

## PUBLIC MEETING - CHANGE COMMITTEE

### THURSDAY 2 MAY 2024 @ 0930 HRS

#### MEETING ROOM 1, EAST SERVICE DELIVERY AREA HEADQUARTERS, 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: 15 FEBRUARY 2024 (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	COMMITTEE STATEMENT OF ASSURANCE (attached)	F Thorburn
	The Committee is asked to approve this report.	
<b>8</b> 8.1	CHANGE PORTFOLIO/MAJOR PROJECTS Programme Projects Highlights Report ( <i>attached</i> )	G Buchanan
8.2 8.3	New Mobilising System Dossier <i>(attached)</i> Emergency Services Mobile Communications Programme Project Change	D Lockhart A Mosley/
	Request and Dossier (attached)	G Aitken

#### The Committee is asked to scrutinise these reports.

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

9.1 9.2	<b>GENERAL REPORTS</b> Portfolio Office Progress Update ( <i>attached</i> ) Committee Quarterly Performance Report Q4 2023/24 ( <i>attached</i> )	C Montgomery C Montgomery
	The Committee is asked to scrutinise these reports.	
<b>10</b> 10.1 10.2		G Buchanan C Montgomery
	The Committee is asked to scrutinise these reports.	
<b>11</b> 11.1 11.2		F Thorburn
12	REVIEW OF ACTIONS	Board Support
13	<b>DATE OF NEXT MEETING</b> The next Special private meeting is scheduled to be held on Wednesday 13 June 2024.	
	The next full public Committee meeting is scheduled to be held on Thursday 1 August 2024.	
<u>PRI\</u>	ATE SESSION	
<u>PRI\</u> 14 14.1 14.2	MINUTES OF PREVIOUS PRIVATE MEETINGS:	F Thorburn F Thorburn
14 14.1	MINUTES OF PREVIOUS PRIVATE MEETINGS: Thursday 15 February 2024 (attached)	F Thorburn
14 14.1	MINUTES OF PREVIOUS PRIVATE MEETINGS: Thursday 15 February 2024 (attached) Monday 18 March 2024 – Special (attached)	F Thorburn
14 14.1 14.2	MINUTES OF PREVIOUS PRIVATE MEETINGS: Thursday 15 February 2024 (attached) Monday 18 March 2024 – Special (attached) The Committee is asked to approve the draft private minutes of the meetin	F Thorburn gs.
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	OFFICIAL	
18	SERVICE DELIVERY MODEL PROGRAMME PHASE 2 DEVELOPMENT STAGE POSITION STATEMENT (attached)	D Lockhart
	The Committee is asked to scrutinise the report.	
19	NEW MOBILISING SYSTEM: PERIODIC UPDATE (attached)	D Lockhart/ D Wilson
	The Committee is asked to scrutinise the report.	
20	STRATEGIC SERVICE REVIEW PROGRAMME UPDATE (attached)	S Stevens
	The Committee is asked to scrutinise the report.	
21	<b>PEOPLE, PAYROLL, FINANCE AND TRAINING PROJECT UPDATE</b> (attached)	L Gaja P McGovern
	The Committee is asked to scrutinise the report.	
22	ROSTERING PROJECT UPDATE (attached)	S Wood
	The Committee is asked to scrutinise the report	

The Committee is asked to scrutinise the report.

## **DRAFT - OFFICIAL**

Agenda Item 5





## PUBLIC MEETING - CHANGE COMMITTEE

### THURSDAY 15 FEBRUARY 2024 @ 0930 HRS

#### MEETING ROOM 1, EAST SERVICE DELIVERY AREA HEADQUARTERS, 21 CLAYLANDS ROAD, NEWBRIDGE, EH28 8LF / CONFERENCE FACILITIES

#### PRESENT:

Fiona Thorburn, Chair (FT) Stuart Ballingall (SJB) Therese O'Donnell (TO'D)

#### IN ATTENDANCE:

Stuart Stevens (SS) Liz Barnes (LB) Curtis Montgomery (CM) Gillian Buchanan (GB) Sarah O'Donnell (SO'D) David Lockhart (DL)

Marysia Waters (MW) Nicola McGrath (NMcG) Jason Lucchesi (JL) Lyndsey Gaja (LG) Paul McGovern (PMcG) Stephen Wood (SW) Derek Wilson (DW) Kate Whitelaw (KW) Lorna Forrest (LF) Ross Haggart (RH) Tim Wright (TW) Heather Martin (HM) Kevin Murphy (KM) Heather Greig (HG) Debbie Haddow (DH)

#### OBSERVERS

Joan Nilsen, Portfolio Office Siobhan Hynes, Portfolio Office Colin Brown, FBU Brian Baverstock, Deputy Chair (BB) Angiolina Foster (AF)

**Deputy Chief Officer** Interim Deputy Chief Officer, Corporate Services Head of Portfolio Office Programme Manager Director of Finance and Contractual Services Assistant Chief Officer, Director of Prevention, Protection and Preparedness (Items 8, 20 and 21 only) Head of Communications and Engagement (Item 7.2 only) Internal and Corporate Communications Manager (Item 7.2 only) Web Editor - Communications & Engagement (Item 7.2 only) Interim Director of People (Item 16 only) Programme Manager (Items 16 & 17 only) Deputy Assistant Chief Officer (Item 17 only) Area Commander, Service Development (Items 17 & 18 only) Senior Project Manager (Items 17 & 18 only) SSRP Programme Manager **Chief Officer Board Member** Change Centre of Excellence Manager Group Commander, Board Support Manager Board Support Executive Officer **Board Support/Minutes** 

### 1 WELCOME

- 1.1 The Chair opened the meeting and welcomed those in attendance, particularly Therese O'Donnell and Lorna Forrest, and those participating via MS Teams. The Chair thanked the Committee for accommodating the extended timings of the meeting.
- 1.2 The Committee were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question and that the meeting would be recorded for minute taking purposes only.
- 1.3 The Chair emphasised the importance of adhering to the timescales for the notification, submission, and circulation of meeting papers. This would help with preparations and enable Committee members to fully prepare ahead of the meeting.

### 2 APOLOGIES

2.1 No formal apologies.

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

3.1 The Committee agreed that the *Financial Reporting – Change Portfolio* (Item 15), *Portfolio Office Progress Update* (Item 16), *SFRS Change Maturity, Capacity and Capability* (Item 17), *People, Payroll, Finance and Training* (Item 18), *Rostering Project Update* (Item 19), *New Mobilising System Periodic Update* (Item 20), *Digital Assurance Office Gateway 3 Review Options* (Item 21) and *Strategic Service Review Programme* (Item 22), 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: 9 NOVEMBER 2023

- 5.1 The minutes of the previous meeting were agreed as an accurate record.
- 5.1.1 The minutes of the meeting held on 9 November 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 **The Committee noted the Action Log.**

#### 7 CHANGE PORTFOLIO/MAJOR PROJECTS

#### 7.1 **Programme Project Highlight Report**

- 7.1.1 GB presented the Programme Project Highlight Report to the Committee which provided a wider overview of the identified risks, interdependencies, costs and capacity to deliver. The following key points were highlighted:
  - New Mobilising System (NMS) reporting Amber for time, cost and skills and resources.
  - Emergency Services Network (ESN) reporting Amber for time, skills and resources due to recruitment of vehicle fitters.
  - iHub/Web reporting Amber for time, skills and resources due to availability of ICT support for the Nintex workflows.
  - People, Payroll, Finance and Training (PPFT) is reporting Amber for time, skills and resources due to the original business case not being signed off and potential collaboration opportunities.

#### DRAFT - OFFICIAL

7.1.2 In regard to ESN, GB noted that potential collaboration with Police Scotland would be discussed at the CPPG next week and agreed to provide an update.

#### ACTION: GB

- 7.1.3 In regard to the Station Appliance Review (SAR) and Demand Based Duty System (DBDS), the Committee sought clarity on the types of output expected from these based on the Operational Research in Health (ORH) work. SS noted that this would be addressed under item 22 (SSRP).
- 7.1.4 In regard to the Community Risk Index Model (CRIM), the Committee sought clarity on any data adjustments being made due to the changes to the Unwanted Fire Alarm Signal (UFAS) policy.

(D Lockhart joined the meeting at 0935 hrs)

- 7.1.5 DL informed the Committee that the University of Nottingham (DAMSL) had advised the removal of UFAS from CRIM due to being low risk on life risk. DL reminded the Committee that CRIM was based on the probability of an event occurring and an individual being involved in that event. DL noted that the recent UFAS changes had no impact upon the CRIM. The Service would continue to develop CRIM as new data becomes available and this would be used to support any future options.
- 7.1.6 The Committee noted that the CRIM used the proximity of activity as an assessment of risk and as such, the removal of UFAS would understate the activity level. DL reminded the Committee that the demand element (activity) is assessed through the ORH model, of which CRIM was only one element. DL noted that operational activity was covered through modelling via ORH and in house assessment, therefore UFAS activity was not being lost.
- 7.1.7 In regard to the SDMP Stakeholder Engagement Group session scrutinising the CRIM, the Committee sought to understand any outcomes from this session. DL advised that the purpose of this session was to engage and build understanding and knowledge of the process/methodology that had be developed as part of SDMP and would be applied as part of SSRP. The session was also to scrutinise the understanding of risk at a local level across the Service. DL noted that in general the risk levels across all data zones remained the same and there was general agreement that CRIM was reflective of the risk levels across the organisation.
- 7.1.8 Consideration to be given to develop an information sheet/guidance on SDMP/CRIM/ORH analysis. Discussions to be held outwith the meeting.

ACTION: FT/SS

#### 7.1.9 **The Committee scrutinised the report.**

(M Waters, N McGrath, J Lucchesi joined the meeting at 0945 hrs)

#### 7.2 New Website KPI Benefits – Initial Findings

- 7.2.1 MW introduced NMcG, who presented the Committee with an interim update on the key performance indicator (KPI) benefits of the new website. The following key points were highlighted:
  - New website launched in September 2023 and the first evaluation carried out after the bonfire campaign.
  - Due to the migration to Google Analytics 4 in January 2023, the data gathered between the old and new websites was not fully comparable.
  - Increased activity, users, and page views across all 3 Service Delivery Areas during the recent bonfire campaign.

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- Improving data capture relating to conversion rates of site visits which go on to book home fire safety visits, visits to MyJobScotland, etc.
- User satisfaction monitored via engagement rates and average session duration.
- Published information shows an increased number of downloads and direct access to required information.
- Overall improved access, increased users and user friendly.
- 7.2.2 The Committee commented on the valued focus on outcomes, accessibility and user led process.
- 7.2.3 The Committee sought clarity on the 'Hemingway App' and whether this could be used for internal focussed writing. NMcG explained that this online application was used to determine the reading level for documents noting that the desirable level was for an average 11 year old. It was recommended that this should be used for all content.
- 7.2.4 In regard to conversion rates for unique users, NMcG noted that the next phase would be reviewing the quantifiable data.
- 7.2.5 Brief discussion took place on how the Service was capturing data on individual users, sessions, page views and section views. It was noted that a direct comparison was unable to be made between the previous and current Google Analytics but that they were as similar as possible.
- 7.2.6 In regard to tracking benefits, MW advised the Committee that the majority of the benefits were non cashable. These were efficiency savings and time which were mostly attributable to the iHub, rather than the website, as data on the time taken to find documents can be extrapolated across the staff base. It was confirmed that benefits would be tracked once the new iHub was launched.

## 7.2.7 The Committee scrutinised the report.

(M Waters, N McGrath, J Lucchesi left the meeting at 1000 hrs)

#### 8 GENERAL REPORTS

#### 8.1 Audit Action Plans and Closing Reports Update: Command and Control Mobilising System

- 8.1.1 DL presented a report to the Committee providing a progress update (as at November 2023) on the actions relating to the HMFSI report on Command and Control Mobilising System (CCMS). The following key points were noted:
  - No definitive recommendations were made within the original report.
  - Recommendations were extrapolated and aligned with the ongoing activities in regard to the NMS.
  - Due to the timings of the report, several updates have now been superseded and the report would be updated going forward.
- 8.1.2 In relation to the testing of evacuation business continuity plans, the Committee noted that the prolonged downtime scenario had not been tested and queried the risk and contingency around this. DL noted that the NMS project had not considered this recommendation. However, subsequent activity had been undertaken, and the Committee were reminded of the existing business continuity arrangements.

## 8.1.3 **The Committee scrutinised the report.**

(D Lockhart left the meeting at 1015 hrs)

## 9 RISK

### 9.1 **Portfolio Office Risk Report**

- 9.1.1 GB presented the Committee with an overview of the identified risks that could impact on the various programmes of work being monitored by the Portfolio Office. The following key points were highlighted:
  - Total of 9 risks were recorded with risk rating of 15 or above and related to NMS, PPFT, Rostering and ESN.
  - Risk related to NMS and Rostering would be discussed further in the private session.

## 9.1.2 **The Committee scrutinised the report.**

(D Johnston joined the meeting at 1017 hrs)

#### 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:
  - Realignment of directorate and Portfolio Office risks due to internal restructuring.
  - Portfolio management risk register to be created and would include interdependent risks.
  - Total of 2 risks were recorded with risk rating of 15 or above and related to resource, and capacity and capability. Updates to be provided in the private session.
- 9.2.2 In relation to the increased probability for risk SDD001, CM advised that this had been resolved and an update on budgets relating to SSRP and resourcing would be provided in the private session.
- 9.2.3 In relation to the delayed control actions, the Committee sought further information to help understand the reasoning and consequence of any delays. DL noted that further scrutiny of individual risks was accessible via the risk dashboard and if necessary, further information could be sought from the relevant directorate. DL reminded the Committee that drop-in sessions had been hosted by Data Services to assist the Committee to fully utilise the system.
- 9.2.4 Discussion took place on the purpose of the report and the need for consistency across all Committees/Board. It was agreed that the focus should remain on risks rated 15 and above and their associated control actions.
- 9.2.5 **The Committee scrutinised the report.**

(D Johnston left the meeting at 1023 hrs)

#### 10 COMMITTEE ROLLING FORWARD PLAN

#### 10.1 Committee Forward Plan

- 10.1.1 The Committee noted the Forward Plan and the following additions/revision:
  - Organisational Capacity and Capability to be added as a standing agenda item.
- 10.2 Items for consideration at Future IGF, Board and Strategy Day Meetings
- 10.2.1 The following item(s) were identified for the Service Delivery Committee:
  - New Website KPI Benefits Initial Findings For Information only

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

#### 11 REVIEW OF ACTIONS

11.1 KM confirmed that 2 formal actions were recorded during the meeting.

#### 12 DATE OF NEXT MEETING

12.1 A special private meeting was scheduled for Monday 18 March 2024.

## DRAFT - OFFICIAL

- 12.2. The next full meeting is scheduled to take place on Thursday 2 May 2024.
- 12.3 There being no further matters to discuss, the public meeting closed at 1027 hrs.

(The meeting broke at 1027 hrs and reconvened at 1040 hrs)

#### PRIVATE SESSION

#### 13 MINUTES OF PREVIOUS PRIVATE MEETING:

#### 13.1 Thursday 9 November 2023

13.1.1 The minutes of the meeting held on 9 November 2023 were approved as a true record of the meeting.

#### 13.2 **Monday 22 January 2024**

13.2.1 The minutes of the meeting held on 22 January 2024 were approved as a true record of the meeting.

#### 14 PRIVATE ACTION LOG

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

#### 15 FINANCIAL REPORTING – CHANGE PORTFOLIO

- 15.1 SO'D advised the Committee that this report was being revised and agreed to provide a new iteration of Finance Report in Q1 2024/25.
- 15.2 **The Committee noted the verbal report.**

#### 16 PORTFOLIO OFFICE PROGRESS UPDATE

- 16.1 CM presented a report to the Committee providing a regular update on progress on key activities undertaken by the Portfolio Office, in building and developing new and existing capabilities specific to strategic Portfolio, Project and Programme management maturity (P3M3).
- 16.2 **The Committee scrutinised the report.**

#### 17 SFRS CHANGE MATURITY, CAPACITY AND CAPABILITY

- 17.1 CC presented the report to the Committee which provided a high-level view of SFRS change capacity and capabilities.
- 17.2 **The Committee scrutinised the report.**

#### 18 PEOPLE, PAYROLL, FINANCE AND TRAINING

- 18.1 PMcG presented a report to the Committee providing an overview of the People, Payroll, Finance and Training (PPFT) project progress and relevant next steps.
- 18.2 **The Committee scrutinised the report.**

#### **19 ROSTERING PROJECT UPDATE**

- 19.1 SW presented a report to the Committee providing an overview of the Rostering project progress and relevant next steps.
- 19.2 **The Committee scrutinised the report.**

#### 20 NEW MOBILISING SYSTEM PERIODIC UPDATE

20.1 DL presented the report to the Committee providing an overview of NMS Project delivery, progress to date and the next steps, for scrutiny.

#### 20.2 **The Committee scrutinised the report.**

#### 21 DIGITAL ASSURANCE OFFICE GATEWAY 3 REVIEW OPTIONS

21.1 DL presented the report to the Committee providing an overview of the operational Scottish Government Portfolio, Programme and Project Assurance (PPPA) Gateway 3: Investment decision review progress, implications and activity undertaken by the NMS Project.

#### 21.2 **The Committee scrutinised the report.**

#### 22 STRATEGIC SERVICE REVIEW PROGRAMME

22.1 SS gave a presentation to the Committee to provide a detailed update on SSRP and noted the recent discussions at the recent Strategy Day (25 January 2024).

#### 22.2 The Committee noted the verbal 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 5 actions. A total of 2 of these actions has been completed.

