD DMT 12/12 due to cancellation of November meeting.

· Business readiness activities - in addition to the above data workstream activities the project team has been working on identifying the project team resourcing for the Implementation/Delivery phase and early drafting of the principles and roles for each of the Supplier Technical Design Authority, SFRS Design Authority, NMS Project Team and NMS Project Board. This will define the interactions and decision making matrix for the delivery phase and was presented to NMS Project Board on 11/12/23.

· Comms & Engagement workstream - Revised version of NMS Comms Strategy & Plan has been drafted and reviewed with SFRS Comms. Updated strategy & plan was presented to NMS Project Board 11/12. Peer FRS CCMS procurement and implementation engagement carried out with Networked Fire Service Partnership (NFSP) 04/01/24 and planned with London Fire Brigade (LFB) 26/01/24.

· Resourcing - Senior Project Manager, Senior Business Analyst and Project Manager (grade 8) were advertised internally and externally with a parallel quick quote process via agency for Snr PM & Snr BA roles. Succesful candidate offered the PM (grade 8) post declined, successful interviews for Snr PM held 06 to 08/12 and for Snr BA 19 to 29/12. Kate Whitelaw has accepted Senior PM role starting mid Feb (exact date TBC), and Chimezie Umeh has accepted the Senior BA role starting mid January (exact date TBC). Process to progress current vacancies for PM (grade 8), Assistant PM (grade 5) and Data Assistant are progressing.

Planned activities for next reporting period
· Continue with the business readiness and data workstream activities as per plan
· Respond to any supplier clarification questions post publication of ITT
· Continue with recruitment activities to key posts of PM (grade 8), Assistant PM (grade 5), and Data Assistant
· Progress procurement exercise for continued external technical support (Jan/Feb)
· Engagement with LFB on 26/01 as part of Peer network around CCMS procurement and implementation

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 w/c 08 Jan 2024 following delayed DAO feedback on PPG desktop review, ITT amendments, external Legal contract 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): Senior PM and Senior BA recruitment successful. Unable to appoint to PM (grade 8) role as successful candidate declined post. PM (grade 8), Assistant PM (grade 5) and Data Assistant roles undergoing recruitment. Risk remains re ability to fill all 3 posts with appropriately skilled applicants.

Project Governance & Mgmt. Control

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

	Overall Health	Time	Cost	Quality	Skills & Resource
Project Performance	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	10/01/2024
L1 - Stations and Pumps - Standardisation Decision	100%	Complete	19/10/2023	19/10/2023
L1 - Specials - Standardisation Decision	100%	Complete	14/11/2023	12/12/2023
L1 - Incident types & Reporting - Standardisation Decision	25-50%	In Progress	21/11/2023	24/01/2024
L1 - Tender submissions close	0%	Future Task	21/11/2023	12/03/2024
L1 - Reference Info & Telephony Directory - Standardisation Decision	25-50%	In Progress	15/12/2023	29/02/2024
L1 - Tender evaluation completes	0%	Future Task	15/01/2024	12/04/2024
L0 - Award of contract	0%	Future Task	28/02/2024	23/05/2024

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)
On Track	Airwave Code of Connection (CoCo) approval required by SFRS from Airwave in relation to the NMS Airwave connection whether on SFRS premises of hosted solution	Airwave	SFRS	30/06/2025	30/06/2025

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	Date Identified	Risk Owner	By When
16	NMS008 - There is a risk that the number of FRS entering CCMS procurement in 2023 presents a challenge to market capacity to deliver which will result in fewer tender bids being received	NMS Project Team has carried out early market engagement, carried out a supplier information day under Framework route indicating market interest, engagement with NFCC procurement hub. Procurement Lead has issued a Prior Information Notice (PIN) to Open market on 10/11. Project Manager has engaged with Technical Advisor around market knowledge and interest.	14/04/2023	Project Lead	12/03/2024
16	NMS026 - There is a risk that the delay in publication of SFRS's NMS ITT will reduce available implementation timescale for the successful supplier resulting in additional supplier and SFRS resourcing being required through Phase 1 implementation.	Engage with the Technical Advisor to provide guidance, based upon experience, on the approach suppliers are likely to take given compressed implementation timeline and the associated SFRS staffing resource required to support. Prioritise NMS Phase 1 resourcing requirements based upon position on the Risk Register.	12/10/2023	SRO	23/05/2024
16	NMS031 - There is a risk of legal challenge to the procurement process at award stage / standstill which may extend timescales, costs, or result in non-award of contract	Procurement Lead, Project Team and Legal will continue to monitor risks throughout procurement process. Procurement Lead published Prior Information Notice (PIN) to open market on 10/11. SFRS internal governance processes adhered to with ITT documents only being published following procurement review and approval. SFRS legal and external legal support where required.	02/08/2023	Procurement Lead	23/05/2024

Issue Impact	Top 3 Delivery Issues	Corrective Action	Date Identified	Issue Owner	By When
Very High	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	Engagement with Procurement to ensure support to NMS is prioritised. Legal services and external legal review of contract. Ensure timely provision of information, revisions and documentation to procurement lead by key stakeholders as required.	20/09/2023	Procurement Lead	12/01/2024

Financial & Benefit Tracking

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

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 as %
						0.00%

General Benefit Tracking

Benefit Profiles Created	Benefit Profile Created Date	Benefit Realisation Plan Created	Benefit Realisation Plan Created Date
YES	02/08/2023	YES	02/08/2023

Financial Benefit Tracking

Cashable Benefits Identified		Non-Cashable Benefits Identified	
YES	£ Total Value	YES	£ Total Value
Realisation Completion Date	dd/mm/yyyy	Realisation Completion Date	dd/mm/yyyy

Approach to Financial Benefit Realisation:
Cashable and Non-Cashable Benefits cannot be accurately eA38:L47stimated 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 9 November 2023 - 8 January 2024								SCOTTISH FIRE AND RESCUE SERVICE

Project Name	ESMCP	SRO	Sarah O'Donnell	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 1

Project Update

ESMCP
• CMA has rejected Airwaves appeal , Lot2 (user services) work continuous towards award date of June/July 2024.

ESN DATA FIRST

Issue with IVS Software may cause delays with transistion. Paper to mitigate this going to January board.
Issues with Home Office resolved , letter of response to issues raised attached to board papers.
Work ongoing with procurement in relation to a vehicle fitting contract.
Work ongoing with POD in relation to a National Fleet Co-ordinator

IVS
Status – Supplier Demo Day carried out on the 20th Dec. Tender Spec produced and signed off. UIG finalised requirements End Dec 2023.
Route to Market by Procurement established as Computacenter SVARS – competition between 3TC- Modas Pro and Airbus Safe Command.
Evaluation Panel names established but scoring criteria to be covered before publishing the requirements. Award Feb.2024 still the target.
Samsung tablets rollout and associated training continues on target with 3 more areas to receive devices.

Pathway to Green / Next Steps

ESMCP
The pathway to green is via a staged plan starting with a R5 device in red operational fleet supporting data on a commercial 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.

ESN Data First
Funding in place
Recruit Fitting Company
Resolve outstanding R5 issues with the Home Office
Establish Service Management systems with Handsfree Group

IVS
Procurement of the CF33 tablet devices
Procurement of the CF33 OI Software package
Fit of the CF33 and Havis Dock alongside the new Airwave voice radios.

Project Governance & Mgmt. Control

Current Period Delivery Trend	➔	Business Case	Project Dossier	Risk Register	Project Phase
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%	Complete	30/6/2022	10/01/2024
Migration to ESN Data First	75-100%	In Progress	30/8/2023	28/02/2024
Data coverage testing (Assure)	75-100%	In Progress	31/12/2023	30/06/2024
Fleet Technicians recruited	25-50%	In Progress	30/09/2023	31/12/2023
Installation Company employed	50-75%	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. Contact being maintained between Project teams.	NMS	SFRS/ESN	01/01/2013	01/07/2025
At Risk	IVS - Software Procurement and Implementation. Delays in the procurement of the Software will result in delays for the Airwave upgrades, R5 and CF33 installs.	IVS	SFRS/ESN	01/11/2023	31/01/2024

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	Date Identified	Risk Owner	By When
16	Recruitment and retention of vehicle fitting staff	Recruitment event held, limited candidates. Work ongoing to procure a fitting company.	01/01/2022	Head of People	31/01/2024
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.	Project now integrating Airwave, IVS and ESN work alongside BAU now reaching out to NMS Project. Back office integration is a critical area.	01/07/2023	Project Managers and Head of ICT	31/01/2024
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	31/01/2024

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. 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. Work ongoing with Procurement.	01/01/2021	Programme Manager/Head of Fleet	31/12/2023
High	IVS - Software Procurement and Implementation	The IVS Software is a critical part of the end to end solution, this needs resolved to allow the install of IVS devices as well as the R5 device supporting the Samsung tablet.	01/10/2023	Programme Manager / IVS Project Manager	tbc

Financial & Benefit Tracking

Provisional Financial Tracking
Reporting period:

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

General Benefit Tracking

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

Financial Benefit Tracking

Cashable Benefits Identified		Non-Cashable Benefits Identified	
NO	£ Total Value	NO	£ Total Value
£ Variation to BC as %	Realisation Completion Date	dd/mm/yyyy	Realisation Completion Date	dd/mm/yyyy
0%	Approach to Financial Benefit Realisation:		
	Review once funding approved		

(£0 Variation)

SCOTTISH FIRE AND RESCUE SERVICE

Project Name	Community Risk Index Model (CRIM)	SRO	ACO David Lockhart	Project Manager	Damien Griffith	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

CRIM has been refreshed to produce an updated risk metric for Scotland incorporating Flood and Built Environment risks.

Multiple dashboards and 2D/3D maps of the built environment have been completed.

Knowledge transfer from SWECO to SFRS completed 4th & 7th December.

Built environment and flooding workflows produced by Sweco have been tested and confirmed repeatable by SFRS.

A refreshed geodemographic dataset has been procured and will be integrated with model.

DAMSL is conducting UFAS removal tests with the CRIM to improve alignment with UFAS reduction.

A session of the SDMP Stakeholder Engagement Group was held in November to scrutinise the CRIM.

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	30/01/2024
Update CRIM with predictive elements arising from Unwanted Fire Alarm Signals (UFAS) consultation.	75-100%	In Progress	January 2023 - March 2023	30/01/2024
Produce suitable process and methodology guidance that will allow the management and maintenance of CRIM to transition to "Programme End	25-50%	In Progress	October 2023 - March 2024	31/03/2024

Pathway to Green / Next Steps

Complete arrangements that will support SFRS CRIM self sufficiency. (Jan 24)

Confirm UFAS reduction requirements for CRIM. (Jan 24)

Confirm ICT and BI arrangements for ongoing maintenance and development of the CRIM. Two new SDMP risk controls have been introduced to align with these tasks. (Jan - Mar 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	Secure necessary access to ICT systems and data critical to developing and maintaining the CRIM.	ICT	SDMP	01/05/2021	31/03/2024

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	Date Identified	Risk Owner	By When
Yellow 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.	CRIM code will continue to be reviewed, updated and refined with support from the University of Nottingham (DAMSL) during the Transition to Programme End phase of the project.	01/07/2023	Mark Loynd	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.	CRIM code will continue to be reviewed, updated and refined with support from the University of Nottingham (DAMSL) during the Transition to Programme End phase of the project, ensuring its statistical validity. CRIM equality compliance requirements have been - and continue to be - assessed.	01/07/2022	Mark Loynd	31/03/2024
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.	Continually monitor and manage any potential CRIM capacity issues which could arise from providing support to non-SDMP tasks.	01/05/2019	Mark Loynd	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:

General Benefit Tracking

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

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

Actual Spend £000's	Budget £000's	Year To Date Actual £000's	Forecast £000's	£000's	Forecast Project Cost £000's	Business Case (BC) Cost £000's	£ Variation to BC £000's
£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:
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	SDMP - Station Appliance Review (SAR)	SRO	ACO David Lockhart	Project Manager	SC Fraser Johnston	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 SAR project has developed the Matching Operational Resources to Risk and Demand (MORRD) processes and the Business Case Impact Assessment templates for identifying and recording potential Station and Appliance change options. These products will continue to be iteratively refined as they are applied to SSRP requirements.

The "SDMP Development Phase Position Report" summarises the programme achievements and outlines the activities of the Transition to Programme End Phase. The report has been scrutinised by the SDMP Board and now progresses to the Change Portfolio Progress Group (Dec) and Change Committee.

A session of the SDMP Stakeholder Engagement Group was held in December to scrutinise the MORRD processes.