The Committee is therefore asked to approve the removal of the 2 actions noted as completed (Blue status), note 1 actions categorised as Green status and note 2 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		
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.	СМ	November 2023			<ul> <li>Updated (09/11/2023): Interim report Portfolio Office progress highlights:</li> <li>New format Portfolio Office Report for Change Committee in development and will include Portfolio KPIs (Time, Cost, Cumulative Benefits), Portfolio Office ToM, and Objectives.</li> <li>Health Check process is being piloted with People, Payroll, Finance and Training (PPFT).</li> <li>Stage Gate Assurance process to be piloted with the Rostering project early November and assured through Design Authority.</li> <li>Third meeting of SFRS Change Community of Practice scheduled for November.</li> <li>Work underway on new annual planning process that covers the demand process/pipeline, prioritisation and complexity model.</li> <li>Review of CPIG and CPPG Portfolio Governance meetings underway – single CPGG meeting likely outcome.</li> </ul>		

					<ul> <li>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.</li> <li>Service Review Programme vison and blueprint approach being developed. Resourcing OBC and programme plan also in development.</li> <li>Update (15/02/2024): New format Portfolio Office Report provided, detailing progress against the key capabilities and roles within the department.</li> <li>Update (02/05/2024): Portfolio Office Report provided, detailing progress against the key capabilities and roles within the department.</li> </ul>
9.3.4	<b>Risk Spotlight:</b> 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/SO'D JT	November 2023	April 2024	<b>Updated (09/11/2023):</b> 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. <b>Update (15/02/2024):</b> Aligned to the review and approach to risk

			management, a Change Committee risk report has been developed and is included in the Committee papers. <b>Complete (02/05/2024</b> ): A Change Committee risk report has been developed and is included in the Committee papers and will be a regular report at each Committee meeting. Action is complete and can now be closed.
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Agenda Item	Actions Arising	Lead	Due Date	RAG Status	Completion Date	Position Statement
9.2.2	<b>Committee Aligned Directorate Risks</b> 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	СМ	February 2024			<ul> <li>Update (15/02/2024): Portfolio</li> <li>Office are now a stand alone</li> <li>function reporting directly to the</li> <li>Interim Deputy Chief Officer for</li> <li>Corporate Services. A meeting is</li> <li>scheduled with the Risk &amp; Audit</li> <li>Manager to discuss an approach to</li> <li>the Portfolio Management risk</li> <li>report.</li> <li>Update (02/05/2024): Change</li> <li>Committee Risk Report provided.</li> <li>SSRP risk register now in</li> <li>development – see highlight report.</li> </ul>

Committee Meeting: 15 February 2024						
Agenda Item	Actions Arising	Lead	Due Date	RAG Status	Completion Date	Position Statement
7.1.2	<b>Programme Project Highlight Report</b> Circulate information (ex-committee) with an update on the outsourcing/contract for vehicle fitters for ESMCP	GB	May 2024		March 2024	<b>Complete (02/05/2024</b> ): An update was circulated to the Committee by email (27/03/2024 - Link)
7.1.8	<b>Programme Project Highlight Report</b> Committee Chair to have discussion with DCO on consideration for provision of information document to Board Members on SDMP/CRIM/ORH analysis	FT/SS	May 2024			<b>Update (02/05/2024</b> ): Ongoing - A document will be circulated in due course to Change Committee.

# SCOTTISH FIRE AND RESCUE SERVICE

# Change Committee



# Report No: C/CC/20-24

### Agenda Item: 7

Report to	o:	CHANGE COMMITTEE								
Meeting	Date:	2 MAY 2024								
Report T	itle:	COMMITTEE STATEMENT OF ASSURANCE 2023/24								
Report Classification:		For Decision	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>							
			<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	E	E	<u>G</u>	
1	Purpose			<u> </u>	<u> </u>			<u> </u>		
1.1	The purpose of this report is to present the annual Change Committee: Strategic Change and Major Projects (CC) Statement of Assurance 2023/24, outlining evidence of how the Committee supports the effective functioning of the Board.									
2	Background									
2.1	The Statement of Assurance was introduced to support the Board's overall approach to reviewing the effectiveness of its Committee operating structure, and further to this feeds into the Service's Annual Governance Statement. The statement has evolved from previous Value Added Statements, in line with best practice, as outlined within the SFRS Good Governance Framework.									
3	Main Report/Detail									
3.1	A paper outlining the governance review arrangements for the Board and its Committees was approved at its meeting on 25 April 2024.									
3.2	The Annual Statement of Assurance of this Committee will be appended to the subsequent paper relating to the SFRS Annual Governance Statement which will, thereafter, form part of the SFRS Annual Report and Accounts.									
3.3	Further information on the effectiveness of the Board and its Committees during the year of 2023/24 will be reported to the SFRS Board in June 2024.									
4	Recommendation									
4.1	The Committee is requested to approve the contents of the annual Statement of Assurance 2023/24 as set out in Appendix A and provide feedback as necessary.									
5	Key Strategic Implications									
5.1 5.1.1	governance arr activities. The	ntained within this report highl rangements through the exam CC continues to further dev ects and consider the use d necessary.	ination elop th	n of stra ne risk	ategic c trackir	hange Ig and	and m risk m	ajor pro onitorii	ojects ng for	

7	Assurance (SFRS Board/Committee Meetings ONLY)
6.1	Not applicable.
<b>6</b>	Core Brief
5.14.1	There are no Service Delivery implications arising from this report.
5.14	Service Delivery
5.13 5.13.1	<b>Equalities</b> EHRIA completed <del>Yes</del> /No. If not applicable state reasons. Covered by the SFRS Corporate Governance Arrangements 2024 EHRIA.
	No DPIA was required for this paper as it contains no personal information.
5.12 5.12.1	Information Governance DPIA completed <del>Yes</del> /No.
5.11 5.11.1	<b>Legal</b> Production of this report is consistent with Scottish Fire and Rescue Service (SFRS) Committee arrangements and generally accepted principles of good corporate governance as described in the SFRS Good Governance Framework.
5.10 5.10.1	<b>Communications &amp; Engagement</b> This report provides an opportunity for CC members to review the contents and provide feedback prior to its submission to the Board on the arrangements for reviewing the effectiveness of the Board and its Committees.
5.9 5.9.1	<b>Performance</b> Information contained within this report deems that there are no significant gaps in the performance of the CC.
5.8 5.8.1	<b>Timing</b> This report will support the SFRS Annual Governance Statement which will be presented to the Board as part of the Annual Report and Audited Accounts for 2023/24.
5.7 5.7.1	<b>Training</b> There are no training implications arising from this report.
5.6 5.6.1	Health & Wellbeing There are no Health & Wellbeing implications arising from this report.
5.5 5.5.1	<b>Health &amp; Safety</b> This report highlights the strategic change and major projects contribution towards improving the Health & Safety of all staff.
5.4 5.4.1	<b>Workforce</b> The CC reviews programme plans and project dossiers that relate to the workforce.
5.3 5.3.1	<b>Environmental &amp; Sustainability</b> There are no environmental and sustainability implications arising from this report.
5.2 5.2.1	<b>Financial</b> The CC scrutinises and seeks assurance in relation to the planned levels of investment and anticipated benefits across the change portfolio within approved budgets, including the appropriate application of financial management practices throughout the delivery of change.

			regularly. The annual Statement of Assurance allows for the Committee to outline evidence of its effectiveness.			
8	Appendices/Further Reading					
8.1	Appendix A – Change Committee Annual Statement of Assurance 2023/24					
Prepared by: Kevin Murphy, Group Commander, Board Support Manager						
Sponsored by: Fiona Thorburn, Chair – Change: Strategic Change and Major Project Committee			gic Change and Major Projects			
Presente	ed by:	Fiona Thorburn, C Committee	hair – Change: Strate	gic Change and Major Projects		
Links to	Strategy and C	orporate Values				
This links to SFRS Strategic Plan 2022-25:						
Outcome 3 – We value and demonstrate innovation across all areas of our work.						
Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public.						
	money to the pu					

Governance Route for Report	Meeting Date	Report Classification/ Comments
Change Committee	2 May 2024	For Decision



# Change Committee: Strategic Change and Major Projects

# Annual Statement of Assurance

## 2023/24

#### 1 Purpose

The purpose of this statement is to give an overview of the work of the Change: Strategic Change and Major Projects Committee over the period April 2023 – March 2024, and assurances sought through scrutiny arrangements, in its role as a Committee supporting the SFRS Board. The statement forms part of the annual review of effectiveness of the Board and its Committees and is incorporated into the Service's Annual Governance Statement.

#### 2 Background

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

#### 3 Summary of the Committee's Work During 2023/24

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

The scrutiny of the New Mobilising System (NMS) project continued with the Committee seeking specific additional assurance through 6-weekly NMS specific Special Change Committee meetings. Four of these additional meetings have taken place in the timeframe covered by this statement. The NMS project is of critical importance to the service and the committee will continue to scrutinise and seek assurance around the entire project from planning through to delivery including the embedding of lessons learned from the previous Command & Control Mobilising System project. The focus on the resilience of legacy mobilising systems now continues through the Service Delivery Committee.

The Service Delivery Model Programme (SDMP) is an important enabler for the delivery of the Service's vision and the Committee has continued to scrutinise the programme as it moves into a business as usual workstream.

The People, Payroll, Finance and Training (PPFT) Project has continued to be a priority for the Committee with assurance being sought on its progress.

With the introduction of the Strategic Service Review Programme (SSRP) during the reporting year the Committee has provided scrutiny and challenge, where appropriate, and this programme has been established as a standing agenda item for the Committee to be able to provide assurance to the Board.

The ongoing development and strengthening of the Portfolio Office continues and the Committee acknowledges the progress in this area, particularly around resourcing. The Portfolio Office remains vital to ensure the overall change programme is strategically aligned, planned, resourced and delivered.

#### 4 Future Work Priorities of the Committee

The Committee will continue to provide scrutiny and assurance regarding major change projects, in particular: SSRP, NMS, PPFT and Rostering. The scrutiny and ongoing support of the Portfolio approach to Change and delivery of the change agenda, including prioritisation, capacity and capability, continues. In support of this, the Committee will continue to encourage the Service to adopt an integrated 'one plan' approach (Annual Operating Plan + Change Plan) providing a single version of the truth, allowing shared clarity of capacity, priorities, interdependencies, risks etc in pursuit of Best Value change delivery. The Committee is encouraged by the Three-Year Operating Plan recently presented and anticipates further scrutiny as this matures. The year ahead will also seek to consider the evolution and prioritisation of the Committee's responsibilities to include more scrutiny of strategic planning and other assurance gaps if relevant.

#### 5 Actions to Improve the Committee's Governance Arrangements

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

Fiona Thorburn Chair, Change Committee May 2024

# SCOTTISH FIRE AND RESCUE SERVICE

# Change Committee



# Report No: C/CC/15-24

## Agenda Item: 8.1

Report t	o:	CHANGE COMMITTEE									
Meeting	Date:	2 MAY 2024 (DATA AS OF: 7 A	PRIL	2024)							
Report T	itle:	PROGRAMME PROJECTS HIG	HLIGH	HTS RI	EPORT	Γ					
Report Classific	ation:	For Scrutiny									
			<u>A</u>	<u>B</u>	<u>C</u>	D	E	E	<u>G</u>		
1	Purpose										
1.1		se of this report is to provide the C tified following areas – Risk, Inter									
2	Backgrou	nd									
2.1		lio Office (PO) will update the CC e during the reporting period.	with av	vailable	e inforn	nation	associa	ited wit	th this		
3	Main Repo	ort/Detail									
3.1 3.1.1		n <b>dencies</b> ity from the Training, Safety and n interdependency.	d Assu	rance a	and IC	T acro	ss vari	ous pro	ojects		
3.1.2	Service D Projects.	elivery Model Programme (SDM	1P) clo	ose inv	olveme	ent wit	h vario	ous Po	rtfolio		
3.1.3	Finance (F	key dependencies and interdeper PFT), Rostering, SDMP, Emerg MS) projects.									
3.2 3.2.1	allocation all major c	to <b>Deliver</b> holder engagement along with con will be essential to ensure SFRS h hange projects. The Portfolio Fu s and embed across the change p	nave the	e appro will see	opriate	level o	of capac	city to d	leliver		
3.2.2	Potential ir	npact on retirements and Pensior	n updat	e.							
3.3 3.3.1	New Mob Resources plans from contract av project nov Amber for to award) a	erformance showing Red or Am ilising System showing Red for a. Red for Time based upon detail in potential suppliers. December ward. As there are no bids this w requires more time for procure Costs based upon cost envelopes and Amber for Skills & Resources int to the final vacancy within required	or Time contair 2025 timeline ment o s provio due to	ned wit timelin e is ur options ded by the ne	hin the e is do ider co to be supplie ed for s	high-le epende nsider agreec ers (wil	evel imp ent on able th I and ir I be co	olemen the da reat an npleme nfirmec	itation ate of nd the ented. d prior		

<ul> <li>&amp; Resources due to recruiting of vehicle fitters, retirements and maternity leave.</li> <li>3.3.3</li> <li>PPFT showing red for overall health during this period of exploring collaboration option Time has been held at Red due to there being no timescales confirmed with Scottis Government Shared Services Programme. Skills &amp; Resources remains at Red due the urgent requirement for a Senior Business Analyst and Quality remains at Amber di to the lack of Business Analyst expertise to ensure quality of Scottish Government Share Services solution fit.</li> <li>3.3.4</li> <li>Rostering showing Amber for Quality and Skills &amp; Resources due to no Business Analy assigned to the project and associated project benefits being at risk due to required polic change.</li> <li>4</li> <li>Recommendation</li> <li>4.1</li> <li>The CC is asked to: a) Scrutinise the contents of the current report.</li> <li>b) Consider the risk mitigation actions within the report and provide feedback a necessary.</li> <li>5.1</li> <li>Risk</li> <li>5.1</li> <li>Risk</li> <li>5.1</li> <li>Risk</li> <li>5.1</li> <li>There is no direct finance impact arising from this report.</li> <li>5.3</li> <li>Environmental &amp; Sustainability</li> <li>5.4</li> <li>Workforce</li> <li>5.5.1</li> <li>There are no direct key environmental &amp; sustainability implications arising from this report.</li> <li>5.6.1</li> <li>There are no direct Health and Safety implications associated with this report.</li> <li>5.6.1</li> <li>There are no direct Training implications associated with this report.</li> <li>5.7</li> <li>Training</li> <li>5.7.1</li> <li>There are no direct Training implications associated with this report.</li> <li>5.8</li> <li>S.9</li> <li>Performance</li> <li>5.9</li> <li>Performance</li> <li>5.9</li> <li>Performance</li> <li>5.10</li> <li>Communications &amp; Engagement</li> <li>5.10</li> <l< th=""><th></th><th></th></l<></ul>		
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5.11 Legal		
5.11.1 There are no direct key legal implications arising from this report.		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 in this cover paper.									
5.13 5.13.1	Equalities An Equalities Impact Assessment is not required as there is no personal/sensitive information in this cover paper. Service Delivery									
5.14 5.14.1	Service Delivery There are no direct key Service Delivery implications arising from this report.									
6	Core Brief	F								
6.1	Not applica									
7	Assurance	e (Board/Com								
7.1	Director:		Liz Barn	es, Interim Deputy Cl	nief Officer					
7.2		ssurance: appropriate)		tial/Reasonable/ <del>Limi</del>						
7.2	Rationale	1	the proj based o	ect costs, time, qua n a red and amber es	ss value and to monitor progress, lity and resources are reviewed calation RAG status, including key idencies.					
8	Appendic	es/Further Re	ading	·						
8.1	Appendix /	A: Combined I	lighlight l	Report.						
Prepared	d by:	Joan Nilsen,	Programr	ne Officer						
Sponsor	ed by:	Liz Barnes, Ir	nterim De	puty Chief Officer						
Presente	ed by:	Gillian Bucha	nan, Port	folio Manager						
Links to	Strategy a	nd Corporate	Values							
We are fu	ully account	able and maxir	nise our p	oublic value by delive	ring a high quality, sustainable					
and rescu	ue service fo	or Scotland.								
Governa	ance Route for Report Meeting Date Report Classification/ Comments									
Change (	Committee			2 May 2024	For Scrutiny					
7 7.1 7.2 7.2 8 8 8.1 Prepared Sponsor Presente Links to We are fu and rescu Governa	Assurance Director: Level of A (Mark as a Rationale: Appendice Appendice d by: ed by: ed by: Strategy an ally accounta ue service for nce Route	e (Board/Com ssurance: appropriate) es/Further Re A: Combined H Joan Nilsen, Liz Barnes, Ir Gillian Bucha nd Corporate able and maxir or Scotland.	Liz Barn Substan To provi the proj based o depende ading Highlight I Programm nterim De nan, Port Values	ide maximum busines lect costs, time, qua n a red and amber es encies and interdeper Report. ne Officer puty Chief Officer folio Manager bublic value by deliver	ted/Insufficient ss value and to monitor progress lity and resources are reviewed calation RAG status, including ke idencies.					