The external business partner (ORH) has refreshed and revalidated the SFRS Operational Response Model to include incident data upto March 2023.

The project has previously suggested a range of "Outline Options for Change" involving alternative station and pumping appliance distributions. SSRP direction is required to prioritise the refreshing of the analysis and construct relevant options appraisals.

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.	100%	Complete	30/09/2023	31/03/2024
Refine the Matching Operational Resource to Risk and Demand (MORRD) process.	100%	Complete	30/09/2023	31/03/2024
Refine Business Case Impact Assessment (BCIA) templates.	100%	Complete	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."	50-75%	In Progress	30/03/2024	31/03/2024

Pathway to Green / Next Steps

Next Steps
- Produce supporting guidance and documentation for the MORRD process and BCIA templates to meet the final SAR project milestone. (Jan - Mar 24)
- Cross-directorate review by the SDMP Stakeholder Engagement Group will be employed to scrutinise and refine SDMP processes and tools. (Jan - Mar 24)
- SDMP tools and processes will continue to be iteratively tested and refined to address SSRP requirements. (Nov 23 - Mar 24)
- Identify - where appropriate - how the data, processes and skills developed by the SAR Project will be incorporated within the requirements of the SSRP. (Jan - Mar 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	Incorporate the technical capabilities developed by SDMP within future SFRS structures.	SSRP	SDMP	01/11/2023	30/03/2024

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.	Continually monitor and manage any potential SAR capacity issues which could arise from providing support to non-SDMP tasks.	5/30/2019	Fraser Johnston	30/03/2024
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.	The MORRD processes will continue to be reviewed and refined through internal and external scrutiny during the Transition to Programme End phase of the project, ensuring their statistical validity. SAR equality compliance requirements have been - and continue to be - assessed.	01/07/2022	Fraser Johnston	30/03/2024
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.	Continually monitor and manage any potential SAR capacity issues which could arise from providing support to non-SDMP tasks. Provide technical support to the SSRP Consultation Working Group.	01/07/2022	Fraser Johnston	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:

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	

General Benefit Tracking

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

Financial Benefit Tracking

Cashable Benefits Identified		Non-Cashable Benefits Identified	
NO	£ Total Value	NO	£ Total Value
£ Variation to BC as %	Realisation Completion Date		Realisation Completion Date
0%	dd/mm/yyyy		dd/mm/yyyy

£ Variation to BC £000's: £0

Approach to Financial Benefit Realisation:
The SAR Project processes and tools identified the 10 locations where wholetime pumps have been temporarily withdrawn. The result has been financial benefit associated with a reduction in overtime payments.

Project Name	Demand Based Duty System (SDMP)	SRO	ACO David Lockhart	Project Manager	SC David Leonard	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 DBDS project has developed the Matching Operational Resources to Risk and Demand (MORRD) processes and the Business Case Impact Assessment templates for identifying and recording potential Station and Appliance change options. These products will continue to be iteratively refined as they are applied to SSRP requirements.

The "SDMP Development Phase Position Report" summarises the programme achievements and outlines the activities of the Transition to Programme End Phase. The "Alternative Duty System Implementation Framework" has been developed to support the delivery of any relevant change scenarios. The report and framework have been scrutinised by the SDMP Board and now progresses to the Change Portfolio Progress Group (Dec) and Change Committee.

The external business partner (ORH) has refreshed and revalidated the SFRS Operational Response Model to include incident data upto March 2023.

The project has previously suggested a range of "Outline Options for Change" involving Alternative Duty Systems. SSRP direction is required to prioritise the refreshing of the analysis and construct relevant options appraisals.

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.	100%	Complete	30/09/2023	30/03/2024
Refine the Matching Operational Resource to Risk and Demand (MORRD) process.	100%	Complete	30/09/2023	30/03/2024
Refine the Business Case Impact Assessment (BCIA) templates.	100%	Complete	30/09/2023	30/03/2024
Produce supporting guidance and documentation for the MORRD process and BCIA templates which will enable the DBDS Project to "Transition to Programme End."	25-50%	In Progress	01/03/2024	30/03/2024

Pathway to Green / Next Steps

Next Steps
-Produce supporting guidance and documentation for the MORRD process and BCIA templates to meet the final DBDS project milestone. (Jan - Mar 24)
- Cross-directorate review by the SDMP Stakeholder Engagement Group will be employed to scrutinise and refine SDMP processes and tools. (Jan - Mar 24)
- SDMP tools and processes will continue to be iteratively tested and refined to address SSRP requirements. (Nov 23 - Mar 24)
- Identify - where appropriate - how the data, processes and skills developed by the DBDS Project will be incorporated within the requirements of the SSRP. (Jan - Mar 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	Incorporate the technical capabilities developed by SDMP within future SFRS structures.	SSRP	SDMP	01/11/2023	31/03/2024

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.	Continually monitor and manage any potential DBDS Project capacity issues which could arise from providing support to non-SDMP tasks.	01/05/2019	Mark Loynd	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.	The MORRD processes will continue to be reviewed and refined through internal and external scrutiny during the Transition to Programme End phase of the project, ensuring their statistical validity. SAR contractual and equality compliance requirements have been - and continue to be - assessed.	01/07/2022	Mark Loynd	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.	Continually monitor and manage any potential SAR capacity issues which could arise from staffing issues or providing support to non-SDMP tasks. Provide technical support to the SSRP Consultation Working Group.	01/07/2022	Mark Loynd	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 (covered under CRIM) Reporting period:

| | | | | | | | | | |

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	

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

£ Variation to BC as %	Approach to Financial Benefit Realisation:
0%	Process enabler to identify efficiencies(processes and methodology for ongoing projects to produce the benefits)

PROJECT HIGHLIGHT REPORT
09 November 2023 - 08 January 2024

SCOTTISH FIRE AND RESCUE SERVICE

Project Name	iHub_Web	SRO	Marysia Waters	Project Manager	Shirley Hartridge	Project Start Date	05/04/2022	Original Project End Date	31/03/2024	Change Rev
Strategic Outcome Alignment	Outcome 2	Outcome 3	Outcome 6	Outcome 7			Revised Project End Date		dd/mm/yyyy	Rev 1

Project Update

- Web backlog remediation continues
- Document Library remediation continues
- Intranet Phase 1 content mapped to new Information Architecture 07/11/2023
- Intranet Content phase one rewrite commenced 14/11/2023
- CR162581 raised and deployed 20/11/2023
- SFRS UAT SharePoint Intranet environment created 24/11/2023
- Engagement with the Digital Assurance office continues

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		A	G	G	A
Significant Milestone Forecast		Progress	Status	Planned	Latest Predicted Date
Intranet		25-50%	In Progress	29/02/2024	29/02/2024

Pathway to Green / Next Steps

Meetings have been arranged with ICT to secure resources for the Nintex workflows. A dedicated copywriter has been appointed to develop content and ensure this completed in time for go-live. Work is ongoing with Storm ID to manage the timeline.

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	As a result of unknown workflow designs there is a risk that the project may require additional licences or works resulting in descoping or additional cost to the project or project timelines	Ongoing liaising between Supplier and comms to identify Intranet nintex works and address resources throughout the project timeline until Jan 2024.	08/02/2023	Marysia Waters, Head of Communications and Engagement	31/01/2024
12	There is a risk that resources may be redirected to priority projects/ tasks because of changes to Organisational Priorities which may result in delays to the project timeline	Ongoing liaising with the organisation to ensure early notice of any changes of direction and Comms ensuring workloads are managed to accommodate reactive requirements.	08/03/2022	Marysia Waters, Head of Communications and Engagement	29/03/2024
16	There is a risk that the project go live will have to be rescheduled because project tasks and activities have yet to be estimated and scheduled.	Work is underway to identify content upload and nintex workflow timescales. Additional copywriter resource has been onboarded to support content rewrite and upload for intranet pages. User Testing to be added to the project schedule.	13/11/2023	Marysia Waters, Head of Communications and Engagement	29/02/2024

Issue Impact	Top 3 Delivery Issues	Corrective Action	Date Identified	Issue Owner	By When
	It has been confirmed that the project will be audited by the Digital Assurance Office.	Impact of DSSS Audit on project being established. This may result in additional delays and/or costs to the project and SFRS.	24/10/2023	Marysia Waters, Head of Communications and Engagement	17/11/2023

Financial & Benefit Tracking

Provisional Financial Tracking
Reporting period:

General Benefit Tracking

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	Forecast £000's	£000's	Forecast Project Cost £000's	Business Case (BC) Cost £000's	£ Variation to BC £000's

| £ - | £ - | £ - | £ - | £ - | £ - | £ - | £ - |

Financial Benefit Tracking

		£ Variation to BC £000's	£ -

	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
0%	Approach to Financial Benefit Realisation:			
	These benefits will be achieved via time saving efficiencies.			

Project Name	People Payroll Finance & Training	SRO	Lyndsey Gaja	Project Manager	Paul McGovern (Programme	Project Start Date	01/04/2021	Original Project End Date	01/04/2024	Change Rev
Strategic Outcome Alignment	Outcome 3	Outcome 5	Outcome 6			**Revised Project End Date**			30/04/2026	Rev 1

Project Update

• Discussions ongoing on potential collaboration opportunities with Scottish Government Shared Services:
   - follow up meeting scheduled with SG Programme Team members and SG Directors for 11th January 2024
   - details requested on requirements for an MOU between SFRS and SG
   - Project Plan Critical Path and Business Case will be reviewed and updated following agreement on the preferred way forward for the Project
• As-is Process flows and User Journeys continue to be recorded, aligned to fire service requirements
• Contract Procurement documentation - internal work completed. Will not be progressed or shared externally until we are clear around what our route to market will be
• Project team progressing data discovery activities
• PID and Project Plan - due dates extended due to ongoing collaboration discussions
• Digital Assurance Office updated on collaboration discussions - formal assurance steps remain on pause. DAO supportive of approach on collaboration
• Internal health check carried out - initial findings reviewed with Programme Manager prior to presentation to Project Executive and Project Board
• Project Manager (day rate contractor) contract not extended beyond planned end date of 30 November 2023. Programme Manager will take on responsibility for day to day Project and Team management. Reduced staffing costs while collaboration oppoclertunities are explored
• Project team resource and capability requirements will be reviewed based on the outcome of collaboration discussions. Current contracts run to end March 2024
• Time changed to red as we have no clear timescales from potential collaboration partners • Cost changed to amber due to ongoing necessary staff costs

Project Governance & Mgmt. Control

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

Significant Milestone Forecast	**Progress**	**Status**	**Planned**	**Latest Predicted Date**
Outline Business Case approval	100%	In Progress	31/08/2023	tbc
Scottish Government DAO Assurance Gate (TAF)	0-25%	Future Task	30/09/2023	tbc
Re-baselined Detailed Project Plan	75-100%	In Progress	31/08/2023	31/03/2024
Publish final version of PID	50-75%	In Progress	18/08/2023	31/03/2024
ITT documentation (internal)	100%	Complete	31/10/2023	30/11/2024
Provide input to Internal Health Check	100%	Complete	09/10/2023	
Review Healthcheck feedback	0%	In Progress	31/01/2024	
Action Healthcheck recommendations	0%	Future Task	31/03/2024	

Pathway to Green / Next Steps

• Decision required on preferred route forward for project: SG Shared Services, PS Collaboration, SFRS stand-alone procurement
• Update of business case based information on above options with recommendation
• Overall health is Amber during this period of exploring collaboration options. An exception report is being prepared to set out the position

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**
tbc		tbc		tbc		tbc	

Critical Risk, Issue & Inter-Project Dependencies

Dependency BRAG	Key Inter-Dependency	From (Giver)	To (Receiver)	Due Date (From)	Due Date (To)
On Track	Cross System processes and data integration between Rostering and PPFT Projects	Rostering	PPFT	02/10/2023	06/10/2025
At Risk	Collaboration discussions with Police Scotland, Scottish Government and PWC	External project	PPFT	08/11/2023	31/01/2024

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	Date Identified	Risk Owner	By When
16	This is a risk that the work currently undertaken to explore collaboration opportunities, having no agreed completion milestone, could lead to the project being delayed significantly.	Progress discussions with potential partners to fully understand the opportunity for collaboration and inform a decision on the preferred route forward for PPFT.	06/09/2023	Lyndsey Gaja	31/01/2024
12	The temporary position of key project members risks the stability of the PPFT Project	Scoring reduced to 12 as short term risk is being minimised by contract extensions up to end of August 2023 and now currently extended to 31 March 2024.	20/09/2022	Lyndsey Gaja	31/03/2024
9	There is a risk that the day to day management of the Project may be negatively impacted because the role of the Programme Manager has been extended to cover this following the departure of the Project Manager. This could result in a reduced level of support and direction for the team.	Programme Manager supported by Programme Officer and daily team catch up meetings have been scheduled which the SRO also attends on a regular basis to provide updates and support. The Team have an action plan in place with objectives and tasks clearly outlined.	30/11/2023	Lyndsey Gaja	31/03/2024
Issue Impact	**Top 3 Delivery Issues**	**Corrective Action**	**Date Identified**	**Issue Owner**	**By When**
Very Low					

Financial & Benefit Tracking

People, Payroll, Finance & Training (PPFT) Provisional Financial Tracking
Reporting period:

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	
£0				
	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:
Ongoing exploration of potential collaboration opportunities need to be completed before we can make any necessary changes to the OBC and, following its approval, we will be able to quantify the financial benefits.
Staff salaries remain constant during this period whilst focus is on the exploration of collaboration options. Monthly project cost has reduced following decision to not extend the day rate contract Project Manager

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%

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

Project Update

• ITT process closed at the end of November. 3 tenders were submitted, checked for compliance and progressed to the next stage.
• Evaluation panel training completed in December.
• 3 demonstration days were scheduled with compliant bidders. 1 has taken and place and 2 are pending.
• Enablers for change report being prepared for submission to CPPG on how best to proceed with business change and adoption of a new system and processes by personnel.
• Following the conclusion of supplier evaluation, the full business case will be updated for projected project costs, benefits and resources.

Project Governance & Mgmt. Control

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

Significant Milestone Forecast	Progress	Status	Planned	Latest Predicted Date
ITT - Deadline for Submission	100%	Complete	30/11/2023	
Evaluation concludes	25-50%	In Progress	20/01/2024	
FBC to CPIG	0%	Future Task	20/02/2024	
Contract award	0%	Future Task	31/03/2024	

Pathway to Green / Next Steps

• On track
• Internal Gateway (Intake) planning underway
• Project Initiation Document (Dossier) created and due to be presented at the project board
• Detailed project plan for next stages underway
• Comms plan being implemented

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
02/02/2024		30/04/2024		01/06/2025		31/12/2025	

Critical Risk, Issue & Dependencies

Dependency BRAG	Key Inter-Dependency	From (Giver)	To (Receiver)	Due Date (From)	Due Date (To)
On Track	Cross system processes and data integration between Rostering and NMS Project (Upstream integration)	Rostering	NMS	01/03/2025	31/12/2025
On Track	Cross system processes and data integration between Rostering and PPFT Project (Downstream integration)	PPFT	Rostering	01/03/2025	31/12/2025

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	Date Identified	Risk Owner	By When
15	There is a risk that new systems and processes are not fully adopted because of a lack of alignment of policies resulting in a failure to deliver benefits.	Reviewed impacted policies and agree changes with policy holders	24/03/2022	DACO Stephen Wood	31/12/2024
12	There is a risk that suppliers may not be able to migrate our data because it is contained off system	Prepare a data strategy/engage with Service Delivery regarding getting data tidied up	16/01/2023	DACO Stephen Wood	30/06/2024
8	There is a risk that the Rostering Project solution is not able to go live because of delays in NMS go live dates resulting in delays to the Projects milestones.	Factor in flexibility and configurability of new rostering solution. Maintain and monitor through Dependency Log	24/03/2022	DACO Stephen Wood	30/06/2024
Issue Impact	Top 3 Delivery Issues	Corrective Action	Date Identified	Issue Owner	By When

Financial & Benefit Tracking

Rostering Provisional Financial Tracking Reporting period:							General Benefit Tracking			
							Benefit Profiles Created	Benefit Profile Created Date	Benefit Realisation Plan Created	Benefit Realisation Plan Created Date
Previous Year(s)	Current Year		Future Year(s)	Total Cost		Variation	YES	07/09/2023	NO	
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	
								YES	£631,415	YES	£2,357,776
£0	£0	£0	£0	£0	£0	£0	£ Variation to BC as %	Realisation Completion Date	01/12/2026	Realisation Completion Date	01/12/2026
							£0	Approach to Financial Benefit Realisation: Benefits profiles have been agreed by the project board at 50% benefit realisation. A benefit realisation plan is in development.		

SCOTTISH FIRE AND RESCUE SERVICE
Change Committee

Report No: C/CC/05-24

Agenda Item: 7.2

Report to:	CHANGE COMMITTEE							
Meeting Date:	15 FEBRUARY 2024							
Report Title:	NEW WEBSITE KPI BENEFITS – INITIAL FINDINGS							
Report Classification:	For Information Only	**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	Provide the Change Committee with an interim update on the key performance indicators (KPI) benefits of the new website.

2	**Background**
2.1	The new website launched in September 2023. In the lead-up to the launch, the project team worked with the contractor (StormID) to produce site tracking and analysis guidelines (STAG), which include KPIs related to the purpose of the site. The tool for analysing and measuring the data is Google Analytics.
2.2	Further analysis of our KPIs will be possible with other information sources and the possible integration of PowerBI. We will look to explore these capabilities with the Business Intelligence team.
2.3	These KPIs form project benefits, to track these the baseline and measure figures must cover the same timeframes. Therefore, the baseline data was taken from October 2022 to December 2022 and the measurement data was taken from October 2023 to December 2023. When measuring the success of campaigns, the timeline covers the campaign dates. In this report, benefit one measures increasing awareness, and the evaluation of the 2023 bonfire campaign. The benchmark data was taken from 1 October 2022 to 6 November 2022 and the measurement data from 1 October 2023 and 6 November 2023.

3	**Main Report/Detail**
3.1 3.1.1	**Benefit one – increasing awareness (Bonfire Night campaign)** This KPI aims to increase awareness of the website and our safety information and contribute to our other KPI benefits.
3.1.2	During the 2023 bonfire night campaign (1 Oct – 6 Nov) we saw a phenomenal increase in website traffic, predominantly to fireworks and bonfire pages. The aim was to direct users to organised displays and this was the most searched term during that period, where users clicked through to our website.
3.1.3	The website sessions are the number of unique users visiting our website during that period, this increased by more than 85,000 sessions in 2023. The page views are unique to the firework and bonfire pages and show the number of visits to those pages, but they are not unique to users. Comparing these numbers helps us understand the user journey and how many people went on to look at other information during their visit.

3.1.4	Through SEO optimisation, a key component of the redesign, we saw an increase in traffic from search engines (Google) to the website, almost 70,000 of the visits during that time came from users using a search engine and clicking our website. The engagement rate of the fireworks and bonfire pages during this time was 56%. Engagement rate is the percentage of sessions in one page that were engaged sessions (where a user spends more than 10 seconds, takes some form of action on the page (click a link) or visits at least two pages) – this means people were staying on the page and looking at other information.
3.1.5	The alert banner on the website displayed a link to the organised displays page, driving traffic and raising awareness during other visits.
3.1.6	The new template allowed the information to be laid out in a more accessible way and made it easier for users to find the information relevant to them.

Metric	2022	2023	Change	Change %
Sessions	5,185	90,500	+85,315	+1,645%
Page views	6,966	104,191	+97,225	+1,396%
Organic search	1,456	69,628	+68,172	+4,682%

3.2 3.2.1	**Benefit two – inform the public on safety at home and in the community** This KPI aims to inform the public on our main safety advice and information. Particularly focusing on at home, outdoors and businesses.
3.2.2	Previously, the home fire safety visit information was tucked away under 'your safety', 'at home' and then 'home fire safety visit'. On the new site, it's available from the 'contact us' section, making it easier to find with fewer clicks. Using the quick links feature on the homepage, booking a home fire safety visit is only one click away, all aiding the increase in visits to the page. Google Analytics cannot measure the number of home fire safety visits booked at this time.
3.2.3	This has resulted in more than 5,000 more views of the HFSV page during the same period the year before.
3.2.4	The safety information was previously all available from the 'your safety' section before selecting a focus area. These areas have been given more prominence in the top menu, a new layout, templates, and other features which have increased the number of visits to the collections overall.
3.2.5	Our safety information is more accessible for members of the public now, with more than eight times more views on these sections during the same timeframe in 2022.

Metric	2022	2023	Change	Change %
HFSV page views	3,573	8,783	+5,210	+146%
Safety collections page views	10,656	86,335	+75,679	+710%

3.3 3.3.1	**Benefit three – career and recruitment information** The aim is to provide clear routes for career and vacancy information via recruitment content and the career hub where users can apply and obtain further information about the roles we offer.

3.3.2	This section has been completely overhauled to showcase the roles available and how to apply. The content has been streamlined and updated to ensure consistency across the site, and particularly the intricacies of the operational roles. The new page templates and information architecture help the user journey flow more easily.
3.3.3	The comparison between the number of sessions and page views shows that users who are looking for career information stay on the site for longer and navigate the career hub.
3.3.4	During the measurement timeframe, and Firefighter Control recruitment campaign took place, and the homepage features allowed us to direct users to the recruitment information via a call to action. These stats will be driven by campaigns too, but the sheer volume of change shows we're doing better overall.
3.3.5	A 41% increase in sessions, and this means more users navigating the site, the increase in page views shows us they are navigating through the careers hub and it's improving their user journey.
3.3.6	With the addition of Google search console, we will be able to understand what users are searching for to get to this section and how we rank on search engines. We can include the search terms in our pages and metadata going forward to further optimise it and improve the rankings.

Metric	2022	2023	Change	Change %
Career hub sessions	32,164	45,226	+13,062	+41%
Career hub page views	88,985	156,246	+67,261	+76%

3.4	**Benefit four – legal requests**
3.4.1	Parts of our site exist to ensure users can submit requests for information, like freedom of information requests, complaints, incident reports, and more. There are requirements for how these requests should be handled, including timescales. The website helps to ensure an effective and timely response.
3.4.2	The previous website had one form for all requests (plus other contact information). There was no information available about the timescales for responses, and more before the request was submitted because it sat on a different section of the website. The new website allows us to create a service start page, which guides users through the process and includes timescales, contacts, etc. before they click to complete the form. It increases the number of clicks for the users but ultimately benefits them when their request is more likely to be sent to the right people in the first place. These guide pages are not included in the stats to ensure as much consistency with the stats.
3.4.3	Google Analytics allows us to track the number of visitors to each form page but not the number submitted. For consistency in the analytics, we compare the page views for the contact us form on the previous site where the form sat, with the collective form page views on the new site.

Metric	2022	2023	Change	Change %
Form page views	5,659	6,943	+1,284	+23%

3.5	**Benefit five – user satisfaction**
3.5.1	User satisfaction can be monitored in many ways, using Google Analytics the average session duration is a good indicator. We want users to visit our site and find what they are looking for, and we want them to stay on the site and browse other information – particularly our safety information.
3.5.2	The devices that our visitors use can have an impact on the time they spend on the site, however, we hope that with the device optimisation built into our site and that over 70% of users visit on mobiles, this shouldn't be a factor for us. Monitoring the data based on devices as we gather more information in this area will allow us to determine this in the future.
3.5.3	We have no data to base the comparison on as this is a new feature for the new website and Google Analytics 4. Previously we could monitor the time on a page only, not the session as a whole. This new information gives us a better insight into the user journey.
3.5.4	Not many, if any, organisations publish their analytics, so it's difficult to determine the measure of success in this area. Using more general reports from organisations that look more widely at analytics, we determined a 'good' average session duration is between 1.29 and 1.54 minutes. A bad average session duration would be anything below 1.09 minutes.
3.5.5	There is also some data to suggest that other public services average at 2.39 minutes. Therefore, we set our initial target for success at 2 minutes.
3.5.6	Our average session duration between October and December 2023 is 2.87 minutes.

Bad	Good	Public sector benchmark	Target	How we're performing
<1.09 minutes	>1.29 minutes	2.39 minutes	2 minutes	2.87 minutes

3.6	**Benefit six – publish information and publications**
3.6.1	We publish a lot of information on our website to ensure visibility and accountability as a public section organisation. Our fire safety and organisational statistics, and incident statistics are published at the same time each year, making them a great example for showcasing the benefits of the new website and this KPI. The latest incident statistics were published on 31 October 2023, allowing us to compare the page views where the stats sit on the old site in 2022 and the new site in 2023.
3.6.2	Our new website IA makes the information more accessible to users, the page views have increased by 10 times between October and December in 2023, compared to 2022.
3.6.3	The stats show this section's page views have increased 10 times over, meaning its more visible, ensuring better accountability as a public sector organisation.