	HIGHLIGHT REPO									Ó	
Project Name	New Mobilising System	n (NMS)	SRO	ACO David Lockhart	Project Manager	AC Derek Wilson	Project Start Date	06/01/2023	Original Project End Date	Phase 1: 31/12/2025	Change Rev
Strategic Outcome Alignment	Outcome 2	Outcome 3	Outcome 5	Outcome 6				Re	vised Project End Date	dd/mm/yyyy	Rev 1
	I	Proj	ect Update	I	1			Project Governance	& Mgmt. Control		1
ogress in this reporting						Current Period Delivery Trend	•	Business Case	Project Dossier	Risk Register	Project Phase
the SFRS response de	adline of 11/03. At tend	er close on Thurs 2	8/03, 12 noon, no tend	tal of 110 questions were er submissions had been red and these are being fur	received. A range of			YES	YES	YES	Planning
tions paper which will b	e presented through gov	emance routes.				Last Period Delivery Trend	*	TES	TES	TES	-
ntract to new supplier: \$	Stations – 100% comple	ete; Pumps – 100%	complete; Specials -	100% complete; Incident 1	ompletion prior to award of Types – 100% complete; directory – 70% complete;		Overall Health	Time	Cost	Quality	Skills & Resour
ference Information – 60 Business readiness acti	% complete. OVERALI	L % COMPLETE:	00% of the RACI matrix and	project resourcing was pre	esented to Change	Project Performance	A	R	A	G	A
mey. A dependencies v	workshop was carried ou	ut on 18/03 with de	pendencies and interde	pendencies between NMS enefits were reviewed and	and other projects	Significant Miles	tone Forecast	Progress	Status	Planned	Latest Predic Date
IS page on iHub has be	workstream - Regular m en updated and actions ment decision review ha	have been implem	ented to keep this up t	y basis, the most recent u o date. Portfolio, Programm	indertaken 26/03. The me & Project Assurance	L1 - NMS Project Commod	ity Stategy complete	100%	Complete	31/07/2023	20/08/2023
esourcing - Workstrear cancy following interview erviews and appointmen wemment support arran	n PM (grade 8) will take /s on 22/03. Data Assis rt. Procurement lead vac	up post from 15/0 tant job advert is li cancy being progre I. Arrangements for	<ol> <li>A successful candidate internally with advert ssed by Procurement til</li> </ol>	ate is being appointed to the closing 08/04 to be followin hrough additional agency 0 isor support through Phas	ed by shortlisting, CV's and fallback Scottish	L1 - Final draft Outline Busi	ness Case to CPIG	100%	Complete	23/08/2023	23/08/2023
r ITT that prevented ther teview supplier response differences are and wh	source to engage with a In from submitting a tenx as against our outcome ether they can be amer- toy options paper to be in can be taken on the vector and data work terams engagement set ing the project will plan internal recultment activil (FBC) is planned to und	der bid. specification, Serv ided to become ag taken through gove way to progress. istream activites as essions with OC st and undertake feed tes for Data Assist lertake internal revi	ce Level Agreement (S reeable to both SFRS a mance on routes to av per plan aff is being planned in o back sessions with sel ant vacancy.	vard of contract including p collaboration with OC. ected OC staff. to contract award	ntract to determine what	L1 - ITT / Contract Notice P	Yublished	100%	Complete	22/09/2023	11/01/2024
		Pathway to	Green / Next Steps			L1 - Stations and Pumps - S Decision	Standardisation	100%	Complete	19/10/2023	19/10/2023
GNIFICANT MILESTON	IES:					L1 - Specials - Standardisat	tion Decision	100%	Complete	14/11/2023	12/12/2023
ME: (NOW RED) High le	evel detail on project imp	plementation timeli	nes was provided by po	tential suppliers 16/06/23	indicating delivery of	L1 - Incident types & Report Decision	ting - Standardisation	100%	Complete	21/11/2023	11/01/2024
no bids have been recei	be achievable, but with ved and more time requ	n a dependency on ired for procurement	date of contract award it options to be agreed	. Now that timeline is unde and implemented.	er considerable threat due	L1 - Tender submissions cl		100%	Complete	21/11/2023	28/03/2024
BC. The budget has bee	n based on the cost em	velopes. Additiona		e been used to develop th s will not be received until		L1 - Reference Info & Telep Standardisation Decision		75-100%	In Progress	15/12/2023	01/05/2024
bmitted and reviewed. F				DM (made 5) and allowed		L1 - Tender evaluation com	pletes	0%	Future Task	15/01/2024	TBC
ita Assistant roles adver	tised internally and on t	(grade 8) takes up target to appoint by	award of contract to s	PM (grade 5) appointment upplier in May.	process underway, and	L0 - Award of contract		0%	Future Task	28/02/2024	TBC
						oject Stage Completion					
		Planned	0 - INTAKE Actual	Planned	Actual	Gate 2 - DE Planned	Actual	Gate 3 - Planned	CLOSURE 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-Depen	dency		From (Giver)	To (Receiver)	Due Da	ite (From)	Due Da	ate (To)
On Track	Airwave Code of Conne connection whether on	ection (CoCo) appr SFRS premises o	oval required by SFRS f f supplier premises of h	rom Airwave in relation to osted solution	the NMS Airwave	Airwave	SFRS	30/0	6/2024	TBC - prior to	o first release
On Track	Implementation of a ra release by Dec 2025	nge of ICT initiative	s which support and en	able the successful Go Liv	e of the NMS First	ст	NMS	30/0	6/2024	TBC - prior to	o first release
On Track	Implementation of Ros release to be informed		quired to provide data fi	eeds and integration neces	asary for the NMS First	Rostering	NMS	30/0	6/2024	TBC - prior to	o first release
Risk RAG/Score			Delivery Risks			Mitigation Plan		Date Identified	Risk O	wner	By When
20	reduce available impler	sk that any extens mentation timelines	ion to the NMS procure	ment award process will plier resulting in additional nplementation.	experience, on the approx implementation timeline a	al Advisor to provide guidance ach suppliers are likely to tak and the associated SFRS sta S Phase 1 resourcing requirer	e given compressed iffing resource required	Date Identified         Risk f           12/10/2023         SI			23/05/2024
20	NMS027 - There is a ri by Dec 2025 and SFR	isk of impact to op S remain reliant on	erational capability if pro fragile existing system	oject timelines are not met s	Ongoing engagement with of contingency planning.	n Existing Systems continger Effective project management mplementation by Dec 2025	t and supplier	01/12/20203	Project	Lead	31/05/2024
16	NMS033 - There is a ri delayed this will result 2025 deadline	sk that if any step in delays to contra	to approve the Full Bu ct award, implementati	siness Case (FBC) are on and Go live by Dec	Approval route agreed and will be developed based u	d will be implemented as requipon decision from contingent al' meetings to present outco	uired. Timing scenarios cies options paper.	01/12/2023	SR	o	31/05/2024
Issue Impact		Top 3	Delivery Issues		through governance.	Corrective Action	and awdu	Date Identified	Issue C	wner	By When
Medium			nt resources to progres h will result in delay of	s to award of contract in project delivery	progressed as a priority v	been progressed, Procurem ith appointment likely during ish Government being explore	April. Options for	20/09/2023	Procuremen	t Manager	23/05/2024
Very High				the projects subsequent ecember 2025 less likely	contract award. Procurent interest in the ITT to deter around suppliers ability to	eveloping an options paper for ent engagement with supplie mine reasons for no bids. Mi e deliver by Dec 2025 deadlin ward, SLA and contract term	ars who intimated an arket engagement e. SFRS to determine	28/03/2024	SR	0	30/04/2024
Medium			tinued spcialist technic t delivery and sub opti		progressed as a priority w well progressed via crown conclude by end April.	been progressed, Procurem ith appointment likely during commercial services framew	April. Process now	20/09/2023	Procuremen	t Manager	23/05/2024
					Financial & Be	nent tracking			General Bene	fit Tracking	
	New Mobilising System (NMS) Provisional Financial Tracking, Reporting period:							Benefit Profiles Created	Benefit Profile Created Date	Benefit Realisation Plan Created	Benefit Realisation P
Previous Year(s)	Year(s) Current Year Future Year(s)					al Cost	Variation	YES	02/08/2023	YES	Created Dat
Actual Spend £000's	Purdent CODY Year To Date Forecast 5000's CODY's Forecast Project					Business Case (BC) Cost	£ Variation to BC		Financial Bene		
,	0'S Budget £000'S Tear to Date Forecast £000'S £000'S Forecast £70ject Actual £000'S £000'S £000'S £000'S					£000's	£000's	Cashable Be	nefits Identified	Non-Cashable B	enefits Identifie
								YES	£ Total Value	YES	£ Total Value
							£ Variation to BC as %	Realisation Completion Date	dd/mm/yyyy	Realisation Completion Date	dd/mm/yyy
								Approach to Financ	ial Benefit Realisation: nd Non-Cashable Benefit ponded to tender indicati	ts cannot be accurate	

Name     Autor		HIGHLIGHT REPO rch - 2 April 2024	DRT								Ô	SCOTTISH	
approx approx box box 	Project Name	ESM	ICP	SRO	Sarah O'Donnell	Project Manager	Andrew Mosley	Project Start Date	30/08/2020		30/12/2023	Change Rev	
		Outcome 1	Outcome 2	Outcome 3	Outcome 5	Outcome 7			Re	vised Project End Date	30/12/2029	Rev 2	
No. 1No. 1No<No. 1No. 1N			Proje	ect Update				F	Project Governance	& Mgmt. Control	-		
No A MARCE TOTALS DATE AND ALL ADDATES AN	SMCP CMA has rejected Airway Updated dossier approve	es appeal, Lot2 (user s d by Project Board - to f	services) work contin March CPPG meetin	uous towards award dat Ig.	e of August 2024.		Current Period Delivery Trend	<b>→</b>	Business Case	Project Dossier	Risk Register	Project Phase	
<ul> <li>The set of the set</li></ul>	SN DATA FIRST						Last Period Delivery Trend	<b>&gt;</b>	YES	YES	YES	Planning	
cit and control units, control unit	Offer of installation service: CN330 to resolve this iss	s made by Airwave relat ue. Home Office SFRS	tive to the R5, this wi	ould overcome a contrac	t warranty issue with Ain	wave. Work ongoing with new Airwave voice radio,	Project Performance					Skills & Resourc	
Sequence were and a sequence were an	ffer of an EE Data First S	IM now on table, ongoir						A	A	G	G		
Mark Data Description of the Number Description of the	s						Significant Miles	tone Forecast	Progress	Status	Planned		
Image         <	remium. Options being p	resented to the March p	roject board.			vfessional or Modas	-		75-100%	In Progress	30/8/2023	30/04/2024	
MAP spectrum 	duitional costs relative to	Anwave identified, busin			iow.				75-100%	In Progress	31/12/2023	30/06/2024	
Calibration	SMCP		Pathway to C	Green / Next Steps									
dot dot is the void to short of the void is done that for the void is done to short of the void is done to short o	he pathway to green is via	a a staged plan starting	with a R5 device in r with Voice and Data	red operational fleet sup followed by Airwaye shi	porting data on a comme it down. To allow this an	rcial SIM, thereafter an ESN enabled control room					11/01/2024	30/04/2024	
Marce Data Induiting     Marce Data Induiting </td <td>eeds to be in place (NMS</td> <td>) and the In-vehicle solu</td> <td>ution for MDT remova</td> <td>l complete.</td> <td></td> <td></td> <td>Commence transition to ESI</td> <td>N</td> <td>0%</td> <td>Future Task</td> <td></td> <td></td>	eeds to be in place (NMS	) and the In-vehicle solu	ution for MDT remova	l complete.			Commence transition to ESI	N	0%	Future Task			
	ecruit Fitting Company or	r identify a fitting compa	iny defree Groun				Airwave/ Data first Installatio	n	0%	Future Task			
cit is C-33 and trans. The activation the methane date under (dipped transping methanism)     Column area	VS Procurement of the CF33 t	ablet devices (Complete	a)										
Image:         Image:<	Procurement of the CF33 C Fit of the CF33 and Havis I	DI Software package (Or Dock alongside the new	ngoing/ Pending boa Airwave voice radios	rd decision) Integration s. (Subject to ongoing n	ongoing egotiations with Airwave)								
Prompering         Advance in Submit col         Prompering in Submit col			Coto		Cata 4				Coto 2	CLOSURE			
Image: mage:				1		1	Planned	1	Planned				
Dependency BAD0         Key Inter-Oppondency         File (law 2 k law Project Dependency)         Top (Roivr)         To (Reserve)         Due Date (From)         Due Date (From)         Due Date (From)           Kite Rule         Command and Control New Multi-Instance on the Use New Hole Instance Instan				Completion	Completion	Completion	Completion	Completion		Completion			
Dependency IMAG         Key team Oppendency         Prom (liver)         Top Retrieve)         Due Date (Pron)         Due Date (Pro)           OLIVIANE         Command and Cortel Vers Multitation System No minuted less our nail. With any term of the Longer anathread developed less our nail. With any term of the Longer anathread developed less our nail. With any term of the Longer anathread developed less our nail. With any term of the Longer anathread developed less our nail. With any term of the Longer anathread developed less our nail. With any term of the Longer anathread developed less our nail. With any term of the Longer anathread developed less our nail. With any term of the Longer anathread developed less our nail. With any term of the Longer anathread developed less our nail. With any term of the Longer and term of th			30/06/2020	30/07/2020	30/08/2020	tbC	30/08/2023	TDC	30/12/2029	TDC			
One-track         Contract of both the Molecular System in the mediation are into as an operating marine difference integration of both Laboration in the as an operating marine difference integration of both Laboration in the as an operating marine difference integration of both Laboration into the mediation are into as an operating marine difference integration of both Laboration of Labor					(	Critical Risk, Issue & Inter	-Project Dependencies						
Outline     approach more and to EM ten Answe. Contact being matingene planes.     MMS     GPMS-EM     OUULUNI     OUULUNI     OUULUNI     OUULUNI       All Rul     20° - Schware optione and under schware.     Se down and mean in daily schware.<	Dependency BRAG						From (Giver)	To (Receiver)	Due Da	ate (From)	Due Da	ite (To)	
NumberIn SolutionOPSOPPS/LEGNOP1/LEGN<	On Track					ne an issue as we	NMS	SFRS/ESN	01/0	01/2013	01/07	/2025	
Note       Note of the section of whice filting stall       Note of the section of whice filting stall       Note of the section of the sectin of the section of the section of the section	At Risk					s in the implementation of	IVS	SFRS/ESN	01/1	1/2023	30/04	/2024	
10       Reculament and relation on which letting sattile       company (Wick organg to include with letting sattiles       010/12022       Head of People       3004/2024         11       There is a risk that forthcoming retements and matemity lease impacts on the company. Field and solute 0 Workbore Planning. Adversament       5109/2024       Programme Manager       3004/2024         12       There is a risk that forthcoming retements and matemity lease impacts on the company. Field and solute 0 Workbore Planning. Adversament Planning. Adversamen	Risk RAG/Score		Top 3 D	Delivery Risks			Mitigation Plan		Date Identified	Risk O	wner	By When	
Image is alsk had boliconing elements and materny laxes impacts on the core groups within ESMCP team reaching in a lack of mailance in the short to modum team.       Suppose within ESMCP team frequence in a circular and. Mode integration of ESN into and other legacy control non- solution of the integration of ESN into and other legacy control non- solution of the integration of ESN into and other legacy control non- solution of the integration of ESN into and other legacy control non- solution of the integration is a circular and. Mode integration of ESN into and other legacy control non- solution of the integration is a circular and. Mode integration is a circular and. Mode integration is a circle and is mode integrating and integration is a circle and is a mininformatin	16	Recruitment and retent	ion of vehicle fitting s	staff		company. Work ongoing	to include this work with othe		01/01/2022	Head of	People	30/04/2024	
12       Drain is a risk of the technical integration of EN into and other legal constraints withing in technical end positivity or clear of the system integration regularized in the system integration regularized regularized in the system integratin regula	16					approved within ESMCP Request Form Completed	for the Fleet and logistics side	<ol> <li>Structural Change</li> </ol>	15/02/2024	Programme	Manager	30/04/2024	
Medium     Logistics of whicle device fitting along with availability of fitters and whicles.     Strategy to recruit device fitting company. Plans in place to coordinate all phases of fit across all areas innohing LOS stall. Booking optimum designed business process in place to structure this who kin. Wrok drogs with availability of fitters and whicles.     Strategy to recruit device fitting company. Plans in place to coordinate all phases of fit across all areas innohing LOS stall. Booking optimum designed business process in place to structure this who kin. Wrok drogs with availability of fitters and whicles.     Strategy to recruit device fitting company. Plans in place to fitter so engines to structure this who kin. Wrok the device is structure this who have be accided by the single in process.     O/10/12021     Programme Manager/Head of Fleet     30/03/2024       High     VIS - Software in place to fitters or employ a fitting company. Plans in place to fitter to end solution. Note that who have be accided by the single in process.     O/10/12021     Programme Manager/Head of Fleet     30/03/2024       Integrities     VIS - Software in place to SSR Systems needs resolved to allow the install of VIS device supporting the Samsong fable. Now that the supplier (37C) have been identified work is ongoing to understand the product work is ongoing to understand the product structure the samson and their integration negarements.     O/1/10/2023     Programme Manager/I/VS Project Manager     Benefit Tracking       Previous Year(p)     Verture Year(s)     Year(s)     Year(s)     Year(s)     Year(s)     Year(s)	12	systems & back office technical requirements	applications not goir resulting in technica	ng to plan because of sy al and potentially operati	stem compatibility and	Project now integrating A reaching out to NMS Proj detail on the system inte- understand this better. M Manager relative to ESN	ject. Back office integration is gration requirements is known leeting took place with Gary E WAN Connectivity which will	a critical area. More h, work commencing to Sellfield - Tech strat become clearer on the	01/07/2023	Project Managers	and Head of ICT	30/04/2024	
Median       Logistics of whicle device fitting along with availability of fitters and whicles.       Constrained alphases of fit across all anase involving LSO staff. Booking horizontal alphases of fit across all anase involving LSO staff. Booking on (0/10/2021)       Programme Manager/Head of Fieet       30/03/2024         Nedian       Notice device fitting along with availability of fitters and whiches.       The VS Software is acritical part of the end social of along the initial of VS device any of the end social of along the initial of VS device any of the end social of along the initial of VS device any of the end social of along the initial of VS device any of the end social of along the initial of VS device any of the end social of along the initial of VS device any of the end social of along the initial of VS device any of the end social of along the initial of VS device any of the end social device dev	Issue Impact		Top 3 D	elivery Issues			Corrective Action		Date Identified	Issue C	wner	By When	
being worked on.       Ingr     NS - Software Implementation     The VS Software is a critical part of the end to end solution, the integration of the software is project to SPRS systems needs resolved to allow the install of VS     Programme Manager / VS Project Manager (VS Project Manager)     the vS Software implementation       VIS - Software Implementation	Medium	Logistics of vehicle dev	ice fitting along with	availability of fitters and	vehicles.	coordinate all phases of f system designed busines ongoing with Procurement	it across all areas involving LS ss process in place to structu	SO staff. Booking re this work. Work	01/01/2021	Programme Mana	ger/Head of Fleet	30/03/2024	
General Benefit Profiles     General Benefit Profiles     Benefit Profile     Benefit Prof	High	IVS - Software Impleme	entation			The IVS Software is a crit the software to SFRS syst devices as well as the R5	stems needs resolved to allow 5 device supporting the Sams	v the install of IVS ung tablet. Now that the	01/10/2023	Programme Manager /	IVS Project Manager	tbc	
Projector Series     Series <th colspa<="" td=""><td></td><td></td><td></td><td></td><td></td><td>Financial &amp; Ber</td><td>nefit Tracking</td><td></td><td></td><td>ľ</td><td></td><td></td></th>	<td></td> <td></td> <td></td> <td></td> <td></td> <td>Financial &amp; Ber</td> <td>nefit Tracking</td> <td></td> <td></td> <td>ľ</td> <td></td> <td></td>						Financial & Ber	nefit Tracking			ľ		
Sensitive colspan="6" benefit Profiles     Benefit Profil				Brovicies	l Financial Tracking					General Bene	fit Tracking		
Actual Spend 2000*s Budget 2000*s Year To Date Actual 2000*s Year To Date Actual 2000*s Porecast 2000*s 2000*s Convertient Con												Benefit Realisation Plan Created Date	
Number 1 description         Actual 2000*         Policial 2000*         200*	Previous Year(s)				Future Year(s)				NO			dd/mm/yyyy	
ND     £ Total Value     NO     £ Total Value       £ Variation to BC as %     Realisation Completion Date     Realisation (Completion Date     Realisation Completion Date     Realisation Completion Date     Realisation Completion Date     Realisation Completion Date	Actual Spend £000's									Financial Ben	_		
£ Variation to BC as     Realisation Completion Date     Add/mm/yyyy     Realisation Completion Date     Add/mm/yyyy       Approach to Financial Benefit Realisation:     Add/mm/yyyy		Actual 1000's							Cashable Be	nefits Identified	Non-Cashable B	enefits Identified	
%         Completion Date         dd/mm/yyyy         Completion Date         dd/mm/yyyy           Approach to Financial Benefit Realisation:									NO	£ Total Value	NO	£ Total Value	
							% Completion Date dd/mm/yyyy Completion Date				dd/mm/yyyy		
Linder minu									Under review				