Metric	2022	2023	Change	Change %
Main statistics page views	304	3,075	+2,771	+912%

3.7	**Benefit seven – the site is accessible and easy to use**
3.7.1	Part of the need for a new website was due to the lack of accessible features on our old site. Many aspects of the site were not accessible for users with disabilities, including those who use screen readers and other accessibility aids.
3.7.2	The new site was built to the WCAG 2.1 standard regulations, the latest at that time. An accessibility audit by StormID outlined any accessibility issues with the site, including our

online home fire safety checker, use of PDFs and the fire station search. The accessibility statement for the site captures these and offers alternative solutions or our plans to make these areas more accessible.

3.7.3 We have a new template for documents for the website, to help us move away from PDF documents and make this information more accessible.

3.7.4 There are some metrics that we can use to evaluate the accessibility features of a website, using the WAVE accessibility tool. It shows the number of alerts per page and more high-priority errors per page. It also highlights the number of positive ARIA labels on a page.

3.7.5 Across the board, we saw the expected improvements. The alerts we are seeing on the new website relate to a duplicate link that we incorporated following feedback from users to include an extra link to the homepage on the main menu. This is highlighted as one alert on each page.

3.7.6 Overall, you can see almost 100% improvement in the negative indicators. The positive indicators will depend on the type of content on the page (images, links etc.) and we would want to see an improvement in this area, we had targeted a minimum of 20 ARIA labels per page and we're exceeding this. Some of these improvements are due to our new processes and some are features built into the new site.

3.7.7 ARIA labels define accessible names to be read by screen readers for interface elements. They may be used when HTML associations (label, alternative text, etc.) are not sufficient.

Metric	2022	2023	Change	Change %
Averages alerts (per page)	189.88	1.13	-187.75	-99%
Average errors (per page)	6.25	0	-6.25	-100%
Average ARIA label (per page)	6	32.38	+26.38	+440%

3.8 Benefit eight – provide new and updates

3.8.1 There are several benefits to sharing news and updates on our website. The main driver of traffic to this section of the site is social media. On the old website, the contact details for media enquiries also sat in the news section, so journalists and news outlets would contact the media team using the information from there.

3.8.2 Now, that information sits in the 'contact us' section and has its own page, that traffic is being driven there by the search. More than 1,000 views could have impacted our benefit stats, however, the traffic appears to be driven to the correct areas. The stats show a 26% increase in page views for the news section as a collection, further proving that the new media enquiries page is having the desired effect.

3.8.3 The news pages on the old site included raw text and floating images – not good for responsive websites adapting to devices. Also, not great for accessibility and screen readers often pick up the information in the wrong order.

3.8.4 The new templates include individual content elements to ensure accessibility while aiding the performance of the pages. These include:
- Test boxes
- Landscape image (in line with other news publications)
- Drop down boxes
- Pull out quotes
- Statistics

3.8.5	The new website allows us to customise text and images for social media, so when links are shared, information can be tailored to the channel.
3.8.6	In addition to this, the landing page allows us to feature news, share our key messages and direct users to our most important information and campaigns.

Metric	2022	2023	Change	Change %
News page collection page views	13,961	17,623	+3662	+26%
Media enquiry page views	N/A	1,030	N/A	N/A

3.9 3.9.1	**Benefit nine – easy access to contact information** Outwith emergencies, we want to ensure our contact information is easily accessible for users.
3.9.2	For this benefit, we're measuring the number of users on the site visiting the pages, rather than the total number of page views. The reason for this is that when a user types in a search query it creates a page result, if they search for more than one station during a session it creates several different pages, skewing the results.
3.9.3	Instead, comparing users, we only see the people using the tool and not the number of times they use it making it more comparable across the two sites.
3.9.4	The old website user journey was complex. The 'find a fire station' tool was a widget dropped into any page and it could be accessed from many different places. This included accessing it from 'your area', where users were asked to select the area they lived in based on our SDAs. Also, without a page of its own, the search engines struggled to find it. In addition to the user journey issues, it created an issue for us when we evaluated the use of the tool and made it difficult to pinpoint the tool and the data.
3.9.5	Now, it has a page and search engines can find the information more easily, as can users and we can evaluate the use of the tool more effectively.
3.9.6	In addition, we have the 'find a fire station' link on the homepage quick links for now, directing traffic to it and it's also on the footer of the page, meaning is available from everywhere, regardless of what page you are on.

Metric	2022	2023	Change	Change %
Find a fire station users	5,567	15,724	+10,157	+182%

3.10 3.10.1	**Some of the new website features** There are several new features on the website, which have contributed to the progress we have seen towards our KPI benefits. These include: - **New information architecture** – IAs focus on organising, structuring, and labelling content effectively and sustainably. This was tested before launch to ensure the new IA would work as planned. - **New content types and templates** – a consistent format, and style and ensures accessible content. - **New content guidelines** – using plain English and the Hemingway app to draft content, ensuring the content is accessible to users of all levels of education. Our

	content has gone from predominantly PHD level content to grade 7 (on average). This means it can be read by an average 10 year old. - **Search engine optimisation** – the technical configuration of the website is optimised to help content relevance and link popularity – this means pages are more findable, more relevant, and popular for user searches. As a result, search engines rank them better. During the bonfire night campaign, almost 70,000 organic searches resulted in visits to our website. This means the free listing appeared high or at the top of the Google search because it was relevant to the person's search term. (for context, non-organic searches are paid adverts) - **Related content** – links at the bottom of pages to other related content to keep people on the site for longer. - **Optimised for devices** – the website is responsive and adapts to different devices and screen sizes – particularly mobiles (70.5% of our website users are on mobiles). - **Accessible build** – built to WCAG 2.1 standard, meeting the Public Sector Bodies (Websites and Mobile Applications) Accessibility Regulations 2018.
4	**Recommendation**
4.1	The Committee is asked to note the contents of the report.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk** The risk report is used to ensure risks are identified and suitably managed by relevant Directorates.
5.2 5.2.1	**Financial** Any implications arising from the report 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** Any implications arising from the report will be managed by the relevant Directorate.
5.9 5.9.1	**Performance** Any implications arising from the report will be managed by the relevant Directorate.
5.10 5.10.1	**Communications & Engagement** Any implications arising from the report will be managed by the relevant Directorate.
5.11 5.11.1	**Legal** Any implications arising from the report will be managed by the relevant Directorate.

5.12	**Information Governance**	
5.12.1	DPIA completed No. An assessment was completed for the project as a whole.	

5.13	**Equalities**	
5.13.1	EHRIA completed No. An assessment was completed for the project as a whole.	

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:**	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	**Level of Assurance: (Mark as appropriate)**	~~Substantial~~/**Reasonable**/~~Limited/Insufficient~~
7.3	**Rationale:**	The paper is an interim report on benefits realisation for information only.

8	**Appendices/Further Reading**	
8.1	Appendix A: Benefit Toolkit	

Prepared by:	Nic McGrath, Communications Manager
Sponsored by:	Marysia Waters, Head of Communications and Engagement
Presented by:	Nic McGrath, Communications Manager
Links to Strategy and Corporate Values	
Linked to strategic outcomes 1,2,3,5 and 6.	

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Change Committee	*15 February 2024*	*For information*

SCOTTISH FIRE AND RESCUE SERVICE		
Change Committee		

Report No: C/CC/03-24

Agenda Item: 8.1

Report to:	CHANGE COMMITTEE						
Meeting Date:	**15 FEBRUARY 2024**						
Report Title:	**AUDIT ACTION PLANS AND CLOSING REPORTS UPDATE: COMMAND AND CONTROL MOBILISING SYSTEM**						
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 report is to provide the Change Committee (CC) with an update on relevant audit and inspection action plans.
1.2	At this meeting the Committee are asked to scrutinise the progress of the action plan relating to HM Fire Service Inspectorate (HMFSI) report on: • The Scottish Fire and Rescue Service Command and Control System
1.3	There are no closing reports to consider.

2	**Background**
2.1	HMFSI inspects and reports on the Scottish Fire and Rescue Service (SFRS) with the purpose of assuring the public and Scottish Ministers that we are working in an efficient and effective way, and to promote improvement in the Service.
2.2	Each year, HMFSI sets out its intended programme of thematic and local area inspections. Additional reviews may also be carried out at any time at the request of Scottish Ministers.
2.3	Following the publication of reports, an action plan is prepared to address the issues or recommendations that are highlighted within the report.
2.4	In line with the thematic process agreed in May 2020, once approved, action plans will be presented to the Corporate Board on a quarterly basis, followed by a nominated Committee of the Board to scrutinise progress.
2.5	At their meeting on 5 October 2023, the Integrated Governance Forum agreed that the action plan regarding The Scottish Fire and Rescue Service Command and Control System HMFSI Report should be scrutinised by the Change Committee.

3	**Main Report/Detail**
3.1	This inspection by HM Fire Service Inspectorate examined the Scottish Fire and Rescue Service's Command and Control System (CCMS) and the resulting report was published in March 2023, attached as **Appendix A**.
3.2	This review was a short focussed HMFSI inspection to consider the operational consequences of the decision to terminate a previously awarded contract for the provision of a mobilising technical platform.

3.3	The key findings of the report were categorised under the main headings of: • Why a new mobilising platform was necessary • The system specified • The performance and resilience of the existing CCMS • Contingency for system interruption • Other factors
3.4	The report set out several recommendations within 'The Way Forward' and 'Conclusion' sections of the review report. In response to this, an Action Plan containing six actions has been developed, attached as **Appendix B**. An opening Statement is also available as **Appendix C**.
3.5	As the CCMS project was already well-established, five of the six actions have already been completed. As such, CC members have been provided with a progress update against each of the actions of the new Action Plan and are asked to both approve the Action Plan and note the update provided*. *This progress update is from November 2023. A new update is scheduled to be presented to the Corporate Board on 21 February 2024.*
4	**Recommendation**
4.1	The CC is invited to: • Note the HMFSI Report entitled The Scottish Fire and Rescue Service's Command and Control System, attached as **Appendix A**. • Approve the actions contained within HMFSI Action Plan the Scottish Fire and Rescue Service's Command and Control System, attached as **Appendix B**, and scrutinise the update provided. • Note the content of the Scottish Fire and Rescue Service's Command and Control System Opening Statement attached as **Appendix C**.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk** There are no risks associated with the recommendations of this report.
5.2 5.2.1	**Financial** There are no financial implications associated with the recommendations of this report.
5.3 5.3.1	**Environmental & Sustainability** There are no environmental implications associated with the recommendations of this report.
5.4 5.4.1	**Workforce** There are no workforce implications associated with the recommendations of this report.
5.5 5.5.1	**Health & Safety** There are no health and safety implications associated with the recommendations of this report.
5.6 5.6.1	**Health & Wellbeing** There are no health and wellbeing implications associated with the recommendations of this report.
5.7 5.7.1	**Training** There are no training implications associated with the recommendations of this report.

5.8 5.8.1	**Timing** Each HMFSI Action Plan will be reported to the SMB on a quarterly cycle until completion.
5.9 5.9.1	**Performance** This process supports robust challenge and scrutiny of our performance against HMSFI recommended improvements.
5.10 5.10.1	**Communications & Engagement** There is no implication associated with the recommendations of this report.
5.11 5.11.1	**Legal** The arrangements for independent inquiries into the state and efficiency of the SFRS are a statutory requirement as laid out in Section 43 of the Fire Scotland Act 2005.
5.12 5.12.1	**Information Governance** A Data Protection Impact Assessment (DPIA) is not required for this report as there is no sensitive information to consider.
5.13 5.13.1	**Equalities** An Equality and Human Rights Impact Assessment (EHRIA) is not required for this this report. These will be captured by Directorate and LSO EHRIAs.
5.14 5.14.1	**Service Delivery** There are no service delivery implications associated with the recommendations of this report.

6	**Core Brief**	
6.1	Not applicable	

7	**Assurance (SFRS Board/Committee Meetings ONLY)**	
7.1	**Director:**	David Lockhart, Director of Prevention, Protection and Preparedness
7.2	**Level of Assurance: (Mark as appropriate)**	~~Substantial~~/**Reasonable**/~~Limited/Insufficient~~
7.2	**Rationale:**	Following receipt of Audit Reports, Action Plans are developed in conjunction with Directorates and approved via the Strategic Leadership Team and the nominated Executive Committee of the Board. Quarterly reporting is made to the Corporate Board and nominated Executive Board until full completion of the Action Plan.

8	**Appendices/Further Reading**
8.1	**Appendix A:** HMFSI Report: The Scottish Fire and Rescue Service's Command and Control System
8.2	**Appendix B:** HMFSI Action Plan: The Scottish Fire and Rescue Service's Command and Control System
8.3	**Appendix C:** HMFSI Opening Statement: The Scottish Fire and Rescue Service's Command and Control System

Prepared by:	Derek Wilson, Area Commander, New Mobilising System Project / Louise Patrick, Planning and Partnerships Coordinator
Sponsored by:	David Lockhart, Assistant Chief Officer, Director of Prevention, Protection and Preparedness

Presented by:	David Lockhart, Assistant Chief Officer, Director of Prevention, Protection and Preparedness

Links to Strategy and Corporate Values		
Our audit and inspection process contributes to Strategic Outcome 5 of the Strategic Plan 2022-25: We are a progressive organisation, use our resources responsible and provide best value for money to the public.		

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Senior Management Board	*15 November 2023*	*For Recommendation*
Integrated Governance Forum	*5 October 2023*	*For Recommendation*
Change Committee	*15 February 2024*	*For Scrutiny (CCMS)*

HM Fire Service Inspectorate

The Scottish Fire and Rescue Service Command and Control Mobilising System (CCMS)

March 2023

1. INTRODUCTION

1. The Scottish Fire and Rescue Service (SFRS) was created in April 2013 as a successor to the eight Fire and Rescue Service's (FRSs) that existed previously. Each of the eight predecessor FRSs had its own control room providing for the receipt of calls, mobilising resources, communications and associated functions.

2. The SFRS initiated a change programme known as 'Command and Control Futures' (CCF), ratified by the Fire Board in September 2013. The principal intention of CCF was to deliver:

   - a rationalisation of the eight legacy control room structure into a three site control room model with one each located within the three SFRS Service Delivery Areas, and
   - the procurement and provision of what was described as a new technical platform for the control rooms to replace what had been assessed as ageing systems.

3. The CCF site relocation element has been achieved, however the provision of the technical platform has not been achieved despite being subject to procurement and contract award. The awarded contract was terminated in December 2022, four years after award.

4. As Chief Inspector, I had concerns regarding the impact this lack of progress might mean for the operational functionality of the Service. After discussion with the Director General for Education and Justice within Scottish Government, I initiated a short focussed HMFSI inspection to consider the operational consequences of the decision to terminate this contract.

5. The inspection terms of reference influenced the factors that we examined. These are:

   - the rationale behind the SFRS decision that a new mobilising platform was required;
   - the system specification considered by the SFRS;
   - the suitability of systems in place for mobilising SFRS resources;
   - the resilience of the existing systems;
   - the contingency arrangements for system failure;
   - the revised plans and associated timescale for procurement of a new mobilising system following the decision to terminate the contract.

6. We undertook that the outcome of our inspection would report assurance where appropriate, and raise concerns where we felt this was appropriate.

7. I wish to thank the SFRS employees who participated in the visits and interviews for their contribution.

3. BACKGROUND

3.1 Site relocation

8. The rationalisation of the SFRS control rooms was achieved by vacating five of the legacy control rooms whilst retaining and developing the remaining three thereby achieving the three site model. As a result the Service now has functioning control rooms in Johnstone, Edinburgh and Dundee. Having different sites provides resilience in the event that a site specific event at one location affects the functionality of that location, though the level of resilience is influenced by the interoperative capability of these sites.

9. HMFSI carried out an inspection of the Dundee control room in 2016 following the migration of the functions of the Inverness control room to Dundee. Our inspection report[1] was principally positive in respect of the issues considered and offered a view of the operation of the CCF programme as assessed at that time.

10. There had been an earlier working group report[2] into the FRS control rooms of the eight Scottish FRSs following the termination of a Regional Fire Control project in England. This group examined the lessons learned from the Regional Fire Control Report and, aware that Scottish FRS reform was under consideration, included general project recommendations in the report.

3.2 Functions

11. A FRS control room requires a number of capabilities to operate. On a basic level these are:

- **Calls for assistance**

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[1] *The Scottish Fire and Rescue Service Operations Control Room in Dundee and Service Delivery and Support in Highland, Western Isles, Orkney Islands and Shetland Islands*: HMFSI 2017

[2] *FiReControl Learning the lessons:* Scottish Government Stakeholder Working Group, 2011

Traditionally the FRS would receive calls for assistance by telephone. Caller identity can be associated with location awareness. Automated searching can identify history or risk information where stored, or location can be displayed and there is potential for incorporation of geocodes. Looking forward, there may be the potential for situational awareness such as visual footage from camera phones to assist with mobilising and informing attending crews.

- **Mobilising of resources**

The control room system needs to know the location and availability of resources. FRS resources have become more complex with specialist attributes being developed in response to changes in risk and the role of the FRS. A resource based mobilising system will identify the resources with the necessary attributes that are best placed to attend, based on availability, location and journey time.

- **Communicating with resources**

Traditionally communication is by radio, using voice or data. Though having other communication channels with real time information available to resources may obviate the need for control staff to respond to requests.

- **Statistics, analysis and audit reporting**

A reporting function will facilitate these.

- **Future needs**

A system might have the ability to be modified and adapted within its lifespan to accommodate changes or additions to functionality, though it may be difficult to know what demands and changes the future may bring.

4. INSPECTION FINDINGS

4.1 Why a new mobilising platform was necessary

12. The three OCs are equipped with a CCMS that was considered to require replacement because each was deemed to be at end of life. The systems required specialist support arrangements due to their age and were reliant on older hardware, the supply of which was likely to become more difficult to source over time. The systems did not offer interoperability between control rooms, and the process of procuring a single platform was seen as an opportunity to improve resilience and efficiency by enabling fully functional interoperability between the control rooms.

13. Work was carried out to each of the three existing CCMS in place as part of the merger process of control rooms in the three SDAs; West (2014), East and North (2016). The adaptions involved merging data and information to allow the control rooms to continue to function for the whole of the SDAs.

14. Due to the age of the systems, these adaptions resulted in OC systems requiring several manual processes in order to effectively handle calls and mobilise resources. These adaptions were seen as a 'stop gap' until a new CCMS could be sourced and implemented.

4.2 The system specified

15. The SFRS decided that it would require a single proven Command and Control supplier to design, supply, install, commission and maintain the system. The SFRS' specification of requirements included:

    - A CCMS which would provide everything from management of telephony and radio calls to dispatch of resources, incident management, records management, provision of full audit log and support for mobilised resources.

    - Interoperability by incorporating the ability to intelligently route calls to the most appropriate OC in Scotland, and to allow any Scottish OC to manage telephony and radio calls from anywhere across Scotland to mobilise the most appropriate SFRS resource regardless of the OC or resource location.

16. The specification for the new system was lengthy, detailed and prescriptive and the view has been expressed to us, with the benefit of hindsight, that the original specification was overly detailed and prescriptive.

17. As a consequence of the large number of requirements and the amount of detail in the original specification, a number of prospective suppliers were deemed to be unable to fulfil the requirements.

18. Systel; (Systèmes et Telecommunications), a company based in France, was the only applicant declaring the ability to fulfil the requirements, and was awarded the contract in January 2018.

19. The SFRS then ran the project with a project team and received external scrutiny and major project assurance from the Scottish Government Digital Assurance Team.

4.3 The performance and resilience of the existing CCMSs

20. In a FRS control room, the technical systems and equipment used need to be fit for purpose and interoperability between control rooms allows resilience arrangements to operate. We examined the position in the three SFRS control rooms.

21. The two main components of each OC's CCMS are an Integrated Communications Control System (ICCS) for radio and telephony and a Computer Aided Dispatch (CAD) system for mobilising, gazetteer and mapping - along with peripheral supporting systems such as on call resource availability.

22. It should be mentioned that there has been some investment in SFRS infrastructure in recent years relative to the planned implementation of Systel. It is understood this work and investment has not been wasted and it is envisaged that this will facilitate any new CCMS implementation. Examples of this infrastructure include standardisation of station-end equipment and network capability (WAN – Wide Area Network) and the rationalisation of call-signs programme. There has also been the implementation of SIP (Session Initiation Protocol), which improves resilience by having links to more than one telephone exchange. SIP is not yet functional at Dundee OC (DOC) and Edinburgh OC (EOC) due to the inflexibility of current systems.

Dundee OC (DOC)

23. The system at DOC is Vision, which is a combined ICCS and CAD system. The system is newer than those in place at Johnstone OC (JOC) and EOC. However, being originally installed in 2006 it is still considered an old system and relies on old hardware which has become difficult to source replacement parts for.

24. The system is a different version of the Vision system in place at EOC, though is supported by the same supplier under the same support contract. Due to being a different version than at EOC, there is no interoperability potential between the systems.

25. There have been significant issues in recent years regarding the integrated telephony system at DOC which resulted in considerable attention by SFRS ICT and the support contractor to rectify.

26. A decision has been made to limit the volume of data on the system to improve resilience. The result being that some address related information is held separate to the system itself, which has involved a manual element for operators.

27. DOC has an integrated ICCS, which means there is a single point of failure. If any part of the system fails, it all fails. However, the arrangements in place at the Dundee Standby facility is a standalone ICCS, which gives more flexibility if one part of the system fails.

Johnstone OC (JOC)

28. The systems in place at JOC are Motorola Procad and Capita/Sungard. The systems generally function as required and allow JOC to carry out the required functions in the West SDA.

29. The CCMS at JOC was inherited from legacy arrangements and was adapted when the West SDA OCs merged in 2014. This resulted in some loss of functionality and some manual processes for OC personnel were implemented as a consequence. An example of this is OC staff having to manually update certain availability at change of shift, which was an automated process previously.

30. The system is now considered to be old technology, although the software itself is understood to be fairly reliable in terms of its stability. However, the hardware is dated and finding replacement parts when required is likely to be difficult to achieve, time consuming and costly.

31. The SFRS has a support contract in place with Motorola. The Service has some concerns around the availability of expertise to provide support in the long term.

Edinburgh OC (EOC)

32. The Systems at EOC consist of Northgate ICCS and Vision CAD system.

33. There are a number of manual processes which have become practice for operators handling emergency calls. This is mainly as a result of the merging of legacy control rooms in 2016 and the inflexibility of not being able to incorporate elements of other legacy CCMS into the current system. There is understood to have been some upgrade to the current system in 2016 as part of the merger process.

34. The server which hosts the CCMS for EOC had not been restarted for six months at the time of our visit in late December 2022. This is due to concerns over the system's resilience following previous difficulties which arose when attempting to carry out this process. All required changes have been stored to allow update in due course. A decision has not yet been communicated on when and how the server will be updated. As a result of this, there are six months' worth of information and data which has not been uploaded onto the system. This includes information on Flexi Duty Officers' details and certain mobilising instructions. All amendments to be added are communicated to personnel, but this results in control staff having to refer to various sources of information, some paper-led as a work around. We were advised that the system does not often fail on its own.

35. EOC is working on Vision version 3. A support contract is in place with SSS Public Safety. Version 3 is an older system relying on ageing hardware.

36. In addition to the system failure risk due to age, the control room suite has major building issues with rainwater ingress which poses a risk to resilience.

4.4 Contingency for system interruption

ICT and Supplier Support Arrangements

37. All three OCs have a process for raising faults and issues relating to their CCMS, which involves submitting a request for assistance with SFRS ICT department as a helpdesk request. There is an OC/ICT Service Level Agreement, and fault response is graded by impact. The prioritising and addressing of faults helps to ensure business continuity at each OC.

38. SFRS ICT department staff rectify faults for issues relating to the SFRS supplied hardware or software. For faults relating to supplied CCMS software or hardware, there are two support contracts in place (Motorola for JOC, and SSS Public Safety for EOC and DOC). Staff from the ICT department liaise with suppliers directly to try and facilitate a remedy for the reported fault. Both SFRS ICT and the support contractors provide support outside normal business hours.

39. The support contracts in place run until July 2023 for JOC, and March 2023 for EOC and DOC.

40. As all three CCMSs use old technology, the Service has some concerns around whether the level of expertise to provide the required support will be available in the long term.

41. The SFRS ICT department is aware of the fragility of the systems and as a method of managing system capacity and resilience system restarts and updates are managed and controlled. System updates are completed with the relevant system support contractor's advice and involvement. In some cases, data additions and server updates have been held back due to concerns over capacity and fragility of systems.

42. The SFRS has concern over one of the support suppliers' ability to provide continued service for an ageing product beyond the calendar year of 2023 due to the age of the system. To this end, SSS Public Safety is providing its current support on a 'reasonable-endeavours only' basis, reducing assurance and highlighting concerns regarding the fragility of the system in use at EOC and DOC.