	IIGHLIGHT REPOR 2024 - 2 April 202									Ó	SCOTTISH
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					Re	vised Project End Date	30/04/2026	Rev 1
		Proje	ct Update		I		Pr	oject Governance &	Mgmt. Control		
Discussions being held r Project continues to be o	verseen by Programme	Manager in absend	e of Project Manager &	& Senior Business Analys	t	Current Period Delivery Trend	•	Business Case	Project Dossier	Risk Register	Project Phase
nalyst				to proceed without input		Last Period Delivery					
UIG meeting held in adva	nce of Sopra Steria work	kshops		ces in advance of worksho		Trend	7	YES	NO	YES	Intake
Project Team planning fo Process map review prog	ressing well with Financ	e Department. See	sions arranged with Tr	aining and Asset Manage	ment. Awaiting	Project Performance	Overall Health	Time	Cost	Quality	Skills & Resour
onfirmation of People Dire Digital Assurance Office SGSSP Director request	updated on latest with S	GSSP					R	R	A	A	R
Option for NSS collabora	tion was discussed at P	roject Board and a	greed to consider as ar	n option if SGSSP is not r	ecommended.	Significant Mile	stone Forecast	Progress	Status	Planned	Latest Predicte Date
						Outline Business Case - upd	late and approval	50-75%	Future Task	31/08/2023	tbc
						Scottish Government DAO A	ssurance Gate (TAF)	0-25%	Future Task	30/09/2023	tbc
						Re-baselined Detailed Project	t Plan	75-100%	In Progress	31/08/2023	30/04/2024
Agree dates and scope fi	or SGSSP due diligence	workshops	Green / Next Steps			Publish final version of PID	habaali saaan	50-75%	Future Task	18/08/2023	tbc
Decision required on pref Update of business case	erred route forward for pr based on information or	oject: SG Shared the above options	Services, PS Collabora with recommendation	tion, SFRS stand-alone p	rocurement	Develop action plan on Healt Process Map (P1&P2) sign of		0-25%	Complete In Progress	31/03/2024	30/04/2024
All RAG statuses mainta • Overall health is Red d • Time status is Red as	uring this period of explo	ring collaboration of				Sign MOU with Scottish Gov		0%	Future Task	31/03/2024	tbc
<ul> <li>Skills &amp; Resources is I</li> <li>Quality is Amber becar</li> </ul>	Red following raising of S use of lack of Senior Bus	Senior Business Ar siness Analyst exp	alyst issue. ertise to ensure quality	of SG solution fit.		Due diligence review of SGS	SP scope and processes	0-25%	In Progress	30/04/2024	
Conduct review of SGSS Current Period Delivery T	P to be processes and s rend changed to flat while	cope with the busi le awaiting confirma	ness to ensure fit of so ation of SGSSP works!	lution and assess SFRS hops	change impact						
					Critical P	ath - Project Stage					
			- INTAKE		PLANNING	Gate 2 - D	ELIVERY		- CLOSURE		
		Planned Completion	Actual Completion	Planned Completion	Actual Completion	Planned Completion	Actual Completion	Planned Completion	Actual Completion		
		tbc		tbc		tbc		tbc			
					Critical Risk, Issue & In	ter-Project Dependencies					
Dependency BRAG			Key Inter-Depend	dency		From (Giver)	To (Receiver)	Due Da	ate (From)	Due Da	ite (To)
On Track	Cross System process	es and data integra	tion between Rostering	g and PPFT Projects		Rostering	PPFT	02/1	10/2023	06/10	/2025
At Risk	Collaboration discussio	ns with Police Sco	tland, Scottish Governr	ment and PWC		External project	PPFT	08/1	11/2023	31/03	/2024
Risk RAG/Score		Тор 3 [	elivery Risks			Mitigation Plan		Date Identified	Risk O	wner	By When
16	This is a risk that the w having no agreed compl significantly.	ork currently under letion milestone, co	taken to explore collab ould lead to the project	oration opportunities, being delayed		h potential partners to fully un m a decision on the preferred		06/09/2023	Lyndsey Gaja		31/08/2024
16		Programme Manage Manager and Bus	er has been extended	to cover this following the	meetings have been sche	ported by Programme Officer iduled which the SRO also att iort. The Team have an action rly outlined.	ends on a regular basis to	30/11/2023	Lyndsey Gaja		31/08/2024
12	The temporary position	of key project men	bers risks stability of t	the PPFT project	Scoring reduced to 12 as extensions up to end of J	short term risk is being minin une 2024	nised by contract	20/09/2022	Lyndsey Gaja		30/06/2024
Issue Impact		Top 3 D	elivery Issues			Corrective Action		Date Identified	Issue O	wner	By When
High	The Project lacks the sl out due diligence to fully provide an accurate rec	y understand the S	s of a Senior Business hared Services option a	Analyst (SBA) to carry and therefore the ability to	resource will be made to with due diligence assess	rogressed by Portfolio Office ( Project. In the interim, Project sment of SGSSP without SBA a and Portfolio Office Business	t Board agreed to proceed and to use existing	06/03/2024	Lyndsey Gaja		30/04/2024
					Financial & I	Benefit Tracking					
		People, I		aining (PPFT) Provision Reporting period:	al Financial Tracking			Benefit Profiles Created	General Bene Benefit Profile Created Date	fit Tracking Benefit Realisation Plan Created	Benefit Realisation Pla Created Date
Previous Year(s)		Current Year		Future Year(s)	Tot	al Cost	Variation	NO	dd/mm/yyyy	NO	dd/mm/yyyy
Actual Spend £000's	Budget £000's	Year To Date Actual £000's	Forecast £000's	£000's	Forecast Project Cost £000's	Business Case (BC) Cost £000's	£ Variation to BC £000's		Financial Bene	efit Tracking	
								Cashable Be	enefits Identified	Non-Cashable B	enefits Identified
								NO	£ Total Value	NO	£ Total Value
							£ Variation to BC as %	Realisation Completion Date	dd/mm/yyyy	Realisation Completion Date	dd/mm/yyyy
								Ongoing exploration of we can make any new Staff salaries remain	L ial Benefit Realisation: of potential collaboration of cessary changes to the C constant during this perio Monthly project cost has Project Manager	opportunities need to b DBC. Id whilst focus is on th	e exploration of

5 Wa	HIGHLIGHT REPO	RT								Ó	SCOTTISH
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					R	evised Project End Date		Rev 1
		Proj	ect Update	I	I			Project Governance	& Mgmt. Control		1
riday 05/04/2024	vas sent to the successfu	Il supplier on 25/03/	proved on 18/03/2024 2024 and we are currer	ntly in a 10 day standstill pe	riod which concludes on	Current Period Delivery Trend	•	Business Case	Project Dossier	Risk Register	Project Phase
The Project team are curr legal are preparing contra LSO meetings ongoing an	act documentation in pre	paration for negotiat	ions with the successfu	I supplier		Last Period Delivery Trend	*	YES	YES	YES	Planning
						Project Performance	Overall Health	Time	Cost	Quality	Skills & Resour
							A	G	G	A	A
						Significant Milest	one Forecast	Progress	Status	Planned	Latest Predic Date
						FBC to CPIG		100%	Complete	20/02/2024	19/03/2024
		Pathway to	Green / Next Steps			Terms and Conditions of con	ract negotiations	0-25%	In Progress	31/05/2024	
On track nternal Gateway (Intake)	rnal Gateway (Intake) feedback shared with Project Board for discussion.							0-25%	In Progress	31/03/2024	10/06/2024
Skills and resources rema Quality remains at Amber	s and resources remains at Amber because there is no Business Analyst (BA) currently available to the project. Ifly remains at Amber because this is related to achievement of benefits. Without a BA resource being available to the project this wo nge. Lack of BA resource has been flagged as an issue.						arding	0-25%	In Progress	10/06/2024	
Overall Health remains An	mber for reasons as note	d above				Onboard full project team		0-25%	In Progress	30/04/2024	
Onboard additional projec	t team members as deta	iled in Full Business	Case			Supplier onboarding		0%	Future Task	tbc	
						Initiate Design Phase		0%	Future Task	tbc	
						DSSS gate		0%	Future Task	tbc	
					Critical Pat	h - Project Stage					
			- INTAKE	Gate 1 -	PLANNING	Gate 2 - DE	LIVERY	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						
Dependency BRAG			Key Inter-Depen		Critical Risk, issue	& Dependencies					
Dependency biolo				doney		From (Giver)	To (Receiver)	Duo D	ato (From)	Duo Da	to (To)
On Track	Cross sustam processo	e and data integrati			integration)	From (Giver)	To (Receiver)		ate (From)	Due Da	
On Track			on between Rostering a	and NMS Project (Upstream		Rostering	NMS	01/0	03/2025	31/12	/2025
On Track		s and data integrati	on between Rostering a			Rostering PPFT		01/0	03/2025 03/2025	31/12	/2025 /2025
	Cross system processe	s and data integrati Top 3 [ systems and proce	on between Rostering a on between Rostering a <b>Delivery Risks</b> sses are not fully adopt	and NMS Project (Upstream	earn integration)	Rostering PPFT Mitigation Plan	NMS Rostering	01/0	03/2025	31/12	/2025
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Corrective Action o prioritise recruitment of Project Corrective Action or provides recruitment of Project Submitted State (State State State</td> <td>NMS Rostering arry assigned to the arry assigned to the ct Manager and Senior Portfolio Office Variation E Variation to BC £ Variation to BC as</td> <td>01// 01/2 01/2 01/2 02/03/2022 16/01/2023 22/01/2024 Date Identified 27/02/2024 Benefit Profiles Created YES Cashable Be YES Realisation Date Approach to Financi</td> <td>ACO Stephen Wood     DACO Stephen Wood     Concral Bend     Concral Bend     DACO Stephen Wood     DACO S</td> <td>A 31/12 31/12 www.er www.er hwmer fit Tracking Benefit Realisation Plan Created NO fit Tracking Non-Cashable B YES Realisation Completion Date</td> <td>2025 2025 2025 31/05/2025 30/06/2024 30/06/2024 30/06/2024 By When 17/04/2024 Bran Created D Plan Created C E2.357.776 01/12/2026</td>	Cross system processe There is a risk that new alignment of policies that sup- within spreadbaets of the there is a risk that leave in the a risk that leave in seek career advanceme Resignation of Project the engagement with suppli	and data integrative of the second se	In between Rostering a belivery Risks sees are not fully adopt deliver benefits. e on imparte our data ta e not structured or of g celly. ay laave the project and e not structured or of e of abort tern income the organisation. elivery Issues a Serior Business Anal lelays in implementation Provisio R	Ind NMS Project (Upstream and PPFT Project (Downstream and PPFT Project (Downstream and PPFT Project (Downstream and File Contained pool quality. This could rike than their contractual any positions and may any positions and may any tresource will impact on a file than their contractual any positions and may any tresource will impact on a file than their contractual any file that the second second second any file that the second second second second second second any file that the second second second second second second any file that the second second second second second second second any file that the second second second second second second second any file that the second second second second second second second any file that the second second second second second second any file that the second second second second second second any file that the second	ean integration) Ensure that the task of alig appropriate team(s) out wit Prepare data strategy Seek approval of contract e Resource Strategy Work with Portfolio Office t Business Analyst. Both role Financial & Be Financial & Be Tot Forecast Project Cost	Rostering PPFT Mitigation Plan ring and updating policies is clo h the Rostering Project. Corrective Action o prioritise recruitment of Project Corrective Action or provides recruitment of Project Submitted State (State State	NMS Rostering arry assigned to the arry assigned to the ct Manager and Senior Portfolio Office Variation E Variation to BC £ Variation to BC as	01// 01/2 01/2 01/2 02/03/2022 16/01/2023 22/01/2024 Date Identified 27/02/2024 Benefit Profiles Created YES Cashable Be YES Realisation Date Approach to Financi	ACO Stephen Wood     DACO Stephen Wood     Concral Bend     Concral Bend     DACO Stephen Wood     DACO S	A 31/12 31/12 www.er www.er hwmer fit Tracking Benefit Realisation Plan Created NO fit Tracking Non-Cashable B YES Realisation Completion Date	2025 2025 2025 31/05/2025 30/06/2024 30/06/2024 30/06/2024 By When 17/04/2024 Bran Created D Plan Created C E2.357.776 01/12/2026

	HIGHLIGHT REPO Irch - 2 April 2024	RT								Ó	SCOTTISH
Project Name	Community Risk Index N	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			R	evised Project End Date	31/03/2024	Rev 5
		Projec	ct Update					Project Governance &	& Mgmt. Control		
Three documents: CRIM G irculated to SDMP Board	eneral Report; CRIM Teo members for scrutiny pric	chnical Report; and CF or to the SDMP Board	RIM Frequently Asked 0 Meeting on 18 April.	Questions (FAQs); are beir	ng prepared and will be	Current Period Delivery Trend	*	Business Case	Project Dossier	Risk Register	Project Phase
						Last Period Delivery Trend	•	YES	YES	YES	Closure
						Project Performance	Overall Health	Time	Cost	Quality	Skills & Resource
							G	G	G	G	G
						Significant Milest		Progress	Status	Planned	Latest Predicted Date
						Produce suitable process and that will allow the management CRIM to transition to "Progra	nt and maintenance of	100%	Complete	January 2023 - March 2023	30/03/2024
		Pathway to G	reen / Next Steps								
Complete the CRIM Project	t Closing Report for appr	oval at the final SDMF	Board meeting on 18	April. (Mar-Apr 24)							
Aigrate the CRIM capabilit Preparedness function. (M	es, supporting document ar-Apr 24)	ation and any outstan	ding risks to the new Co	ommunity Risk Managemer	nt section within the						
repared to relation. (in											
					Critical Pat	h - Project Stage					
		Gate 0	- INTAKE	Gate 1 -	Critical Pati PLANNING	h - Project Stage Gate 2 - DE	LIVERY	Gate 3 -	CLOSURE		
		Planned Completion	Actual Completion	Planned Completion	PLANNING Actual Completion	Gate 2 - DE Planned Completion	Actual Completion	Planned Completion	Actual Completion		
		Planned	Actual	Planned	PLANNING Actual	Gate 2 - DE Planned	Actual	Planned	Actual		
		Planned Completion	Actual Completion	Planned Completion 30/03/2021	PLANNING Actual Completion	Gate 2 - DE Planned Completion 30/03/2024	Actual Completion	Planned Completion	Actual Completion		
Dependency BRAG		Planned Completion	Actual Completion	Planned Completion 30/03/2021	PLANNING Actual Completion 30/04/2021	Gate 2 - DE Planned Completion 30/03/2024	Actual Completion	Planned Completion 30/03/2024	Actual Completion	Due Da	tte (To)
Dependency BRAG On Track	Incorporate the technica	Planned Completion 30/12/2019	Actual Completion 30/12/2019 Key Inter-Depende	Planned Completion 30/03/2021	PLANNING Actual Completion 30/04/2021	Gate 2 - DE Planned Completion 30/03/2024	Actual Completion 30/03/2024	Planned Completion 30/03/2024 Due Da	Actual Completion 30/03/2024	Due Da 31/04	
	Incorporate the technica	Planned Completion 30/12/2019	Actual Completion 30/12/2019 Key Inter-Depende	Planned Completion 30/03/2021	PLANNING Actual Completion 30/04/2021	Gate 2 - DE Planned Completion 30/03/2024 -Project Dependencies From (Giver)	Actual Completion 30/03/2024 To (Receiver)	Planned Completion 30/03/2024 Due Da	Actual Completion 30/03/2024 ate (From)	31/04	
On Track	Incorporate the technica	Planned Completion 30/12/2019 al capabilities develope Top 3 D	Actual Completion 30/12/2019 Key Inter-Depende ed by SDMP within Prej	Planned Completion 30/03/2021	PLANNING Actual Completion 30/04/2021	Gate 2 - DE Planned Completion 30/03/2024 -Project Dependencies From (Giver) SDMP	Actual Completion 30/03/2024 To (Receiver)	Planned Completion 30/03/2024 Due Da 01/1	Actual Completion 30/03/2024 ate (From) 11/2023	31/04 wner	/2024
On Track Risk RAG/Score	Incorporate the technical	Planned Completion 30/12/2019 al capabilities develope Top 3 D	Actual Completion 30/12/2019 Key Inter-Depende ed by SDMP within Preg elivery Risks	Planned Completion 30/03/2021	PLANNING Actual Completion 30/04/2021	Gate 2 - DE Planned Completion 30/03/2024 r-Project Dependencies From (Giver) SDM/P Mitigation Plan Corrective Action	Actual Completion 30/03/2024 To (Receiver)	Planned Completion 30/03/2024 Due Da 01/7 Date Identified	Actual Completion 30/03/2024 ate (From) 1/2023 Risk O Issue C	31/04 wner Dwner	/2024 By When
On Track Risk RAG/Score	Incorporate the technica	Planned Completion 30/12/2019 al capabilities develope Top 3 De Top 3 De	Actual Completion 30/12/2019 Key Inter-Depend ad by SDMP within Prep elivery Risks Slivery Issues	Planned Completion 30/03/2021	PLANNING Actual Completion 30/04/2021 Critical Risk, Issue & Inte	Gate 2 - DE Planned Completion 30/03/2024 r-Project Dependencies From (Giver) SDM/P Mitigation Plan Corrective Action	Actual Completion 30/03/2024 To (Receiver)	Planned Completion 30/03/2024 Due Du 01// Date Identified Date Identified Benefit Profiles	Actual Completion 3003/2024 Ite (From) 1/2023 Risk O Issue C General Beno Benefit Profile Created	31/04 wner Jwner fit Tracking Benefit Realisation	/2024 By When By When Benefit Realisatic
On Track Risk RAG/Score Issue Impact	Incorporate the technica	Planned Completion 30/12/2019 al capabilities develope Top 3 D Top 3 D Fro	Actual Completion 30/12/2019 Key Inter-Depend ad by SDMP within Prep elivery Risks Slivery Issues	Planned Completion 3003/2021 ancy arachess.	PLANNING Actual Completion 30/04/2021 Critical Risk, Issue & Inte Financial & Bee o Costings	Gate 2 - DE Planned Completion 30/03/2024 *-Project Dependencies From (Giver) SDMP Mitigation Plan Corrective Action	Actual Completion 30/03/2024 To (Receiver) PP&P	Planned Completion 30/03/2024 Due Du 01/7 Date Identified Date Identified Benefit Profiles Created	Actual Completion 3003/2024 Ite (From) 1/2023 Risk O Issue C General Bene Benefit Profile Created Date	31/04 wner Dwner fit Tracking Benefit Realisation Plan Created	/2024 By When By When Benefit Realisativ Plan Created Dat
On Track Risk RAG/Score Issue Impact		Planned Completion 30/12/2019 al capabilities develope Top 3 De Top 3 De	Actual Completion 30/12/2019 Key Inter-Depend d by SDMP within Prej elivery Risks alivery Issues	Planned Completion 3003/2021 ancy ararchess.	PLANNING Actual Completion 30/04/2021 Critical Risk, Issue & Inte Financial & Ber Financial & Ber To	Gate 2 - DE Planned Completion 30/03/2024 -Project Dependencies From (Giver) SDMP Mitigation Plan Corrective Action telli Tracking	Actual Completion 30/03/2024 To (Receiver)	Planned Completion 30/03/2024 Due Du 01// Date Identified Date Identified Benefit Profiles	Actual Completion 30032024 Ite (From) 1/2023 Risk O Issue C General Bene Benefit Profile Created Date dd/mm/yyy	31/04 wner fit Tracking Benefit Realisation Plan Created NO	By When
On Track Risk RAG/Score Issue Impact	Incorporate the technical	Planned Completion 30/12/2019 al capabilities develope Top 3 De Top 3 De Pro Current Year	Actual Completion 30/12/2019 Key Inter-Depend ad by SDMP within Prep elivery Risks Slivery Issues	Planned Completion 3003/2021 ancy arachess.	PLANNING Actual Completion 30/04/2021 Critical Risk, Issue & Inte Financial & Ber Financial & Ber To	Gate 2 - DE Planned Completion 30/03/2024 -Project Dependencies From (Giver) SDMP Mitigation Plan Corrective Action hefit Tracking	Actual Completion 30032024 To (Receiver) PP&P Variation	Planned Completion 30/03/2024 Due Du 01// Date Identified Date Identified Benefit Profiles Created NO	Actual Completion 3003/2024 Ite (From) 1/2023 Risk O Issue C General Bene Benefit Profile Created Date ddmm/yyyy Financial Bene	31/04 wmer fit Tracking Benefit Realisation Plan Created NO sfit Tracking	I/2024 By When By When Benefit Realisatic Plan Created Dat dd/mm/yyyy
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On Track Risk RAG/Score Issue Impact		Planned Completion 30/12/2019 I capabilities develope Top 3 D Top 3 D Pro Current Year Year To Date	Actual Completion 30/12/2019 Key Inter-Depend d by SDMP within Prej elivery Risks alivery Issues	Planned Completion 3003/2021 ancy ararchess.	PLANNING Actual Completion 30/04/2021 Critical Risk, Issue & Inte Financial & Ber e Costings	Gate 2 - DE Planned Completion 30/03/2024 -Project Dependencies From (Giver) SDMP Mitigation Plan Corrective Action telli Tracking	Actual Completion 30/03/2024 To (Receiver) PP&P Variation E Variation to BC E Variation to BC as	Planned Completion 30/03/2024 Due Dr 01// Date Identified Date Identified Date Identified Benefit Profiles Created NO Cashable Br NO Realisation	Actual Completion 3003/2024 Ite (From) 1/2023 Risk O Issue C General Bene Benefit Profile Created Date dd/mm/yyyy Financial Bene melitis Identified £ Total Value	31/04 wner fit Tracking Benefit Realisation Pian Created NO fit Tracking Non-Cashable B NO Realisation	I2024 By When By When By When down Benefit Realisatio Plan Created Dat dd/mm/yyyy enefits Identified £ Total Value
On Track Risk RAG/Score Issue Impact		Planned Completion 30/12/2019 I capabilities develope Top 3 D Top 3 D Pro Current Year Year To Date	Actual Completion 30/12/2019 Key Inter-Depend d by SDMP within Prej elivery Risks alivery Issues	Planned Completion 3003/2021 ancy ararchess.	PLANNING Actual Completion 30/04/2021 Critical Risk, Issue & Inte Financial & Ber e Costings	Gate 2 - DE Planned Completion 30/03/2024 -Project Dependencies From (Giver) SDMP Mitigation Plan Corrective Action telli Tracking	Actual Completion 30/03/2024 To (Receiver) PP&P PP&P Variation E Variation to BC E000's	Planned Completion 30/03/2024 Due Du Ot// Date Identified Date Identified Benefit Profiles Created NO Cashable Be NO Realisation Completion Date	Actual Completion 3003/2024 Ite (From) 1/2023 Risk O Issue C Central Bane Benefit Profile Created Date dd/mm/yyy Financial Bane	31/04 wner Rt Tracking Benefit Realisation Plan Created NO Ht Tracking Non-Cashable B NO	I2024 By When By When Benefit Realisati Plan Created Dat dd/mm/yyyy renefits Identified

	FHIGHLIGHT REPO arch - 2 April 2024	RT								Ó	
Project Name	Demand Based Duty Sy	stem (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			R	evised Project End Date	31/03/2024	Rev 5
		Proje	ct Update					Project Governance	& Mgmt. Control		
The DBDS project has dev Assessment templates for refined as they are applied	identifying and recording			RRD) processes and the E ns. These capabilites will c		Current Period Delivery Trend	•	Business Case	Project Dossier	Risk Register	Project Phase
The "SDMP Development i to the full SFRS Board.	Phase Position Report" h	as been scrutinised by	CPIG will now progres	s to Change Committee in	May and then subsequently	Last Period Delivery Trend	•	NO	YES	YES	Closure
The external business parts by SDMP and SSRP to as will evolve based on the out	sist in directing formal de	velopment of a Long L		SSRP requirements. Anal options. SSRP options dev		Project Performance	Overall Health	Time	Cost	Quality	Skills & Resource
			esented to the SDMP I	Board for approval on 18 Ap	pril		G	G	G	G	G
				SDMP Board and will be n		Significant Milest	one Forecast	Progress	Status	Planned	Latest Predicted Date
support any potential imple	mentation.				-	Produce supporting guidance the MORRD process and BC enable the DBDS Project to " Programme End."	IA templates which will	100%	Complete	31/03/2024	31/03/2024
		Pathway to G	reen / Next Steps								
Next Steps Complete the DBDS Project	ct Closing Report for final	SDMP Board meeting	g on 18 April. (Mar-Apr	24)							
Migrate the DBDS technica	al capabilities, supporting	documentation and an		he new Community Risk Ma	anagement section within						
Preparedness or the SSRF	Service Delivery Works	ream. (Mar-Apr 24)									
						n - Project Stage					•
		Gate 0 Planned	- INTAKE Actual	Gate 1 -	Actual	Gate 2 - DE	Actual	Gate 3 - Planned	Actual		
		Completion	Completion	Completion	Completion	Completion	Completion	Completion	Completion		
		30/12/2019	30/12/2019	30/03/2021	30/04/2021	31/03/2024	31/03/2024	31/03/2024	31/03/2024		
					Critical Risk, Issue & Inter	-Project Dependencies					
Dependency BRAG			Key Inter-Depend	ency		From (Giver)	To (Receiver)	Due Da	ate (From)	Due Da	ate (To)
On Track	Incorporate the technica	al capabilities develop:	ed by SDMP within Pre	paradness and SSRP struc	tures.	SDMP	PP&P/SSRP	01/1	1/2023	31/04	/2024
Risk RAG/Score		Top 3 D	elivery Risks			Mitigation Plan		Date Identified	Risk O	wner	By When
Issue Impact		Top 3 De	elivery Issues			Corrective Action		Date Identified	Issue C	wner	By When
	•				Financial & Ben	efit Tracking					
									General Bene	fit Tracking	
		Pro	ovisional Financial Tr Re	acking: SDMP Programm porting period:	e Costings			Benefit Profiles Created	Benefit Profile Created Date	Benefit Realisation Plan Created	Benefit Realisatio Plan Created Date
								1	1		dd/mm/yyyy
Previous Year(s)		Current Year		Future Year(s)	Tot	al Cost	Variation	NO	dd/mm/yyyy	NO	duminiyyyy
Previous Year(s) Actual Spend £000's	Budget £000's	Current Year Year To Date Actual £000's	Forecast £000's	Future Year(s) £000's		Business Case (BC) Cost £000's	Variation £ Variation to BC £000's	NO	dd/mm/yyyy Financial Bene		dannivyyyy
	Budget £000's	Year To Date	Forecast £000's		Forecast Project Cost	Business Case (BC) Cost	£ Variation to BC £000's			fit Tracking	enefits Identified
	Budget £000's	Year To Date	Forecast £000's		Forecast Project Cost	Business Case (BC) Cost	£ Variation to BC		Financial Bene	fit Tracking	
	<b>Budget £000's</b> £0	Year To Date Actual £000's	Forecast £000's		Forecast Project Cost	Business Case (BC) Cost	£ Variation to BC £000's	Cashable Be	Financial Bene	fit Tracking Non-Cashable B	lenefits Identified

PROJECT 5 Ma	HIGHLIGHT REPO arch - 2 April 2024	DRT								Ó	SCOTTISH
Project Name	SDMP - Station Applian	nce 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			R	evised Project End Date	Phase 3 30/03/2024	Rev 5
		Proje	ct Update					Project Governance	& Mgmt. Control		
The SAR project has devel Assessment templates for refined as they are applied	identifying and recording			RD) processes and the Bu ns. These capabilites will c		Current Period Delivery Trend	*	Business Case	Project Dossier	Risk Register	Project Phase
The "SDMP Development F to the full SFRS Board.	Phase Position Report" h	as been scrutinised by	CPIG will now progres	s to Change Committee in	May and then subsequently	Last Period Delivery Trend	*	NO	YES	YES	Closure
The external business partr by SDMP and SSRP to ass will evolve based on the ou	sist in directing formal de	velopment of a Long L				Project Performance	Overall Health	Time	Cost	Quality	Skills & Resource
The SAR Project Closing R			sented to the SDMP Bo	ard for approval on 18 Apr	a		G	G	G	G	G
····· • · · · · · · · · · · · · · · · ·						Significant Milest	one Forecast	Progress	Status	Planned	Latest Predicted Date
						Produce supporting guidance the MORRD process and BC enable the SAR Project to "Th End."	A templates which will	100%	Complete	30/03/2024	31/03/2024
Next Steps Complete the SAR Project	Closing Report for final S	SDMP Board meeting	on 18 April. (Mar-Apr 2-	4)							
Migrate the SAR technical	capabilities, supporting d	locumentation and any			agement section within						
Preparedness or the SSRP	Service Delivery Works	tream. (Mar-Apr 24)									
						n - Project Stage					
			- INTAKE		PLANNING	Gate 2 - DE			CLOSURE		
		Planned Completion	Actual Completion	Planned Completion	PLANNING Actual Completion	Gate 2 - DEl Planned Completion	Actual Completion	Planned Completion	Actual Completion		
		Planned	Actual	Planned	PLANNING Actual	Gate 2 - DE	Actual	Planned	Actual		
		Planned Completion	Actual Completion	Planned Completion 30/05/2021	PLANNING Actual Completion	Gate 2 - DEl Planned Completion 31/03/2024	Actual Completion	Planned Completion	Actual Completion		
Dependency BRAG		Planned Completion	Actual Completion	Planned Completion 30/05/2021	PLANNING Actual Completion 30/04/2021	Gate 2 - DEl Planned Completion 31/03/2024	Actual Completion	Planned Completion 31/03/2024	Actual Completion	Due Da	ite (To)
Dependency BRAG On Track	Incorporate the technica	Planned Completion 30/12/2019	Actual Completion 30/12/2019 Key Inter-Depende	Planned Completion 30/05/2021	PLANNING Actual Completion 30/04/2021 Critical Risk, Issue & Inter	Gate 2 - DEI Planned Completion 31/03/2024	Actual Completion 31/03/2024	Planned Completion 31/03/2024 Due Da	Actual Completion 31/03/2024	Due Da	
	Incorporate the technica	Planned Completion 30/12/2019 al capabilities develop	Actual Completion 30/12/2019 Key Inter-Depende	Planned Completion 30/05/2021	PLANNING Actual Completion 30/04/2021 Critical Risk, Issue & Inter	Gate 2 - DE Planned Completion 31/03/2024 -Project Dependencies From (Giver)	Actual Completion 31/03/2024 To (Receiver)	Planned Completion 31/03/2024 Due Da	Actual Completion 31/03/2024 ate (From)	31/04	
On Track	Incorporate the technica	Planned Completion 30/12/2019 al capabilities develop Top 3 D	Actual Completion 30/12/2019 Key Inter-Depende ed by SDMP within Prep	Planned Completion 30/05/2021	PLANNING Actual Completion 30/04/2021 Critical Risk, Issue & Inter	Gate 2 - DEI Planned Completion 31/03/2024 -Project Dependencies From (Giver) SDMP	Actual Completion 31/03/2024 To (Receiver)	Planned Completion 31/03/2024 Due Do 01/-	Actual Completion 31/03/2024 ate (From) 11/2023	31/04	/2024
On Track Risk RAG/Score	Incorporate the technica	Planned Completion 30/12/2019 al capabilities develop Top 3 D Top 3 D	Actual Completion 30/12/2019 Key Inter-Depend ed by SDMP within Prep elivery Risks elivery Issues	Planned Completion 30/05/2021 ency paradness and SSRP struc	PLANNING Actual Completion 30/04/2021 Critical Risk, Issue & Inter tures. Financial & Ber	Gate 2 - DEI Planned Completion 31/03/2024 -Project Dependencies SDMP Mitigation Plan Corrective Action	Actual Completion 31/03/2024 To (Receiver)	Planned Completion 31/03/2024 Due D 01/ Date Identified	Actual Completion 31/03/2024 ate (From) 11/2023 Risk O Issue C	31/04 Iwner Dwner	/2024 By When
On Track Risk RAG/Score	Incorporate the technical	Planned Completion 30/12/2019 al capabilities develop Top 3 D Top 3 D	Actual Completion 30/12/2019 Key Inter-Depend ed by SDMP within Prep elivery Risks elivery Issues	Planned Completion 30/05/2021	PLANNING Actual Completion 30/04/2021 Critical Risk, Issue & Inter tures. Financial & Ber	Gate 2 - DEI Planned Completion 31/03/2024 -Project Dependencies SDMP Mitigation Plan Corrective Action	Actual Completion 31/03/2024 To (Receiver)	Planned Completion 31/03/2024 Due D 01/ Date Identified	Actual Completion 31/03/2024 ate (From) 11/2023 Risk O	31/04 Iwner Dwner	/2024 By When
On Track Risk RAG/Score	Incorporate the technics	Planned Completion 30/12/2019 al capabilities develop Top 3 D Top 3 D	Actual Completion 30/12/2019 Key Inter-Depend ad by SDMP within Prep elivery Risks alivery Issues	Planned Completion 30/05/2021 ency paradness and SSRP struc	PLANNING Actual Completion 30/04/2021 Critical Risk, Issue & Inter tures. Financial & Ber	Gate 2 - DEI Planned Completion 31/03/2024 -Project Dependencies SDMP Mitigation Plan Corrective Action	Actual Completion 31/03/2024 To (Receiver)	Planned Completion 31/03/2024 Due D 01/ Date Identified	Actual Completion 31/03/2024 ate (From) 11/2023 Risk O Issue C	31/04 wner Dwner fit Tracking	/2024 By When By When
On Track Risk RAG/Score	Incorporate the technice	Planned Completion 30/12/2019 al capabilities develop Top 3 D Top 3 D P? Current Year	Actual Completion 30/12/2019 Key Inter-Depend ad by SDMP within Prep elivery Risks alivery Issues	Planned Completion 3006/2021 ancy pandness and SSRP struc	PLANNING Actual Completion 30/04/2021 Critical Risk, Issue & Inter tures. Financial & Ber o Costings	Gate 2 - DE Planned Completion 31/03/2024 -Project Dependencies From (Giver) SDMP Mitigation Plan Corrective Action wefit Tracking al Cost	Actual Completion 31/03/2024 To (Receiver) PP&P/SSRP Variation	Planned Completion 31/03/2024 Due Do 01/ Date Identified Benefit Profiles	Actual Completion 31/03/2024 ate (From) 11/2023 Risk O Issue C General Bene Benefit Profile Created	31/04 wner fit Tracking Benefit Realisation	/2024 By When By When
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	HIGHLIGHT REPO h 2024 - 02 April 20									Ô	
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				Re	vised Project End Date	dd/mm/yyyy	Rev 1
		Proje	ect Update	ł	ł		F	Project Governance	& Mgmt. Control		ŀ
Engagement with the Di Live phase Statement of						Current Period Delivery Trend	÷	Business Case	Project Dossier	Risk Register	Project Phas
Project Board 11/03/202 ntranet Go live complete	e 18/03/2024					Last Period Delivery Trend	<b>,</b>	YES	YES	YES	Closure
ntranet Warranty period ntranet drop in sessions	commenced 19/03/2024 complete 28/03/2024	4					Overall Health	Time	Cost	Quality	Skills & Resou
						Project Performance	G	G	G	G	G
						Significant Miles	one Forecast	Progress	Status	Planned	Latest Predic
						Intranet Beta		100%	Complete	29/02/2024	Date
		Pathway to 0	Green / Next Steps			Intranet Live		100%	Complete	28/03/2024	
reparation of project mo	ve to closure following b										
						b. Decident Stores					
		Gate 0	) - INTAKE	Gate 1 - I	Critical Pat	th - Project Stage Gate 2 - DE	LIVERY	Gate 3	- CLOSURE		
		Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual		
		Completion 31/12/2022	Completion 31/12/2022	Completion 28/02/2023	Completion 28/02/2023	27/03/2024	Completion 18/03/2024	Completion 31/03/2024	Completion dd/mm/yyyy		
				•	1		l				
					Critical Risk, Issue					1	
0			Key Inter-Depen			From (Giver)	To (Receiver)	Due D	ate (From)	Due Da	ite (To)
Complete	The successful delivery Group	/ of a new intranet f	for SFRS will be linked	I to the work of the Sharep	oint and Teams Working	Working Groups	iHub_Web	04/	01/2023	28/03	/2024
Complete	Staff across the service	e Directorates to su	pport the review and d	evelop the iHub and Web		Directorates	iHub_Web	01/	12/2023	28/03	/2024
Risk RAG/Score		Top 3 E	Delivery Risks			Mitigation Plan		Date Identified	Risk O	wner	By When
Closed	There is a risk that cap to deliver the project w	acity challenges wi hich may result in d	thin the SFRS could a lelays to the project tin	ffect the availability of staff neline.	Ongoing liaising with dep resource is not available resource secured short to	artments for resource as and to meet the project timelines, arm - risk remains	when necessary. ICT Alternative ICT	08/02/2023	Marysia Waters, Head o and Engagement	of Communications	29/03/2024
Closed	There is a risk that reso changes to Organisation	ources may be redit onal Priorities which	rected to priority projection may result in delays t	cts/ tasks because of to the project timeline	ICT resource is not availa raised with CPPG. Exter	ble to the project for nintex w nal resource being explored.	orks. Project executive Risk remains	08/03/2022	Marysia Waters, Head o and Engagement	of Communications	29/03/2024
Closed	There is a risk that the could result in addition			e challenges which in turn	Alternative ICT resource	secured short term - risk rem	ains	13/11/2023	Marysia Waters, Head o and Engagement	of Communications	31/03/2024
Issue Impact		Top 3 D	elivery Issues			Corrective Action		Date Identified	Issue C	wner	By When
					Financial & Be	nefit Tracking		·			
									General Bene	fit Tracking	
			Provision Re	nal Financial Tracking porting period:				Benefit Profiles Created	Benefit Profile Created Date	Benefit Realisation Plan Created	Benefit Realisation Pl Created Dat
Previous Year(s)		Current Year		Future Year(s)	Tot	al Cost	Variation	YES	01/06/2023	NO	dd/mm/yyy
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 Ben	fit Tracking	
					2000 5	2000 8	2000 0	Cashable Be	enefits Identified	Non-Cashable B	enefits Identifie
								NO	£ Total Value	YES	£116253.92 F
							£ Variation to BC as %	Realisation Completion Date	dd/mm/yyyy	Realisation Completion Date	30/07/2024
								Approach to Financ	cial Benefit Realisation		
								Thes	e benefits will be achieved	I via time saving efficie	ncies.
	I	L		1	1	1	1				