Business Continuity

43. All three OCs have local buddy arrangements in place. In the event that one of the OCs cannot take a 999 call, due to spate calls or system failure for example, the call will be diverted by BT to another OC. DOC and EOC are 'buddies' as are JOC and Northern Ireland Fire and Rescue Service Control. This arrangement provides assurance that 999 calls can still be received by control staff even in the event of issues referred to above.

44. There is also a UK system in place - Operation Willow Beck[3]. This is supported by the National Fire Chiefs Council (NFCC) and has been designed in collaboration with the Home Office and key partners to mitigate increased emergency call volumes during spate call conditions. This call distribution process allows BT to route calls to control rooms with capacity, without over-burdening a single buddy control room. SFRS has not experienced outwardly routed calls due to spate conditions, but has handled calls for other FRSs when Operation Willow Beck has been implemented. We were advised by staff that this arrangement also offers resilience if one of the SFRS OCs cannot handle calls due to a system outage.

45. As each of the OCs are operating on different systems, they are not able to mobilise resources to incidents within another SDA at short notice. Typically, a 'buddy' OC would log calls and ultimately pass these back to the OC to mobilise resources to. If the system outage was to last for a longer period, all OCs have the ability to implement 'Crash Laptops' to be able to mobilise resources in another SDA.

46. The provision of backup servers provide resilience that if one server fails, the back-up option, although not necessarily instantaneously, would enable the functionality of CCMS after a period of down-time.

47. Each OC has a number of laptops to use as back up if their own system fails, or as business continuity if another OC has a total system outage. These fallback arrangements require a level of manual intervention by operators.

48. Each OC has a standby facility at a physically separate location to allow staff to relocate to if the OC site is unusable due to building access and use issues, for example. These locations involve staff travelling to the alternative site, and arrangements are in place to facilitate travel. However, this arrangement would still rely on the use of crash laptops in the event of a total system outage. Equipment available at Standby locations are tested regularly, though due to staffing having been at consistently low levels the weekly testing regime has not always been consistently maintained.

49. The provision of stand-by locations would not be necessary if there was a system of full interoperability between the OCs, but at present the stand-by arrangements provide a degree of resilience for continuity of functions.

50. Each OC has a Business Continuity Plan and Evacuation Plans are in place which are tested regularly. These plans have been tested but there has not been an exercise to incorporate the scenario of a prolonged downtime of any CCMS.

51. The SFRS has procured a disaster recovery option of CCMS, 'Vision 5' for use in DOC and EOC, due to the Systel system not being implemented. This was a condition of the ongoing maintenance contract. We were told, "*This is to see us through this period until a*

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[3] *National Fire Chief's Council News article,* May 2022.

new system is in place.' However, due to system difficulties, this disaster recovery version is not yet fully installed.

52. The fact that the three OCs use a different CCMS with no interoperability means that in the event of total failure of a single system, the other two systems will not be directly affected by the other CCMS' fault. Consequently, at any one time, only one OC will be directly impacted by the total failure of a CCMS.

4.5 Other factors

Technology Changes and Key Dates

53. There are some pending key dates, which impact on the priority to modernise the current CCMS at all three OCs.

    The implications of the ISDN (Integrated Services Digital Network) switch off means that all three current CCMS will not be compatible with replacement technology from December 2025. Furthermore, the Home Office is delivering a new Emergency Services Network (ESN) which will replace the current Airwave radio system used by Emergency Services, the deadline for which for SFRS is also anticipated to be towards the end of 2025.

54. If the Systel Contract had been successfully implemented on time, technology changes would have been accommodated in a new system. The impact of a delay to implementing a replacement CCMS results in an increased risk of having equipment in place which is not compatible with the ISDN switch off and ESN implementation.

Consideration of electricity outages

55. SFRS has included in its overall resilience planning the consideration of power outages. Each Standby Control has back-up generators in place which are tested regularly. In the event of a mains electricity outage, in order to limit the impact of a change over from mains electricity to fuel powered generator supply, there has been investment in the UPS (uninterrupted power supply) backup systems at OCs. This has been carried out with the aim of reducing the risk of a potential 'cold start' of a server. A 'cold start' is an unplanned shut-down of a server, which would then require to be restarted from cold. There are concerns due to the fragility of systems that a cold start of a server could result in a significant system failure which may be difficult to recover from.

Staffing Levels

56. The OCs each have different workload demands and therefore different staffing arrangements. Staffing levels at all three OCs have been impacted as a result of staff turnover and absence. There has been a reliance on overtime on a regular basis to be able to maintain minimum staffing levels in OCs.

5. THE WAY FORWARD

57. The SFRS management acknowledges the pressing requirement of sourcing, implementing and establishing suitable CCMS to replace current systems and apply the resources and focus to make this happen.

58. To accommodate network and telephony technological changes, replacement CCMS system(s) should be in place by summer 2025. This is to allow a period of settling prior to the ISDN and ESN network changes towards the end of 2025.

59. Having terminated the Systel contract, the SFRS is undertaking procurement afresh of a new CCMS system. The first stage of this is the appointment of a Client Advisor and this element is anticipated to be in place by February 2023.

60. The system procurement process itself is expected to take around nine months. The Service considered different procurement route options and has opted for what it believes to be the most appropriate in light of the prevailing issues of desired timescale and risk of challenge. There is also the potential to use supplier pre-qualification within an existing Emergency Services command and control systems framework, to accelerate the procurement process.

61. The Service may source and implement 'off the shelf' replacement systems to improve stability and meet deadlines in the short term. This seems an obvious strategy given that the original desire to create a bespoke system may in part have had an influence on the supplier's ability to deliver. Systems may be introduced as stand-alone without interoperability between OCs. This may be viewed by some to discount one of the original drivers of improved resilience and efficiency by enabling interoperability between OCs. The long term solution may still be the provision of a single CCMS spanning across the three OCs achieved by the procurement and implementation of three separate CCMS systems to be provided by the same supplier and set up with the same configuration which may allow future interoperability.

62. We spoke to a selection of staff with knowledge of the operational and technical requirements. They are confident that the target of establishing replacement systems by 2025 is achievable, though there are challenges involved. However, they also highlighted the importance of getting things right in terms of procurement, appointing of a competent supplier and maintaining focus by prioritising implementation.

63. There are thought to be a number of blue light services in the UK commencing procurement for CCMS at a similar time to the SFRS, and there may therefore be challenges in terms of supplier capacity to deliver.

64. There has been significant turnover of personnel over the period of the Systel project. As an example, there have been five different Senior Responsible Officers and seven project managers. We think it important that the Service puts in place suitable project team members to drive the project forward and maintain focus.

6. CONCLUSION

65. The SFRS has three control rooms each with old CCMS systems which are at end-of-life. The risk of system failure is acknowledged by the Service and is high on the SFRS risk register. The implementation of a Systel system would have replaced the old systems. Contrary to its plans, the Service is in a situation which requires it to start new procurement and subsequently an implementation process, whilst maintaining the current systems for longer than had planned.

66. The SFRS has two support contracts with external providers to support its current systems. Due to the age of the systems, one of the contractors will only commit to a 'reasonable endeavours only' basis of rectifying issues.

67. The contingency measures the SFRS has put in place provides assurance that 999 calls will continue to be answered. However, in the event of a total system failure, the manual work arounds to carry out functions of the OC may impact significantly on staffing, depending on the length of time a CCMS is down.

68. There has been testing of evacuation and business continuity plans. However, it is understood the scenario of a prolonged downtime of any CCMS has not been tested, the potential for which is foreseeable and should be considered by the SFRS' management.

69. In order to maintain and prolong the CCMS systems, the SFRS ICT department arrange careful management of system updates assisted by external support contractors.

70. The Service has taken advice on improving resilience of systems by optimising power supply arrangements and procuring a disaster recovery option for two of the systems.

71. The management of system updates and limiting the addition of data within some elements of systems has resulted in the creation of operational workarounds for control staff, the level of which vary between control rooms.

72. The three CCMS systems in place are not compatible with changes which will occur toward the end of 2025. These are the ISDN switch off and the Home Office implementation of the Emergency Services Network (ESN) to replace the Airwave radio system. The replacement technology to accommodate this must be fully established prior to this date.

73. Establishing replacement CCMSs to the above timescales appears achievable, but with time constraints now at a critical level, it is important that the SFRS management provide appropriate support and resources to the CCMS project team and completion of this project as a priority.

74. Due to the tight timescales to complete the CCMS project, skill-set and continuity of the project team is an important factor which should be considered by SFRS. The Service should evaluate requirements against the skill-set available to support their focus of achieving the sourcing and implementation of a fit for purpose CCMS within the time deadline.

Glossary

CAD	computer assisted dispatch
CCF	Command and Control Futures
CCMS	command and control mobilising system
DOC	Dundee Operations Control
EOC	Edinburgh Operations Control
ICCS	Integrated communications control system
JOC	Johnstone Operations Control
OC	'Operations Control' the SFRS designation for control room
SDA	Service Delivery Area

Appendix

About HM Fire Service Inspectorate

His Majesty's Fire Service Inspectorate in Scotland (HMFSI) is a body that operates within, but independently of, the Scottish Government (SG). Inspectors have the scrutiny powers specified in section 43B of the Fire (Scotland) Act 2005. These include inquiring into the state and efficiency of the SFRS, its compliance with Best Value, and the manner in which it is carrying out its functions.

HMFSI Inspectors may, in carrying out inspections, assess whether the SFRS is complying with its duty to secure Best Value and continuous improvement. If necessary, Inspectors can be directed by Scottish Ministers to look into anything relating to the SFRS as they consider appropriate.

We also have an established role in providing professional advice and guidance on the emergency response, legislation and education in relation to the Fire and Rescue Service in Scotland.

How this inspection was carried out

This inquiry is self-directed by HM Chief Inspector.

The Inspection team members were:
- Robert Scott QFSM, Chief Inspector
- Brian McKenzie, Assistant Inspector (Lead Inspector)
- Iain Cameron, Inspection Officer (Seconded from the SFRS)

All the members of the inspection team contributed to the development of this report and the quality assurance provided a professional challenge to the contents, assumptions and conclusions made.

Our report reflects the circumstance at the time of our visits and interviews which were undertaken between December 2022 and January 2023.

This inspection was not a comprehensive in-depth audit, albeit it is sufficiently detailed in order for the Chief Inspector to give a professional judgement on the activity and suitability of the Service's arrangements within an operational context.

Methodology

A draft outline was prepared which defined the scope of the inspection.

We undertook a desk-top review of the documents supplied to us by the SFRS.

We visited each of the SFRS control rooms and spoke with a manager and, where it was possible, a staff member.

We interviewed relevant SFRS managers and employees involved in the project.

Scottish Fire and Rescue Service Command and Control Mobilising System - Action Plan Progress