# SCOTTISH FIRE AND RESCUE SERVICE

# Change Committee



# Report No: C/CC/16-24

### Agenda Item: 8.2

Report to	o:	CHANGE COMMITTEE									
Meeting	Date:	2 MAY 2024									
Report T	itle:	NEW MOBILISING SYSTEM PR	ROJEC	T DOS	SIER						
Report Classific	ation:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9								
			A	<u>B</u>	<u>C</u>	D	E	<u></u>	<u>G</u>		
1	Purpose										
1.1	To provide Dossier for	e the Change Committee (CC) wi r scrutiny.	th the	New M	lobilisii	ng Sys	tem (N	IMS) F	roject		
2	Backgrou	nd									
2.1	and delive project w	Project Dossier is a briefing docu rables together in one place. It ac ill deliver, the key requireme ation and structure.	ts as tl	he colla	ated re	ference	e guide	e for wh	nat the		
2.2		t dossier was presented to the NM amendments were suggested an			pard or	n 6 Nov	vember	2023	where		
3	Main Rep	ort/Detail									
3.1	range of p guide and	al project management of the NM project level control documents ar direct successful procurement ar obilising System (CCMS).	nd arte	facts v	vhich a	are des	signed	to evic	dence,		
3.2	<ul> <li>governance</li> <li>Project stakeh structu</li> <li>Outline Comm</li> <li>Project risks, c</li> <li>Integra of assu</li> <li>Comm communication</li> </ul>	f project control documents are de e routes as required. t brief – containing objectives, s olders, approach, quality, accep re, role descriptions. e Business Case (OBC) – con ercial case, Financial case, and M t Risk Register – maintained on a controls, ratings, and owners. ated Assurance and Approval Plan urance activities and approval Plan unications strategy & plan – co unications channels, communication poundations channels, communication	scope, tance sisting lanage a conti (IAAP) ots thrc ontaini	exclus criteria of S ment c inuous ) – plan bughou ng sta	sions, a, risks trategio ase. basis ning, c t the po kehold	deliver & iss c case throug co-ordir olicy to ler ma	rables, sues, r hout a nation a delive p, key	consti manage nomic nd cap and pro ry lifec	case, oturing ovision sycle. sages,		
3.3	reference	project dossier collates the necess document in a standard SFRS Po t Appendix A.	•						•		

4	Recommendation
4.1	The Change Committee are asked to scrutinise the New Mobilising System Project Dossier.
5	Key Strategic Implications
5.1	<b>Risk</b>
5.1.1	Significant strategic risk is associated with a failure to mobilise as a result of existing CCMS system technical failure. Risk has been considered as part of all five cases within the OBC and as part of the outcome specification UIG.
5.2	<b>Financial</b>
5.2.1	Financial implications have been considered and presented as part of the OBC Finance case.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	Environmental and Sustainability implications have been considered as part of the outcome specification UIG.
5.4	<b>Workforce</b>
5.4.1	Workforce implications have been considered as part of the outcome specification UIG.
5.5 5.5.1	Health & Safety Health & Safety implications have been considered as part of the outcome specification UIG.
5.6 5.6.1	Health & Wellbeing Health & Wellbeing implications have been considered as part of the outcome specification UIG.
5.7	<b>Training</b>
5.7.1	Training implications have been considered as part of the outcome specification UIG.
5.8 5.8.1	<b>Timing</b> A December 2025 deadline has been set for the delivery and implementation of the CCMS First Release across all three OC's.
5.9 5.9.1	<b>Performance</b> Performance implications have been considered as part of the outcome specification UIG. Benefits realisation and assessment has been captured within the OBC and corporate benefits management toolkit.
5.10 5.10.1	<b>Communications &amp; Engagement</b> Communication and engagement has been considered within the Communications and Engagement plan with arrangements in place across all stakeholder groups.
5.11	<b>Legal</b>
5.11.1	Legal implications have been considered as part of the outcome specification UIG.
5.12	<b>Information Governance</b>
5.12.1	DPIA has been completed as part of the outcome specification UIG.
5.13	<b>Equalities</b>
5.13.1	EHRIA has been completed as part of the outcome specification UIG.

5.14 5.14.1	<b>Service Delivery</b> Service Delivery implications have been considered as part of the outcome specification UIG.					
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:		The NMS Project is an ongoing risk for the organisation, however the preparation, risk reviews, lessons learned, planning and alternative option activities, continue to be carried out to full capacity.			
8	Appendices/Further Reading					
8.1	Appendix A – NMS Project Dossier					
Prepared	d by:	Derek Wilson	, Area Co	ommander, NMS Proje	ect Lead	
Shoneorod DV.		David Lockhart, Assistant Chief Officer, Director of Prevention, Protection and Preparedness NMS Senior Responsible Officer (SRO)				
Presented by: Derek Wilson,			, Area Commander, NMS Project Lead			
Links to	Strategy a	nd Corporate	Values			
<ul> <li>Outco risks.</li> <li>Outco best v</li> <li>Outco</li> </ul>	ome 2 – Cor ome 3 – We ome 5 – We value for mo	value and der are a progress oney to the pub e experience of	nonstrate sive orgar llic.	innovation across all nisation, use our reso	respond effectively to changing areas of work. urces responsibly and provide roves as we are the best	
Governa	Governance Route for Report			Meeting Date	Report Classification/ Comments	
	New Mobilising System Project Board			6 November 2023	For scrutiny	
Change Portfolio Progress Group				24 January 2024	Approved	
Change Committee				2 May 2024	For scrutiny	

**APPENDIX A** 

# **PROJECT DOSSIER**



PROJECT NAME:	New Mobilising System (NMS)
PROJECT START DATE:	09/01/2023
PROJECT END DATE:	Phase 1: 31/12/2025 - Project end date: 31/03/2027
PROJECT LEAD:	AC Derek Wilson
EXECUTIVE LEAD:	ACO David Lockhart
REVISION NUMBER:	v0.2 (22/01/24)
REASON FOR REVISION:	Updates required as v0.1 drafted in early stages of project set up & not taken through approval process

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

The age, condition and reliability of the existing Command and Control Mobilising Systems (CCMS) across the three Operations Control (OC) rooms, coupled with the termination of the previous replacement contract with Systel, have led to the Scottish Fire and Rescue Service (SFRS) accruing significant strategic risk in terms of its ability to continue to deliver its statutory duties.

As these out of date and fragile systems become more difficult to maintain suppliers are becoming increasingly unwilling to extend maintenance contract duration, and they are reducing their contracted levels of intervention to resolve faults.

Strategic risk is further increased by the planned UK wide switch off of the Public Switched Telephone Network (PSTN) and Integrated Services Digital Network (ISDN) in December 2025 which, if a new system was not in place, would incur additional workarounds for control operators and extend mobilisation times.

The complexity associated with having three separate CCMS, with no interoperability or in-system vision of resources out with their own Service Delivery Area (SDA), has led to differences in procedures across each OC room. OC specific workarounds have been implemented through necessity, due to system limitations and fragility, increasing demands upon control operators and the potential for manual error.

It is therefore critical that a new mobilising system (NMS) is procured and implemented to provide SFRS with a single, stable, reliable and interoperable system exhibiting the functionality required to fulfil its statutory duties under the Fire (Scotland) Act 2005.

(please refer to the Strategic Case of NMS Project Outline Business Case for further detail)

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

The objectives of the project include the effective delivery and implementation of an NMS which:

\* Improves interoperability across the three OC rooms;

\* Standardises and simplifies operations control procedures applied across all three OC rooms;

\* Is comprised of modern and current, CoTS solutions requiring configuration, not development;

\* Supports SFRS' Digital Strategy and Scottish Government's Digital First Service Standards which seek to move away from "on-premise" solutions towards a hosted, or "cloud" based solutions;

\* Ensures service availability and resilience throughout the lifecycle of the contract including a fall-back and disaster recovery capability to ensure 100% business continuity and resilience;

\* Interfaces with the Airwave service through Dispatch Communication Server (DCS) technology and is capable of supporting the Emergency Services Network delivered

through the Home Office ESMCP;

\* Provides 999 call handling capability through the provision of VoIP (Voice over Internet Protocol) communication enabled by SIP telephony, to allow SFRS to migrate from the PSTN and ISDN prior to the switch off of these services in December 2025;

\* Interfaces with the SFRS corporate VoIP telephony system to support non-emergency calls such as internal calling and calls for training purposes;

\* Maintains emergency call handling capacity of approximately 400 calls per day and spate emergency call handling capacity in excess of 1000 calls per day;

\* Maintains incident management capacity in excess of 250 incidents per day:

\* Is cognisant of scalability requirements for any future developments;

\* Allows effective and appropriate resource mobilisation;

\* Allows national tracking of all operational resources, including Flexi Duty Officer (FDO) vehicles;

\* Minimises running and maintenance costs whilst effectively delivering operational requirements.

## 3. SCOPE - describe the boundaries of the project

The primary functions of the NMS are to facilitate the answering of emergency calls, aid control operators in ascertaining the location and nature of emergencies and initiate the mobilisation of appropriate resources to resolve the situation.

The solution will also provide the management of telephony and radio calls, provide a facility to manage incident activity and to mobilise and control resources associated with all SFRS operations. It also includes the provision of management information and reporting systems, and call recording and storage systems for control operator activity.

The scope of the project, however, is not limited to the delivery of a technology solution to achieve this in the form of an NMS. SFRS are using systems that are ageing and do not support interoperability across the three OC rooms and thus business process and operational practice is expected to lag the capability of modern mobilisation solutions. As such the project scope includes the analysis, review and re-engineering of business processes, teams and data supported by the new technology.

The scope also requires the design and delivery of a staff training programme for operators, users, and those who interact with the system.

Significant further work has been undertaken to identify and produce a detailed outcome-based Specification of Requirements that will accompany the Invitation to Tender documents.

The remit of the NMS Project does not include the exploration or delivery of options for changes to duty systems or OC rooms. Future operating model options will however, be dependent on an interoperable CCMS being in place to leverage maximum benefits. SFRS will also need to have an NMS in place before it can embrace the opportunities that may be identified by the Reform Collaboration Group.

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

To assist in a fast and efficient delivery of an NMS, the project will take a three-phased approach as follows:

Phase 0 (Procurement and Business Readiness) in addition to the procurement exercise this Phase will focus on the preparatory work SFRS will undertake to achieve a single SFRS-wide dataset, standardised business processes, and harmonised ways of working across OC rooms. Phase 0 is to be delivered prior to the appointed supplier being onboarded in early 2024, or before point of need by the supplier.

Phase 1 (Stabilisation & Integration) will focus on the deployment and transition to the new solution, based on a minimum viable product (MVP) / first release that will ensure continuity of service for SFRS. This allows SFRS to address the end-of-life issues of the current systems and complete the transition to Voice over Internet Protocol (VoIP) based 999 services. Phase 1 is to be delivered by the earliest possible date and by no later than Dec 2025.

Phase 2 (Optimisation) will focus on broader adoption of the new capabilities of the NMS and exploring the operational benefits of the new system post delivery of the MVP / first release.

The approach to implementation is understood - this will be undertaken on the basis of the first OC room transitioning to the new system followed by a period for lessons learned. When the second OC room transitions, it will become part of an integrated, new NMS i.e. the first and second OC rooms are integrated (and therefore interoperable). When the third OC room transitions, integration of the NMS for SFRS as a whole is complete. The order in which the OC rooms transition will be determined nearer the time and a risk-based approach will be taken to this decision.

Appropriate assurance and governance arrangements are in place and the resourcing requirement to ensure effective delivery is defined and articulated within the Management Case of the NMS Project Outline Business Case.

Routine project management and controls are being actively utilised on a day-to-day basis including reporting, risk/issue and benefit management, stakeholder engagement and management, communications, capturing and embedding lessons learned.

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

\* That the existing Command and Control Systems are at end of life;

\* That the existing Command and Control Systems are not compatible with multi-site integration;

\* That the existing Command and Control Systems are not capable of integrating / migrating to Airwave Dispatch Communication Server (DCS);

\* That the existing Command and Control Systems are not capable of integrating to Session Initiation Protocol (SIP) Telephony technology;

\* That the prioritised phased implementation of the elements of the new CCMS will be carried out in a manner that requires configuration and implementation, not extensive development;

\* That upon completion of full CCMS implementation the new CCMS will enhance resilient and dynamic mobilisation approaches; and

\* That the new CCMS will fulfill all identified criteria required by the SFRS, as identified in the Specification of Requirements (SOR);

\* That the successful bidder will deliver Phase 1 by December 2025.

The NMS Project requires ongoing commitment and input from a range of internal stakeholders, and it is assumed these will be available to the project as detailed wtihin the project & resourcing plan, including:

\* Operations Control staff for workpackages as well as part of core NMS Project Team

\* Finance including Procurement Team

\* ICT including ICT Lead

\* Asset Management including Property Team

\* Legal Team

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

## The following are out of scope for the NMS:

\* On-call crewing availability and staffing system

\* Demand-based duty system

Safe and Well management/recording solution

\* Performance data management solution

\* SFRS wide SIP telephony network

\* Dispatch Communications Server DCS migration compliant solution for 'existing systems'

\* Management/resolution of 'existing systems' faults and issues

\* Provision of radios and Mobile Data Terminals (MDT)

\* Provision of Uninterrupted Power Supplies (UPS) to support OC resilience arrangements.

The remit of the NMS project does not include exploring or delivering options for changes to duty systems or OC rooms. These future operating model options will be dependent on an interoperable CCMS being in place to leverage maximum benefits.

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

The NMS Project's fundamental requirements are for the procurement, planned delivery, installation, testing, training and Go Live of all elements which form a resilient Command and Control Mobilising System (CCMS) for the SFRS across all 3 SDA OCs.

Support from a range of SFRS internal stakeholders is required in the delivery of the NMS Project deliverables including ICT, Procurement, Finance, Assets, OC staff etc.

The NMS Project requires significant capital expenditure, as has been set out in the Project Outline Business Case. The Finance Case will be reviewed and updated following receipt of tender bids from potential suppliers as part of the production of the Full Business Case.

Standarisation of business processes and operational procedures across the 3 SDAs will be required.

The CCMS Specification of Requirements (SOR) have been produced by the SFRS User Intelligence Group with the assistance of independent Industry Technical Advisors.

Throughout delivery of the new system there may be a requirement for parallel running of some functions of existing systems until they can be closed down upon full implementation and integration.

## 8. OUTPUTS - What new capabilities will be delivered?

\* An integrated CCMS platform with all system operations protocols and staff training required to ensure utilisation of its full functionality;

\* Fall-back disaster recovery processes to ensure business continuity and resilience;

\* Emergency calls handled and managed within the same parameters as previously;

\* Minimal workarounds required for operators as a result of standardisation;

\* Centralised data capture and storage for access across the organisation as required;

\* Improved resilience and functionality with reduced defects, use of failover, and fall-back arrangements.