	Updated	Next Update
	Nov-23	Feb-24

HMFI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	RAG	Evidence
To accommodate network and telephony technological changes, replacement Command and Control Mobilising Systems (CCMS) system(s) should be in place by summer 2025. This is to allow a period of settling prior to the ISDN and ESN network changes towards the end of 2025.	1	Engage with potential suppliers to establish whether a target date of December 2025 for the implementation of a new CCMS in all three Operations Control rooms, is achievable and project plan accordingly.	Project Lead	Jun-23	N/A	Complete	15 November 23: SFRS invited all suppliers on Crown Commercial Services (CCS) Framework RM6259 to its Supplier Information Day on 5 June 23. Suppliers were given a high level overview of SFRS's requirements and timelines and were asked a number of questions including feasibility to implement by December 2025, which they were requested to respond to by 16 June 23. SFRS received four supplier responses and confirmation that December 2025 implementation was achievable and that the best method was to Go Live with one Operations Control at a time but integrate as we go, meaning that any issues would be identified and resolved before moving on to and integrating the next. Thus achieving implementation and settling ahead of the December 25 deadline. This view was supported and endorsed by SFRS Technical Advisors Actica.	100%	Jun-23	Complete	1) SFRS Supplier Information Day PowerPoint presentation, 2) Supplier responses to Supplier Information Day questions.
Having terminated the Systel contract, the SFRS is undertaking procurement afresh of a new CCMS system. The first stage of this is the appointment of a Client Advisor and this element is anticipated to be in place by February 2023.	2	Appointment of Technical Advisor.	Project Lead	Feb-23	N/A	Complete	15 November 23: SFRS carried out a Quick Quote procurement process and appointed Independent Industry Expert Technical Advisors (Actica) on 8 February 2023.	100%	Feb-23	Complete	1) Actica letter of award of contract dated 08/02/2023
The system procurement process itself is expected to take around nine months. The Service considered different procurement route options and has opted for what it believes to be the most appropriate in light of the prevailing issues of desired timescale and risk of challenge. There is also the potential to use supplier pre-qualification within an existing Emergency Services command and control systems framework, to accelerate the procurement process.	3	Utilise Crown Commercial Services Vertical Applications Solutions Framework (RM6259) as the route to procure a CCMS.	Project Lead	Apr-24	N/A	In Progress	15 November 2023: Following a request for external legal advice in relation to Crown Commercial Services (CCS) Framework RM6259, SFRS received advice in September and October 2023 indicating the potential for legal challenge. A paper was submitted to SFRS Board on 26 October requesting a change in procurement route from Framework to Open, which was approved in principle. The New Mobilising System (NMS) Invitation to Tender (ITT) is being revised accordingly for the purposes of procuring a new solution via open procurement. Procurement quality reviews of the ITT have been undertaken and revised documentation is being presented through governance including Change Portfolio Investment Group (08/11), Change Committee (09/11), external desktop review via Digital Assurance Office (w/c 13/11 and 20/11), SFRS Board 23/11, and final response by Scottish Government DAO w/c 27/11. Procurement have issued a Prior Information Notice (PIN) to the market and the NMS ITT will be issued on a revised timeline of end November/early December 2023. Bid evaluation will follow in February 2024, and award of contract in April 2024.	80%		Green	1) SFRS Board paper 'Overview of the options for a replacement Command and Control Mobilising System' 2) CCS RM6259 Procurement documentation 3) SFRS Board paper 'NMS procurement procedure'
The Service may source and implement 'off the shelf' replacement systems to improve stability and meet deadlines in the short term. This seems an obvious strategy given that the original desire to create a bespoke system may in part have had an influence on the supplier's ability to deliver. Systems may be introduced as stand-alone without interoperability between OCs. This may be viewed by some to discount one of the original drivers of improved resilience and efficiency by enabling interoperability between OCs. The long term solution may still be the provision of a single CCMS spanning across the three OCs achieved by the procurement and implementation of three separate CCMS systems to be provided by the same supplier and set up with the same configuration which may allow future interoperability.	4	Ensure that Project Objectives within the Project Brief reflect the need for a 'Commercial off the shelf' solution and one which has the ability to be integrated across more than one site.	Project Lead	Mar-23	N/A	Complete	15 November 23: SFRS New Mobilising System (NMS) Project Brief captures the requirement to procure a Commercial off the shelf (CoTS) solution within its objectives. The Project Brief has been reviewed and approved by the NMS Project Board before subsequently progressing for approval through the required governance routes subsequently being signed off in February 2023.	100%	Feb-23	Complete	1) SFRS Supplier Information Day PowerPoint presentation, 2) Supplier responses to Supplier Information Day questions, 3) NMS Project Brief
There are thought to be a number of blue light services in the UK commencing procurement for CCMS at a similar time to the SFRS, and there may therefore be challenges in terms of supplier capacity to deliver.	5	Engage with National Fire Chiefs Council Procurement Hub to establish the number of other FRSs commencing procurement in 2023/24.	Project Lead	Jun-23	N/A	Complete	15 November 23: SFRS engaged with the National Fire Chiefs Council procurement hub initially at the Sector and Supplier event in December 2022, and then subsequently via a number of Teams meetings. This was further supplemented by SFRS engaging with other UK fire and rescue services in May 2023 who were out to procurement to gain insight and feedback, and through discussion and market insight from SFRS's appointed independent Technical Advisors (Actica). A SFRS Supplier Information Day was held in June 2023, and the responses following have all contributed to indicate that there is the desire to bid for SFRS's tender and the capacity to fulfil it.	100%	Jun-23	Complete	1) NFCC Procurement hub Teams meeting invites, 2) UK FRS's Teams meeting invites, 3) Supplier responses to Supplier Information Day questions
There has seen significant turnover of personnel over the period of the Systel project. As an example, there have been five different Senior Responsible Officers and seven project managers. We think it important that the Service puts in place suitable project team members to drive the project forward and maintain focus.	6	Recruitment of a Project team consisting of professional Project Management roles along with Uniformed Subject Matter Experts.	SRO	Apr-23	N/A	Complete	15 November 23: The New Mobilising System (NMS) project was moved to Service Development on 09 January 2023 with ACO David Lockhart appointed as Senior Responsible Officer from that date. AC Derek Wilson, previously appointed Project Manager with Command and Control Futures Project moved across to become Project Lead for NMS from that date. Falling within Service Development the NMS Project sits within the Portfolio Office and benefits from the qualified and professional project management structure, guidance and support therein. Senior Project Manager Clare Adams is a qualified and experienced project manager and was onboarded 16 April 2023. Uniformed Operations Control Subject Matter Experts include Group Commander Jill Barber, Station Commander Caroline Rennie, Watch Commander Elaine Baird and Crew Commander Sandra Crampsey.	100%	Apr-23	Complete	1) NMS Project location within Service Development, Portfolio Office, 2) NMS Project structure

Recommendation 1	To accommodate network and telephony technological changes, replacement Command and Control Mobilising Systems (CCMS) system(s) should be in place by summer 2025. This is to allow a period of settling prior to the ISDN and ESN network changes towards the end of 2025.
Action 1	**Engage with potential suppliers to establish whether a target date of December 2025 for the implementation of a new CCMS in all three Operations Control rooms, is achievable and project plan accordingly.**
Opening position statement at Month and Year	Given the target implementation date of December 2025 for a New Mobilising System (NMS), the Project Team require to engage with the market and potential suppliers to determine if this can be achieved using a Commercial off the Shelf solution.
Closing position statement at Month and Year	
Recommendation 2	Having terminated the Systel contract, the SFRS is undertaking procurement afresh of a new CCMS system. The first stage of this is the appointment of a Client Advisor and this element is anticipated to be in place by February 2023.
Action 2	**Appointment of Technical Advisor.**
Opening position statement at Month and Year	To support the procurement of a New Mobilising System (NMS) the Project Team require to undertake a Quick Quote procurement process to appoint an independent industry expert technical advisor.
Closing position statement at Month and Year	
Recommendation 3	The system procurement process itself is expected to take around nine months. The Service considered different procurement route options and has opted for what it believes to be the most appropriate in light of the prevailing issues of desired timescale and risk of challenge. There is also the potential to use supplier pre-qualification within an existing Emergency Services command and control systems framework, to accelerate the procurement process.
Action 3	**Utilise Crown Commercial Services Vertical Applications Solutions Framework (RM6259) as the route to procure a CCMS.**
Opening position statement at Month and Year	To minimise the timescales and risk associated with the procurement of a New Mobilising System (NMS) the Project Team must progress mini competition from a suitable Crown Commercial Services (CCS) Framework.
Closing position statement at Month and Year	
Recommendation 4	The Service may source and implement 'off the shelf' replacement systems to improve stability and meet deadlines in the short term. This seems an obvious strategy given that the original desire to create a bespoke system may in part have had an influence on the supplier's ability to deliver. Systems may be introduced as stand-alone without interoperability between OCs. This may be viewed by some to discount one of the original drivers of improved resilience and efficiency by enabling interoperability between OCs. The long-term solution may still be the provision of a single CCMS spanning across the three OCs achieved by the procurement and implementation of three separate CCMS

	systems to be provided by the same supplier and set up with the same configuration which may allow future interoperability.
Action 4	**Ensure that Project Objectives within the Project Brief reflect the need for a 'Commercial off the shelf' solution and one which has the ability to be integrated across more than one site.**
Opening position statement at Month and Year	In procuring a New Mobilising System (NMS) the Project Team require to engage with the market and suppliers to determine the most successful route to implementing a replacement CCMS, in the most efficient timeframe, utilising a Commercial off the Shelf system.
Closing position statement at Month and Year	
Recommendation 5	There are thought to be a number of blue light services in the UK commencing procurement for CCMS at a similar time to the SFRS, and there may therefore be challenges in terms of supplier capacity to deliver.
Action 5	**Engage with National Fire Chiefs Council Procurement Hub to establish the number of other FRSs commencing procurement in 2023/24.**
Opening position statement at Month and Year	To ensure the best chance of successful procuring and implementing a New Mobilising System the Project Team require to engage with other Fire and Rescue Services, including the National Fire Chiefs Council Procurement hub, to determine market capacity for this to be achieved.
Closing position statement at Month and Year	
Recommendation 6	There has seen significant turnover of personnel over the period of the Systel project. As an example, there have been five different Senior Responsible Officers and seven project managers. We think it important that the Service puts in place suitable project team members to drive the project forward and maintain focus.
Action 6	**Recruitment of a Project team consisting of professional Project Management roles along with Uniformed Subject Matter Experts.**
Opening position statement at Month and Year	Long term resourcing of the New Mobilising System (NMS) Project Team must be considered to enable professional project management, long term stability, and momentum.
Closing position statement at Month and Year	

SCOTTISH FIRE AND RESCUE SERVICE	
Change Committee	

Report No: **C/CC/04-24**

Agenda Item: **9.1**

Report to:	**CHANGE COMMITTEE**						
Meeting Date:	**15 FEBRUARY 2024** (DATA AS OF: 10 JANUARY 2024)						
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	Risk Report can now be found in PBI0048A - Organisational Risk Report Board Summary - Power BI under Project Risks and filter to CPPG on the contents page.
3.1.2	

TOTAL = 9		
New/ Increased Rating	2	NMS031: There is a risk of legal challenge to the procurement process at award stage / standstill which may extend timescales, costs, or result in non-award of contract. Rating 16. ROST004 There is a risk that new systems and processes are not fully adopted because of a lack of alignment of policies resulting in a failure to deliver benefits. Rating 15
No change	7	ESN009, PFFT006, 007 NMS003,004,008,026

Closed/ Removed	0						
PROJECT	NMS	SDMP	ESN	iHub	PPFT	Rostering	
RED	3	0	1	0	2	0	
AMBER	2	0	0	0	0	1	

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.

3.1.3

Portfolio Office Projects Risk Report

Risk ID	Status	Risk Description	Risk Owner	Strategic Outcome ID	Risk Rating	Target	Previous Risk Rating
ESMCP009	Treat	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	2	16	4	16
NMS008	Tolerate	There is a risk that the number of FRS entering CCMS procurement in 2023 presents a challenge to market capacity to deliver which will result in fewer tender bids being received	Project Lead	5	16	6	9
NMS026	Treat	There is a risk that the delay in publication of SFRS's NMS ITT will reduce available implementation timescale for the successful supplier resulting in additional supplier and SFRS resourcing being required through Phase 1 implementation.	Project Lead	5	16	6	16
NMS031	Treat	There is a risk of legal challenge to the procurement process at award stage / standstill which may extend timescales, costs, or result in non-award of contract	Procurement Lead	5	16	12	
PPFT006	Treat	This is a risk that the work currently undertaken with Scottish Government Shared Service Programme and Police Scotland having no agreed completion milestone could lead to the project being delayed significantly	Lyndsey Gaja	3	16	4	16
PPFT007	Treat	There is a risk that the work currently undertaken with Scottish Governemnt Shared Service Programme Police Scotland having no agreed completion milestone could lead to increased project costs	Lyndsey Gaja	3	16	4	16
NMS003	Treat	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	5	15	6	15
NMS004	Treat	There is a risk that delays to achieveing successful compliance with Scottish Government Digital Assurance Office (DAO) Technical Assurance Reviews may impact upon project timelines and result in a delay to project delivery	SRO	5	15	2	15
ROST004	Treat	There is a risk that new systems and processes are not fully adopted because of a lack of alignment of policies resulting in a failure to deliver benefits.	Seb O'Dell	3	15	8	12

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:**	Liz Barnes, Interim Deputy Chief Officer Corporate Services
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	Further Reading: Risk Management Policy	

Prepared by:	Joan Nilsen, Programme Officer
Sponsored by:	Liz Barnes, Interim Deputy Chief Officer Corporate Services
Presented by:	Gillian Buchanan, Portfolio Manager

Links to Strategy and Corporate Values
The Portfolio Office links into The Risk Management Framework, forms part of the 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	*15 February 2024*	*For Scrutiny*

SCOTTISH FIRE AND RESCUE SERVICE	
Change Committee	

Report No: **C/CC/06-24**

Agenda Item: **9.2**

Report to:	**CHANGE COMMITTEE**						
Meeting Date:	**15 FEBRUARY 2024**						
Report Title:	**RISK UPDATE REPORT**						
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 report is to provide the Change Committee with an overview of the current risks highlighted by Directorates.

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 we face and the actions required to minimise these risks.
2.2	The Audit and Risk Assurance Committee (ARAC) is responsible for advising the Board and the Accountable Officer on the adequacy and effectiveness of the Service's arrangements for risk management and has oversight of the Strategic Risk Register.
2.3	The Strategic Leadership Team (SLT) has responsibility for the identification and management of risk and will ensure that Risk Registers present a fair and reasonable reflection of the most significant risks impacting upon the organisation. The SLT will champion the importance of risk management in supporting the achievement of the Service's strategic outcomes and objectives.
2.4	Risk Registers are prepared in consultation with the Board and SLT and are managed collectively by the SLT, with each Directorate Risk allocated to an identified Head of Function. These Responsible Owners provide information on the current controls in place and identify additional actions still required.

3	**Main Report/Detail**
3.1	**Risk Overview**
3.1.1	The risk register is a management tool that provides assurance to the Service and its scrutiny bodies that the significant risks of the organisation have been identified, managed and are subject to ongoing monitoring, review and discussion.
3.1.2	Following discussion within SLT all Directorate risks will be aligned to the Strategic Plan with only those risks rated 15 or above to be included within reporting templates. This will allow scrutiny to be focused on the most significant risks impacting upon Directorates and consideration of related control actions.

3.1.3	The table below identifies the alignment between the 2022-25 Strategic Outcomes and all current Directorate Risks, with the number of related live control actions in brackets:

Strategic Outcomes		Directorate Risks					Total
		VH	H (15+)	H (<15)	M	L	
Outcome 1	Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.						0
Outcome 2	Communities are safer and more resilient as we respond effectively to changing risks.	3 (8)	1 (3)	4 (4)	3 (9)		11
Outcome 3	We value and demonstrate innovation across all areas of our work.	1 (2)		2 (2)	4(5)		7
Outcome 4	We respond to the impacts of climate change in Scotland and reduce our carbon emissions.				1 (1)		1
Outcome 5	We are a progressive organisation, use our resources responsibly and provide best value for money to the public	2 (4)	2 (3)	6 (9)	3 (5)		13
Outcome 6	The experience of those who work for SFRS improves as we are the best employer we can be.	2 (2)		3 (5)	2 (4)		7
Outcome 7	Community safety and wellbeing improves as we work effectively with our partners			1 (1)			1
		8	3	16	13		40

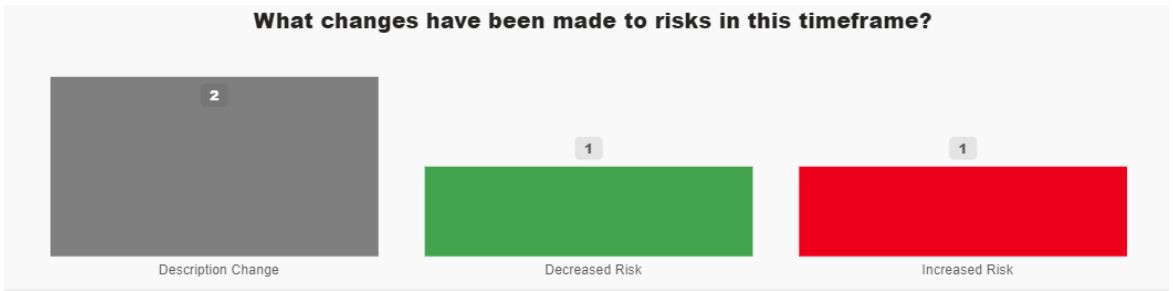| 3.1.4	Outcome 1 has no aligned Directorate risks with Outcomes 4 and 7 having 1 risk each. Directorates were asked to align risk to a single outcome so there may be overlaps with other outcomes not identified. Work will be undertaken to ensure current risk alignment is accurate and Directorates will consider whether any additional risks need to be provided.
3.1.5	Each of the identified risks also have a number of closed actions, 141 in total, which can be viewed within the risk dashboard.
3.1.6	In relation to the current period Directorates reviewed registers identifying 7 Directorate risks, aligned to the Change Committee, with 2 risks rated at 15 or above (falling to the right of the shaded line):

What is the current status of each risk?

		Probability				
		1	2	3	4	5
Impact	1					
	2			1		
	3			1		2
	4		1	1		
	5		1			

3.1.7	Appendix A to the report provides information on the two risks aligned to the Change Committee, rated 15 or above, together with their associated live control actions. The information is also available through the risk dashboard and a copy of the link is attached for information - Risk Dashboard. The information provided has still to be updated to reflect changes within the corporate structure:

- SDD001 - There is a risk that the Directorate is unable to deliver against stated commitments and ambitions, due to limited resources and capacity whilst responding to concurrent events and in light of the constraints brought about by the strategic resource spending review.

- SDD009 - 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.

3.1.8	Following review in November the following changes have been made to all Change Committee risks over the last quarter:

What changes have been made to risks in this timeframe?

Description Change: 2
Decreased Risk: 1
Increased Risk: 1

3.1.9	The table below highlights SDD001, which is rated 15 or above, and identifies a change to its risk rating:

Risk ID	Risk Name	Change Type	Changes Made
SDD001	Delivery of Directorate Commitments	Increased Risk	Probability increased. From 9 (3x3) To 15 (5x3) Updated probability due to capacity impacts and description update.

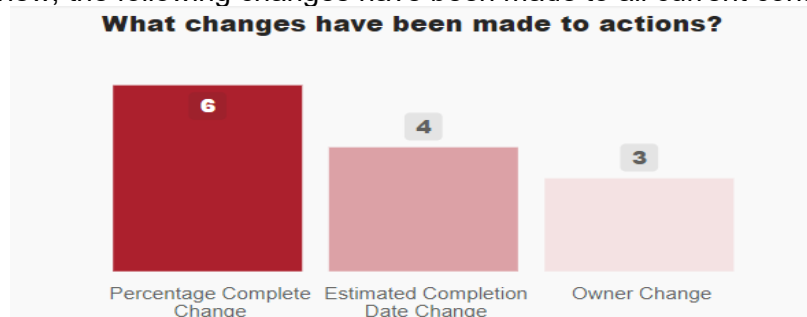|	
3.2	**Progress of Control Actions**
3.2.1	Without action taken on progressing identified controls, risks are likely to remain static and additional reporting has been put in place to manage control actions through a RAG status, similar to internal audit. This will focus scrutiny on priority areas, allowing responsible officers to provide assurance updates.

Green	On target or within 3 months of original due date
Amber	3-9 months delay from original due date
Red	Delay of over 9 months from original due date

3.2.2	In relation to all 7 risks aligned to the Change Committee there are 10 current control actions delayed by over 9 months, with Appendix A detailing the three control actions relating to risks rated 15 or above. These relate to SDD001 and SDD009.

How many actions are outstanding?

10 (100.0%)
● Over 9 months from original due date

3.2.3	Following review, the following changes have been made to all current control actions:

What changes have been made to actions?

Percentage Complete Change: 6
Estimated Completion Date Change: 4
Owner Change: 3

| 3.2.4 | In relation to SDD001, which is rated 15 or above, the control percentage completed has changed from 25% to 75%:

Action
• Development of market allowance business cases, recruitment and implementation of posts to improve the recruitment to vacant posts and ensure retention of existing ICT staff.
Update
• This has resulted from the Market Allowance process being successfully completed and recruitment to vacant posts restarting, subject to potential operating model changes and SLT approval. Further work is awaiting the outcome of an ICT structure review. |
| 3.2.5 | All risks and related control actions are discussed with relevant owners on a quarterly basis. |

| **4** | **Recommendation** |
| 4.1 | The Change Committee is asked to:
• Scrutinise the information presented within the report. |

5	**Key Strategic Implications**
5.1 5.1.1	**Risk** The report identifies risks from each Directorate together with the significant changes made since the last update. Each Directorate will be responsible for the identification and mitigation of any associated risk and for the update of relevant risk registers.
5.2 5.2.1	**Financial** The report identifies risks from each Directorate with financial implications arising from control decisions to 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.
5.9 5.9.1	**Performance** The risk report is used to ensure risks are identified and suitably managed by relevant Directorates.
5.10 5.10.1	**Communications & Engagement** Any implications arising from the report will be managed by the relevant Directorate.

5.11	**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 identified by Directorates. Each 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:**	Sarah O'Donnell, Director of Finance and Contractual Services
7.2	**Level of Assurance: (Mark as appropriate)**	~~Substantial~~/**Reasonable**/~~Limited/Insufficient~~ There is room for improvement in the identification of the right risks, controls and the completion of mitigating actions within identified timescales.
7.2	**Rationale:**	The report is based upon information identified by each Directorate and I have confidence that the information is correctly reported based upon these returns.

8	**Appendices/Further Reading**	
8.1	Appendix A – Significant Risks	
8.2	Further Reading: Risk Dashboard	

Prepared by:	David Johnston, Risk and Audit Manager
Sponsored by:	Sarah O'Donnell, Director of Finance and Contractual Services
Presented by:	Curtis Montgomery, 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	*15 February 2024*	*For Scrutiny*

Risk ID	Strategic Outcome	Risk Description	Committee Alignment	SLT Risk Owner	Risk Rating	Target	Previous Risk Rating
SDD001	5	There is a risk that the Directorate is unable to deliver against stated commitments and ambitions, due to limited resources and capacity whilst responding to concurrent events, and in light of the constraints brought about by the strategic resource spending review. This could result in a lack of ability to deliver, impacting on the support and delivery performance as a Directorate across the wider SFRS.	CC	Director of Service Development	15 (increased)	4	9

Controls Actions	Original Due Date	Est' Completion Date	Owner	Comment	Action Status
Development of business cases, recruitment and implementation of posts to allow the population of proposed Directorate Structure in line with organisational need	31/03/2022	31/03/2024	Heads of Function	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. Work ongoing to review ICT structure.	Over 9 months from original due date
Development of market allowance business cases, recruitment and implementation of posts to improve the recruitment to vacant posts and ensure retention of existing ICT staff.	31/12/2022	31/03/2024	Acting Head of ICT	Market Allowance process completed successfully. Recruitment to vacant posts restarted subject to potential operating model changes and SLT approval. Awaiting outcome of ICT structure review.	Over 9 months from original due date

Risk ID	Strategic Outcome	Risk Description	Committee Alignment	SLT Risk Owner	Risk Rating	Target	Previous Risk Rating
SDD009	5	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	CC	Head of Portfolio	15	6	15

Controls Actions	Original Due Date	Est' Completion Date	Owner	Comment	Action Status
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	31/03/2023	31/03/2024	Head of Portfolio	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. Further business case requested by acting director of finance for roles support SSRP.	3-9 months from original due date

CHANGE COMMITTEE ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
18 March 2024 (Additional)	• •		**Standing/Regular Reports** **General Reports** • New Mobilising System (Written update - PRIVATE) • Intelligent Client Capability and Capacity		
2 MAY 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** •	**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 **New Business** •	**Standing/Regular Reports** **Change Portfolio/ Major Projects** • **General Reports** • **New Business** •	**Standing/Regular Reports** **Change Portfolio/ Major Projects** • **General Reports** • Committee Assurance Statement **New Business** •
13 June 2024 (Additional)	•		**Standing/Regular Reports** **General Reports** • New Mobilising System (Written update - PRIVATE)		
1 AUGUST 2024	• Chair's Welcome • Apologies • Consideration of and Decision on any Items to be taken in Private • Declaration of Interests • Minutes of Previous Meeting	**Standing/Regular Reports** **General Reports** •	**Standing/Regular Reports** **Projects** • PO Project Dashboard **General Reports** • PO Progress Update • New Mobilising System (Written update - PRIVATE)	**Standing/Regular Reports** **Change Portfolio/ Major Projects** • **General Reports** •	**Standing/Regular Reports** **Change Portfolio/ Major Projects** • **General Reports**

CHANGE COMMITTEE ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
	• Action Log • Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Review of Actions • Date of Next Meeting	**New Business** •	• PO Risk Report • Strategic Risk Summary and Committee Aligned Directorate Risks • Finance Report – Change Portfolio (Private) **New Business** •	**New Business** •	**New Business** •
19 September 2024 (Additional)	•		**Standing/Regular Reports** **General Reports** • New Mobilising System (Written update - PRIVATE)		
7 NOVEMBER 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** •	**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** •

CHANGE COMMITTEE ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
18 December 2024 (Additional)	•		**Standing/Regular Reports** **General Reports** • New Mobilising System (Written update - PRIVATE)		
6 FEBRUARY 2025	• 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** •	**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 /Risk Dashboard • 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** •