9. MILESTONES (INCL. ANTICIPATED DELIVERY DATES) - describe key activities and dates along with a target end date					
Please note that	at with the very recent delay to publicatio	n of ITT the following milestones will need to be reviewed by the project:			
* Tender submi * Tender evalua	f ITT: 17 November 2023 issions close: 12 January 2024 ations complete: 19 February 2024 tract: 10 April 2024				
	plementation / delivery timelines will be d iod once the successful supplier is onboa	letailed in the Full Business Case post tender evaluations and will be baselined following the completion of a pre- arded.			
10. DEPENDEI	NCIES - is the project dependent on a	ny other activity to be successful?			
There are a nui	mber of existing SFRS systems that the I	NMS will need to successfully integrate with, these are detailed in the SOR but include:			
* Incident Reco * Emergency S * On Call Availa * SFRS Active * Public Sector * Boomi integra	ability Management and Rostering Syste Directory (AD) Geospacial Agreement (PSGA) OS map ation platform				
For noting - the	e NMS project is not dependent on the su	accessful implementation of the upgraded DS3000 ICCS.			
11. STAKEHO	LDERS - who will be involved or affect	ted by the change?			
Highest User Governance / Assurance	Keep Satisfied	Manage Closely Change Committee SRO Accountable Officer Director of Finance Project Team			
Provider	A SG Sponsor Unit A CPPG				
	G Digital Assurance	A Project Board			
ž I	Procurement/Legal/Finance/ A ICT staff	Rep Bodies OC Room staff			
3	Equality & Diversity /I.G. Data Services // Communications BI staff				
L L	CCS Readiness Project				
<u> </u>	Asset Management				
۳ ۲	Office   Procurement/Legal/Finance/ Equality & Diversity /I.G. Communications Asset Management Fire Station staff OCS Readiness Project Operations staff Portfolio Office				
Q I	LIFAS				
	ESMCP	Rostering Project			
Lowest	General public / communities				
	west Monitor INTE	REST Keep Informed Highest			
200	INTE	REST Keep Informed Highest			
		Kerner and Concentrations     Kerner and Concentration			

12. CONSULTATION AND ENGAGEMENT - who has been consulted about the change? The draft project Communications Strategy and Plan is being developed by the Communications and Engagement Workstream Lead in conjunction with support from SFRS Communications business partner. The draft Plan is too large to copy & paste into this document but can be viewed via this link: NMS Communication and Engagement.xlsx (sharepoint.com) - this includes the list of the stakeholders, when they have been / will be communicated with, for what purpose and via what channel. 13. COMMUNICATION - is there a communication plan and what are the main actions? Please see section above. 14. LEGAL - are there any legal considerations? Project Governance structure ensures robust review of legal, financial and contractual commitment and risks on a monthly basis by the NMS Project Board, which includes the SFRS Head of Finance & Procurement, the Director of Finance and Contractual Services and a represetative from the SFRS Legal Department as well as through the Capital Monitoring Group. 15. CASE FOR CHANGE (INCL. DATE OF SUBMISSION, DATE OF APPROVAL ETC) NMS Project Outline Business Case submitted to CPIG 15/08/23 SUBMISSION DATE: **REVISION NUMBER:** v0.2 NMS Project Outline Business Case approved by CPIG 23/08/23 **APPROVAL DATE: OVERVIEW:** See NMS Project Outline Business Case Finance Case - to be reviewed at Full Business Case stage

#### 16. RISK - capture the key risks from the RAID log

Top 3 risks taken from October 2023 Highlight Report. Please note that following the approved change in route to market and the action from the recent TAF Pre Procurement Gate Review, there is work to be done by the project to align and update risks. Risks are managed on a continual basis by the NMS Project Team in conjunction with relevant stakeholders.

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	Date Identified	Risk Owner	By When
16		Procurement to seek leagal advice / counsel opinion on potential merits of otherwise of such a challenge should this arise to determine if there are any actions SFRS can undertake to prepare for such an occurrence.	18/08/2023	Procurement	31/10/2023
	developed in time to function effectively from the point of supplier onboarding resulting in delayed decisions impacting the overall implementation timelines	Authority. Workshops and training to be provided to SFRS Design Authority	21/08/2023	SRO	30/04/2024
16	rules this will result in delays to the completion of this work and impact on the position of	workpackages. Where resourcing challenges are evident, supplement OC	03/07/2023	Project Lead	31/03/2024

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

NMS acceptance criteria include:

- \* Airwave DCS migration
- \* Radio integration
- \* SIP Telephony network integration
- \* Voice recorders integration
- \* Full ICCS integration
- \* CAD integration with ICCS
- \* BMS (Back-up Mobilising System)
- \* Full MIS integration and data transfer

Additionally, the contractual obligation for the Supplier and SFRS to agree and sign off the following will be detailed at tender award:

\* Responsible persons, roles and responsibilities;

- \* Specification of Requirements (SoR);
- \* Detailed Design Specification including Functional (FDS) and Technical (TDS);
- \* Establishment of a Supplier led Technical Design Authority;
- \* Detailed Implementation Plan, including testing;
- \* Data Migration Plan; and
- \* Training Plan.

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

The project will take a phased approach to delivery – and this is detailed in the Management Case of the Outline Business Case. Phase 1 will see deployment of a single, interoperable NMS solution in all three OC rooms and the following benefits should be realisable:

<u>NMSB01</u>: Reduction in the likelihood of a failure to mobilise due to systems technical failure as a result of procuring a new, modern solution.

<u>NMSB02</u>: Increased speed and efficiency in the identification and mobilisation of operational resources across the full SFRS area of operations on a day-to-day basis as the interoperable hosted solution will remove cross SDA barriers.

<u>NMSB03</u>: Improved service resilience as OC operators are able to move between OC rooms more easily due to standardisation of processes and procedures, including training, as identical hardware and software will be in place across the three OC rooms.

<u>NMSB04:</u> Increased speed of call handling and response times as a result of the removal of manual workarounds for OC staff e.g. having on-call information visible to control operators at point of dispatch proposal and use of What3Words.

<u>NMSB05</u>: Improved ability to roll out system updates and upgrades as a result of procuring a new, modern system.

<u>NMSB06</u>: Cost reductions as a result of procuring a hosted solution as stand by control rooms would be made redundant.

<u>NMSB07</u>: Reduction in staff headcount in OC's Existing Systems Team, as a result of having a single, interoperable system, allowing redeployment into other OC areas. <u>NMSB08:</u> Reduction in manual workarounds for implementation of SFRS wide new initiatives or services (e.g. Unwanted Fire Alarm Signal (UFAS) Project) as the new system will enable full implementation of new initiatives /services.

<u>NMSB09</u>: Improved business continuity efficiency (e.g. due to fire or flood preventing access in one/two OC rooms) as interoperable hosted solution will enable another OC room to pick up the incident activity.

NMSB10: Improved business continuity efficiency (e.g. due to the loss of all three OC rooms) as the hosted solution will enable remote OC rooms to be set up at alternative premises.

NMSB11: Increased staff satisfaction as a result of OC staff being able to more easily move between OC rooms for career progression and life choices without having to retrain in another CCMS.

<u>NMSB12</u>: Improved user experience as a result of reducing the number of interactions and manual inputs required by control operators, making each incident more efficient from receipt of call to mobilisation of resources to management of incident communication.

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

In achieving the benefits of the Project, it is considered that the outcomes will be positive for the Service. Disbenefits are therefore considered to be negligible.

#### 20. PROJECT SUCCESS CRITERIA - what are the measures the project is aspiring to deliver?

\* The project is completed on time based on the approved project plan

\* The project is completed within the given budget based on the approved business case

\* The project fulfills all the scope based on the approved business case

\* The project meets the business needs based on the specification of requirements and quality acceptance by the business

\* The SFRS Board is satisfied with the outcome of the project

\* The Project Team is upskilled and gains experience and learnings are captured and shared with the Portfolio Office for dissemination across the organisation

<sup>t</sup> The documentation of the project is fit for purpose and is such that it is also helpful in the future

#### 21. PERFORMANCE MEASURES - are there any KPIs to help monitor progress?

Performance will be measured using various metrics including:

•Timely delivery of Project milestones to time, cost and quality against the agreed delivery plan - metrics TBC

•Phase 1 implementation completed by December 2025 for PSTN/ISDN switch off

•Adherence to governance obligations as set out by the Portfolio Office; and

•Adherence to Stop / Go assurance points - both internally via Design Authoity and Change Committe and externally via Scottish Government Technical Assurance Framework and OGC Gateway Reviews. Metric: The percentage of phases failing to move through stage gate governance first time. Target less than 10%.

The project KPIs will be further considered at Full Business Case stage prior to supplier onboarding and the commencement of implementation.

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

The project will have a contingency budget aligned with the capital allocation provision each financial year. Project level tolerances are issued by the Portfolio Office and managed by the Project Manager.

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

The NMS Project Team organogram can be found in the Management Case of the NMS Project Outline Business Case, section 6.3.9

24. PROJECT ROLE DESCRIPTIONS - who conducts which activity?

The NMS Project Team roles and responsibilites can be found set out in a table in the Management Case of the NMS Project Outline Business Case, section 6.3.10

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

The NMS Project Team holds 2 x 15 min stand ups (Mondays & Wednesdays) and a longer 45 min planning stand up (Thursdays) The Team operates a Kanban Board for managing tasks and escalations

The Team holds regular show & tell / learning sessions

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

An Equality & Human Rights Impact Assessment has been completed as part of the develoment of the SOR. This will be reviewed and updated at regular intervals in the project lifecycle.

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

A Data Privacy Impact Assessment has been completed for new data elements and any identified learning factored into the implementation, decommissioning and maintenance phase of project. This will be updated to reflect altered timeframes and any new considerations and will be reviewed and updated at regular intervals in the project lifecycle.

#### 28. APPENDICES/FURTHER READING

#### \* NMS Project Brief

\* NMS Outline Business Case (OBC)

<sup>•</sup> NMS Communication Strategy and Plan

\* NMS Integrated Assurance and Approvals Plan (IAAP)

PREPARED BY AC Derek Wilson, NMS Project Lead

SPONSORED BY ACO David Lockhart, NMS Senior Responsible Officer (SRO)

PRESENTED BY ACO David Lockhart, NMS Senior Responsible Officer (SRO)

#### LINKS TO STRATEGY & CORPORATE VALUES

The SFRS Strategic Plan 2022-25 identifies seven outcomes of which four link to the outcomes of delivering of an NMS:

<u>Outcome 2 – Communities are safer and more resilient as we respond effectively to changing risks:</u> <sup>t</sup> Improving how we manage calls from the public and deploy our resources to emergency incidents. Providing the right technology and equipment to keep Firefighters safe.

Outcome 3 – We value and demonstrate innovation across all areas of work: \* Deploying new digital and other technologies to change how we work and to keep Firefighters safe.

Outcome 5 – We are a progressive organisation, use our resources responsibly and provide best value for money to the public: Improving levels of service performance whilst providing value for money to the public.

Managing major change projects and organisational risks effectively and efficiently.

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

GOVERNANCE ROUTE FOR REPORT	MEETING DATE	COMMENT
NMS Project Board	06.11.2023	Approved subject to updated risks being added @ 06/11/23 (Complete)
Change Portfolio Progress Group	24.01.2024	For Scrutiny and Approval
Change Committee	02.05.2024	For Scrutiny

#### SCOTTISH FIRE AND RESCUE SERVICE

#### Change Committee



#### Report No: C/CC/17-24

#### Agenda Item: 8.3

Report to:		CHANGE COMMITTEE				
Meeting Date:		2 MAY 2024				
Report Title:		EMERGENCY SERVICES MOBILE COMMUNICATIONS PROGRAMME PROJECT CHANGE REQUEST AND DOSSIER				
Report Classification:		For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>			
			A B C D E F G			
1	Purpose					
1.1			CC) with the Emergency Services Mobile ject Change Request and Dossier for scrutiny.			
2	Backgrou	nd				
2.1	(SG), the c and milest Significant the Emerg SG funded	Following a recent project review, and confirmation of funding from Scottish Government (SG), the dossier has been reviewed and updated to reflect current and future requirements and milestones. Significant interdependencies between the In Vehicles Systems (IVS) – SFRS funded and the Emergency Services Mobile Communications Programme (ESMCP) – Home Office and SG funded, and the impact upon the business-as-usual critical communications work in Airwave. The IVS project progress will now be updated in the ESMCP Board meetings.				
3	Main Repo	ort/Detail				
3.1	This chang	ge request includes updates to th	e requirements, milestones and schedule.			
3.2 3.3	<ul> <li>Project Dossier updates include: <ul> <li>Inclusion of IVS Project into the ESMCP Governance / Board Meetings.</li> <li>Phased approach to implement changes.</li> <li>Updates on stakeholders and members of the board.</li> <li>Milestones have been reviewed and updated to reflect current scope and timeline.</li> </ul> </li> <li>Project timeline was due to conclude 2026 and is now expected December 2029 due to delays in the programme appointing the user services supplier.</li> </ul>					
4	Recommendation					
4.1	The Change Committee are asked to scrutinise the Emergency Services Network (ESN) changes to the Project Dossier.					
5	-	egic Implications				
5.1 5.1.1	<b>Risk</b> A risk log has been created and is reviewed on a monthly basis.					

5.2	Financial		
5.2.1	Financial implications have been considered and are presented as part of the monthly		
	ESMCP Board meeting.		
5.3	Environmental & Sustainability		
5.3.1	There are no key strategic environmental and sustainability implications associated with this		
	cover paper.		
5.4 5.4.1	Workforce	ic workforce implications associated with this cover paper.	
5.4.1	There are no key strateg	ic workforce implications associated with this cover paper.	
5.5	Health & Safety		
5.5.1	There are no key strated	ic Health and Safety implications associated with this cover paper.	
5.0			
5.6 5.6.1	Health & Wellbeing	Vellbeing implications associated with this cover paper.	
5.0.1		vention in the source of the s	
5.7	Training		
5.7.1	Training implications have	ve been considered as part of the outcome of the project.	
5.8	Timing		
5.8.1	•	ed out in line with current status.	
0.011			
5.9	Performance		
5.9.1	There are no key strateg	jic performance implications associated with this cover paper.	
5.10	<b>Communications &amp; En</b>		
5.10.1		jic communications and engagement implications associated with	
	this cover paper.		
5.11	Legal		
5.11.1		ic legal implications associated with this cover paper.	
- 10			
5.12	Information Governand		
5.12.1	There are no information	n Governance issues associated with this cover paper.	
5.13	Equalities		
5.13.1	There is no personal dat	a associated with this cover paper.	
<b>5</b> 4 4			
5.14 5.14.1	Service Delivery	tions have been considered as part of the project	
5.14.1	Service Delivery implications have been considered as part of the project.		
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 Service	
7.2	Level of Assurance:	Substantial/Reasonable/Limited/Insufficient	
1.2	(Mark as appropriate)		
7.2	Rationale:	Dossier updated to include IVS and reflect current project status	
		and timeline.	

8	Appendices/Further Reading				
8.1	Appendix A – ESN Change Request				
8.2	Appendix B - ESN Project Dossier				
Prepar	ed by:	Andrew Mosely, Proje	ct Lead		
Sponse	ored by:	Sarah O'Donnell, Dire	ctor of Finance and Co	ontractual Service	
Presen	ted by:	Andrew Mosely, Proje	Andrew Mosely, Project Lead		
Links t	o Strategy	and Corporate Values			
cha • OU <sup>*</sup> • OU <sup>*</sup>	<ul> <li>OUTCOME TWO - Communities are safer and more resilient as we respond effectively to changing risks.</li> <li>OUTCOME THREE - We value and demonstrate innovation across all areas of our work.</li> <li>OUTCOME FIVE - We are a progressive organisation, use our resources responsibly and provide best value for money to the public.</li> </ul>				
Governance Route for Report			Meeting Date	Report Classification/ Comments	
Change Committee			2 May 2024	For scrutiny	

#### SCOTTISH FIRE AND RESCUE SERVICE



SCOTTISH

**Portfolio Office** 

**PROJECT CHANGE REQUEST** 

#### Programme Number:

#### Agenda Item: 8.3

		Agonau Romini Dio		
Project Name:		EMERGENCY SERVICES MOBILE COMMUNICATIONS PROJECT		
Change	e Category:	SCOPE & SCHEDULE		
Change Number:		002		
Request Date:		08/01/2024		
Project Manager:		ANDREW MOSLEY (ESMCP) MARK HUMBLE (IVS)		
Executive Lead:		SARAH O'DONNELL - DIRECTOR OF FINANCE AND CONTRACTUAL SERVICE		
1	Justificatio	'n		
1.1		ed whilst awaiting the programme appointing a Lot 2 (User Services) contract ject would concentrate on moving forward with ESN Data first.		
	Ų	recent project review, and confirmation of funding from Scottish Government has been reviewed an updated to reflect current and future requirements and		
	It was also identified that significant interdependencies exist between the In Ver Systems (IVS) and the Emergency Services Mobile Communications Progra (ESMCP) that also impact upon the business-as-usual critical communications we Airwave. Therefore, IVS project progress will now be updated in the ESMCP I meetings.			
2	Description	n of Change		
2.1	This change	e request includes updates to the requirements, milestones, and the schedule.		
	<ul> <li>Project Dossier amendments include;</li> <li>Inclusion of IVS Project into the ESMCP Governance / Board Meetings,</li> <li>Phased approach to implement changes,</li> <li>Updates on stakeholders and members of the board,</li> <li>Milestones have been reviewed and updated to reflect current scope and timeling</li> </ul>			
	Project timeline was due to conclude 2026 and is now expected December 2029 of delays in the programme appointing the user services supplier.			
3	Reason for Change			
3.1	Reason for Change           The change request is to inform the Change Committee of changes made to project dossier and the project structure.			
	Bringing IVS into ESMCP will better coordinate and govern the pieces of dependent of provide a clearer joint governance structure. Better use of Project Board time and a clearer cohesive approach to these critical areas of work.			
The extension of the timeline by the programme is noted by ESMCP reflected in the dossier, prompting this change request. The ESMCP project has adapted the project plan and finance business case		ion of the timeline by the programme is noted by ESMCP and therefore the dossier, prompting this change request.		

	Government to reflect the timeline extension implemented by the programme.
	No challenges from the service – the service is following the direction of the ESMCP Home Office Programme
4	Impact Assessment
4.1	Impact on Scope
4.1.1	No change of scope in the overall delivery of both projects.
	This will allow SFRS to bed in an ESN ready fixed vehicle device and also take the opportunity to test the Emergency Services Network once an ESN SIM is available.
	This will also de-risk the transition to ESN.
	Lessons learned will be shared with the UK Blue Light community as well as the Programme, this will in turn assist the overall transition plan.
4.2	Impact on Risk
4.2.1	Will mitigate some risks as single governance structure will have a broader view of the single and joint risks and mitigations.
4.3	Impact on Time
4.3.1	The timeline of the project end date has, as above stated changed from 2026 – 2029.
	The combining of ESN & IVS boards will allow better use of board members time and other joint resources.
4.4	Impact on Resources
4.4.1	No negative impact on resources medium term, significant cross Project working already in place. Programme resources may need to be in place for a longer period of time, these are funded posts.
4.5	Other
4.5.1	Finance is an issue that needs resolved as the IVS is an internal Project funded by SFRS whereas the ESMCP is funded by the Scottish Government alongside the Home Office. Separate reporting of finance in the Highlight reports will resolve this issue short term. Dependencies: Close working and regular updates from In Vehicle Services project, that is a key dependency, with regular updates at the monthly Project Board meetings.
5	Options Appraisal
5.1	Long and Short Lists of Options
5.1.1	Remain as is (do nothing)
	Move timelines to reflect the programmes vision and timeline changes. Move to single Project Board and governance structure.
5.2	Detailed Options Appraisal
5.2.1	N/A
5.3	Preferred Option
5.3.1	Review and update scope and timescales to reflect the programme requirements and move to single Project Board and Governance Structure.
6	Appendices/Further Reading
6.1	Appendix A: Project Dossier
1	1

Prepared by:	/: Andrew Mosley			
Sponsored by:	Sarah O'Donnell			
Presented by:	Andrew Mosley			
Links to Strategy				
changing risks	Communities are safer and E E - We value and demonstrat			
	We are a progressive organi for money to the public	isation, use our res	ources responsibly and	
	for money to the public	isation, use our res Meeting Date	ources responsibly and	
provide best value	for money to the public			
provide best value Change Request	for money to the public	Meeting Date	Comment	
Change Request 001 Schedule	for money to the public History chedule	Meeting Date 18 May 2021	Comment Approved	
provide best valueChange Request001Schedule002Scope and S	for money to the public History chedule te for Report	Meeting Date 18 May 2021 16 Jan 2024	Comment Approved Approved	
provide best valueChange Request001Schedule002Scope and SGovernance Rout	for money to the public History chedule te for Report Dard	Meeting Date 18 May 2021 16 Jan 2024 Meeting Date	Comment Approved Approved Comment	
provide best value Change Request 001 Schedule 002 Scope and S Governance Rout Project Change Bo	for money to the public History chedule te for Report Dard Progress Group	Meeting Date           18 May 2021           16 Jan 2024           Meeting Date           16/01/2024	Comment         Approved         Approved         Comment         Recommended	

APPENDIX B

#### SCOTTISH FIRE AND RESCUE SERVICE

#### Portfolio Office

**PROJECT DOSSIER** 



#### Agenda Item: 8.3

Project	Name:	EMERGENCY SERVICES MOBILE COMMUNICATIONS		
Project	Start Date:	MAY 2017		
Project Finish Date:		DECEMBER 2029		
Project Manager:		ANDREW MOSLEY		
Executive Lead:		SARAH O'DONNELL		
Version:		6.0		
Reason for Revision:		UPDATED POSITION AND MERGE OF ESMCP AND IVS PROJECTS AND CHANGE OF TRANSITION (DELIVERY) DATE		
1	BUSINESS N	EED - describe why there is a need to undertake the project		
1.1		cy Service Mobile Communications Programme (ESMCP) has stence since 2013 following a decision to change supplier by the ent.		
1.2	The current Airwave communications system has been in operational use sind 2003, the system is reaching end of life with key network components having increased risk of failure. Airwave is now lacking the technical capability to delit the functionality required for modern Emergency Services Critical Communications. Terrestrial Trunked Radio (Tetra) as a technology, which Airwave utilises, is predicted to be ended in 2030.			
1.3		Vehicle Systems (IVS) have been in place since the introduction of there is an overdue hardware and software refresh.		
1.4	The level of dependency between IVS, ESMCP and Airwave is significant, all elements are required to work together in order to deliver the integrated critical voice and data solution the Service needs to move forward on a critical path.			
1.5	The Service has proposed that all these projects come under one project with the elements regarded as work packages, these will all report to the ESMCP Project Board chaired by the Director of Finance and Contractual Services.			
1.6 This will ensure close coordination of resources and finance as well as ensuring cross working and joint stakeholder engagement is maintained.		•		
2	SMART PROJECT OBJECTIVES			
		umber of Phases to the SFRS ESMCP/IVS Project delivery these		
2.1		ing the phased approach to implement the following changes; ce the SFRS OI MDT Software package.		

Replacement of In Vehicle Mobile Data systems (remove MDT/ GTAC/Install Panasonic CF33 MDT/OI unit) On removal of MDT system, install the Handsfree R5 Fixed Vehicle Device, as interim onboard modem for secondary tablet operating on commercial network. Once the Programme have User Services live bring the Handsfree R5 live on the Emergency Services Network (ESN) for Data Only (Subject to Code of Connection) Full Transfer of Critical Voice and Data to ESN (Handsfree R5) Close down of Airwave. The final outcome of this work will be a modernisation of all frontline vehicle mounted operational voice and data communication systems putting SFRS in a strong position to manage the transition from Airwave to ESN and beyond. 2.2 2. Short Term (Planning) To ensure that, the ESN product is fit for purpose from a Coverage, Resilience, Device, Software Application, Operations Control Room integration, Security and Operational Use perspective, and the SFRS Executive are assured to sign off ESN as fit for operational use with the Programme Sponsor the Scottish Government. To maintain strong links with the Home Office, Programme, Scottish • Government, and the other Scottish Emergency Services as the programme moves towards transition. To create a transition plan ensuring all elements are planned for including • Training, Fleet, Finance, Operations and Policies & Procedures. Create an associated resourcing plan to support transition covering Planning, Transition, and In-life requirements. Ensure that the commercial purchase of devices and services relating to ESN provide the best operational value for the Service. These will be on Crown Commercial Services and via other Procurement Routes. Work alongside the New Mobilising System (NMS) Project, to ensure that the successful bidder supplies a fully integrated 'ESN ready' Command and Control Mobilising System (CCMS) post NMS go live. To support the systems integration, testing and transition from Airwaye to ESN using the new CCMS. Liaise with the Service's Strategic Service Review Programme relative to • any planned changes to Station and vehicle footprints. Reviewing the availability of key applications that can be presented on the • devices in line with SFRS Applications Team reviewing Policies & Procedures and Operational need. Review all SFRS Policies & Procedures, Working Practices and Training documents to ensure that they are reviewed and updated as required to make them ESN compliant.

2.3	3. Update of Mobile Data systems			
	The removal of the current Mobile Data Terminals and the GETAC Operational Intelligence tablets replacing them with the Panasonic CF33 Toughbook along with an updated Software package. This work is to be coordinated with the Airwave Voice equipment upgrade to reduce costs and Operational Disruption.			
2.4	<b>4. Update of Airwave Voice Systems</b> Although this is a business-as-usual package of work, it has a key link to the installation of the CF33 Mobile Data tablet, as such the fitting of these devices will be carefully coordinated to avoid unnecessary operational impact and additional installation costs.			
2.5	<b>5. ESN Data First Pilot</b> To manage the transition to an interim Data only position with an ESN approved Fixed Vehicle Device, the installation of ESN approved Fixed Vehicle Devices, the integration into on board Mobile Data systems and new hardware, ensuring that the logistical support and planning is in place initially and ongoing over this period to ensure delivery (vehicle device fitting) with minimal interruption to the SFRS Operational response.			
	<ul> <li>The purchase and programming of ESN approved devices, Handsfree R5 Fixed Vehicle Devices.</li> <li>Ensure integration capability with the new In Vehicle Systems</li> <li>Ensure integration with the secondary tablet (on board Wi-Fi)</li> <li>To oversee and support the removal of the MDT and GTAC tablets and installation of the Panasonic CF33 (combined MDT/OI device) alongside the upgrade of the Airwave voice equipment. This will be done alongside an Airwave voice equipment refresh via the Firelink Contract.</li> <li>Support the contracting of an external Vehicle Fitting company or employment of additional SFRS Vehicle Fitting staff.</li> <li>Ensure that all training for ESN Data First and new Mobile data systems is in place for use of the device, applications, and associated processes.</li> </ul>			
2.6	<ul> <li>6. Training</li> <li>Train the Wholetime, On Call workforce in the use of ESN Data and Mobile data systems, applications and the CF33 software.</li> <li>Train the Operational Control Room staff in the use of the new mobile data systems.</li> <li>Train the System Administration staff including Operational Control Supervisors in the use of the Self-Service Portal SSI (purchasing, billing, system configuration, device configuration, Fleetmapping).</li> </ul>			
2.7	<ul> <li>7. Transition</li> <li>Ensure the smooth transition to ESN Data First solution and replacement of IVS Hardware and software with minimal Operational impact.</li> </ul>			
2.8	<ul> <li>8. Integration</li> <li>Ensure continued dialogue with the NMS Project to ensure continued integration is discussed and agreed.</li> </ul>			
2.9	<b>9. ESN Version 1</b> To oversee the transition from Airwave to ESN over a critical period for the Service currently estimated to be Q2 2026 to Q2 2028, ensuring that the logistical support and planning is in place initially and ongoing over this			

	period to ensure delivery with minimal interruption to the SFRS Operational response.			
	This will involve:			
	<ul> <li>Upgrading station end mobilisation equipment to ensure it is ESN ready, stable and security compliant. (Supporting bearer replacement in BAU), this will be a BAU task that will need to be supported with network testing.</li> </ul>			
	<ul> <li>Ensure the New Mobilisation System is in place, tested and ESN compliant and ready. (The NMS will need to form part of the Code of Connection to ESN once in place).</li> </ul>			
	<ul> <li>The purchase and programming of all ESN devices (handheld, desktop, fixed vehicle), insertion of SIM cards, registering of SIMs/Devices, installation of fleetmap and user profiles.</li> </ul>			
	<ul> <li>Removal of Airwave Devices and activating the Fixed ESN Vehicle Devices.</li> </ul>			
	<ul> <li>Fitting Handheld in Cradle devices for all Flexi Duty Officer vehicles.</li> <li>Programming, Asset Management, and Issue of handheld devices to Flexi Duty Officers.</li> </ul>			
	<ul> <li>Installing Coverage Extender devices to Incident Support Vehicles.</li> <li>Installing ESN capable Desk Top radios to the three Operational Control Rooms.</li> </ul>			
	<ul> <li>Ensuring that all in life Service Management processes are properly resourced ensuring they are fit for purpose and training delivered to key personnel.</li> </ul>			
	<ul> <li>Ensure that ESN Train-the-Trainer training is delivered to training staff and thereafter to designated LSO training staff to support transition and in life.</li> </ul>			
	<ul> <li>Train the Wholetime, On Call workforce in the use of ESN and new IVS Software.</li> </ul>			
	<ul> <li>Train the Flexi Duty Officer cadre in the use of the Handheld Radios and Handheld in Cradle devices.</li> </ul>			
	<ul> <li>Train the Operational Control Room staff in the use of ESN including the Interworking solution.</li> </ul>			
	<ul> <li>Train the System Administration staff including Operational Control Supervisors in the use of the Self-Service Portal SSI (purchasing, billing, system configuration, device configuration, Fleetmapping).</li> </ul>			
	<ul> <li>Ensure the smooth transition from ESN to Airwave without Operational Impact on Operational Delivery .</li> </ul>			
2.10	10. Long Term (in life)			
	<ul> <li>To ensure that ESN is fit for purpose for SFRS, fully delivered and stable prior to the Airwave system being switched off.</li> </ul>			
	<ul> <li>To ensure that the appropriate systems are in place to support the Service Management of ESN from a Coverage, Fault Reporting, Security and Asset Management perspective.</li> </ul>			
	<ul> <li>To ensure that the appropriate level of SFRS resource and business processes are in place, documented and understood by key staff (Service Desk and ESN in life staff resources - Fleet, Operations Control, Training, and ICT).</li> </ul>			

	<ul> <li>To ensure that an ongoing vehicle device fitting process and resources are in place to fit ESN Fixed Vehicle devices to new vehicles beyond the transition period into in life process.</li> </ul>				
	• Support the In Vehicle Hardware and Software in life as part of the Firelink contract. This will be changed once Airwave moves to ESN.				
3	SCOPE - describe the boundaries of the project				
3.1	The objective is to plan the transition to ESN Data First and thereafter from Airwave to the new Emergency Services Network within the stated timescales ensuring that the operational Impact to SFRS is minimised.				
3.2	To upgrade all on board voice and data systems under the Firelink contract delivered under the In Vehicle Systems Project.				
3.3	To ensure the resourcing of the transition and all its component parts. To ensure that all policies and procedures are updated to reflect the change in technology and working practices.				
3.4	To ensure full integration of ESN to the New Mobilisation System and all associated back-office systems. To ensure that the solution integrates to front end response capability in Operational Control Rooms and vehicles.				
3.5	To ensure that SFRS is in a position to safely switch off its use of the Airwave network.				
3.6	ESN is wholly dependent on the delivery of the New Mobilising System, work will be done alongside the Project team and ICT informing the integration of ESN into SFRS, the work itself will be carried out by BAU ICT staff and the NMS Project.				
3.7	The Secondary Tablet device in the Fire tenders will be business-as-usual work.				
3.8	The Upgrade of the Airwave Voice radio equipment although a dependency will be carried out by the Airwave In-Life Team.				
4	PROJECT APPROACH - describe how the change will be delivered (the who, the what and the how)				
4.1	The Project has a wide span of influence and significant dependencies. Already established working relationships with partner Projects such as NMS will be maintained and developed. The Business-as-usual elements will rely on strong relationships with the ICT, Fleet, OC, and Operations/Operational Delivery as end users these will be critical.				
4.2	The incremental change as previously set out will be carefully managed in order to prove best value from resources, however balanced against this it will be fully cognisant that SFRS is a national fire service that must provide uninterrupted emergency response to the public of Scotland.				
5	ASSUMPTIONS - what have you assumed during the scoping of the project?				
5.1	The SFRS current planning assumptions are based on Airwave being live until 2029, the commencement of transition from Airwave to ESN not commencing before 2026.				

5.2	The Handsfree R5 device is approved and works on the Emergency Service Network.				
5.3	Governance				
5.4	The Chair of the Project Board and the Project Lead will prepare and present reporting to Change Portfolio Progress Group (CPPG) and Change Committee (CC) on a regular basis.				
5.5	<ul> <li>The Project Board will meet monthly with representation from the following Business areas.</li> <li>Prevention, Protection and Preparedness</li> <li>Operational Delivery</li> <li>Finance and Procurement</li> <li>Asset Management</li> <li>ICT</li> <li>Training</li> <li>Operational Control</li> </ul>				
5.6	Other business areas will be invited to the meeting as required.				
5.7	The Programme Manager will provide a joint IVS/ESMCP highlight report to the Project Board at each meeting.				
5.8	The Project will fulfil all the reporting requirements of the CPIG.				
5.9	<b>Transition Timescale</b> The transition from current IVS to the new ESN ready model will commence in 2024 with the replacement of the current MDT and OI tablet, replaced by the CF33. This will be implemented alongside the replacement of the Airwave Voice terminals.				
5.10	The ESN Handsfree R5 Fixed Vehicle device will commence installation in 2024 through to 2026.				
5.11	The current estimated transition timeline indicates that SFRS will transition from Airwave to ESN along with the Scottish Ambulance Service and Police Scotland commencing in Q2 2026, this will run through until Q4 2029. The timeline has been subject to change on several occasions in the past. The Programme is currently undergoing a strategic review of the Full Business Case and Transition timescales associated to this.				
5.12	<b>Training</b> The impact of training will be minimised at every opportunity, the centralisation of training from LSO areas will impact upon this area. Online training via LCMS will be used wherever possible. Lessons learned from the Secondary tablet roll out will be factored into the training delivery for the CF33 and R5 devices.				
	Watch Manager posts have been identified as a possible delivery mechanism in rural LSOs during consultation.				
5.13	<b>Planning Assumptions</b> All Operational red fleet will be fitted with the In Vehicle Systems solution along with a Handsfree R5 Fixed Vehicle device and a second tablet device, this will put the Service in a solid footing moving forward and mitigate the risks associated with the full Airwave-ESMCP transition. Changes to fleet numbers and vehicle				

	types/use will be factored into this planning as the project progresses.			
5.14	<b>Finance</b> The finance for the ESMCP Project (Core and Non-Core) will be provided by the Funding Sponsor Body the Scottish Government. Without Scottish Government finance this Project is not affordable to the service.			
	The IVS Project elements will be funded by SFRS.			
	The three finance reporting lines are: ESMCP ESMCP Data First IVS			
	It is anticipated that there will be increased in life costs to support the administration of the new systems with increased mast infrastructure requiring additional change request management, the increased change-over of ESN devices due to them having a shorter service life and the absence of a managed service option (at time of writing this report).			
5.15	<b>Logistics/Resources/Operational Planning</b> It is envisaged that the current Project team will grow incrementally over the life of the Project. Wherever possible the Project will be funded by the Funding Sponsor Body and draw Subject Matter Expert (SME) resources from the Service only where necessary.			
5.16	<b>Vehicle Fleet</b> There will be a requirement to postpone vehicle sales for vehicles for the period of the transition to free up spare vehicle capacity to support the vehicle fitting. There will be a requirement to either recruit Vehicle Device Fitters to the service or contract out to a vehicle fitting company. Both options are currently being pursued.			
5.17	<b>Operational Delivery</b> A strong working relationship is in place for all three SDA areas and LSOs. The changeover of equipment in vehicles will generally be carried out at the regional workshop/ARC premises. Where there is a need, local installations will take place where facilities exist to support this to minimise service disruption and costs. This option may be required for some island communities and will be factored into the Vehicle fitting contract.			
	Driver/Labourers will be employed to move the vehicles from Stations to workshops.			
5.18	<b>New Mobilisation System Project</b> The NMS project will have completed its work with all three Operational Control Rooms live on the identified system. The new Command and Control system requires to be 'ESN Ready' ahead of any Service ESN Voice pilots and transition.			
	Operational Validation and Evaluation (Test, Trials, and Pilots) will take place involving all three Scottish Emergency Services (3ESS) as well as the UK Fire Service via the NFCC leads. SFRS will participate in these exercises where resources permit, full reporting in relation to test and trail outcomes will be presented to the Project Board for approval. The outcome of these tests will present the SFRS SRO with the opportunity to report service acceptance of ESN to the Sponsor body alongside the other two Scottish Emergency Services.			

6	EXCLUSIONS - what will not be included in the scope of this project?					
6.1	The decommissioning of the Airwave system and secure disposal of associated assets will not form part of this Project however close liaison with the Airwave in- life team will be maintained throughout.					
6.2	The decommissioning of the Airwave Station End equipment will fall to the ICT business-as-usual team who will remove this redundant equipment post Airwave Close Down. The installation of updated ESN Station end equipment will fall to the business-as-usual network team.					
6.3	The back-office integration of ESN into the Command-and-Control Mobilising System as well as other systems such as bulk voice recorders etc. will fall upon NMS Project and ICT staff.					
6.4	OI Mapping issues and any Data cleansing will be the responsibility of the Operational Intelligence and ICT support teams.					
7	HIGH LEVEL REQUIREMENTS - what changes will be required to systems, processes, information, or teams for the project to be successful?					
7.1	The full Technical, procedural, and legal requirements as well as ESN Business Practices and associated processes will be developed by the Project Team before transition and further developed before hand over to business as usual.					
7.2	This work alongside the NMS will be the first time the service has a single National Command and Control capability.					
7.3	Single ways of working, Talkgroup use, and management is one example of this.					
7.4	The management of assets that are no longer going to last the length of a contract.					
7.5	The management of increased data use throughout the Service will need to be managed for security, improper use, and cost.					
7.6	Business Processes, Policies and Procedures will be revised and changed as required to ensure the Service and its staff are properly trained and aware of the change and in a position to make full use of the new functionality and ways of working.					
7.7	All of the above will be in place and tested as part of the test and assurance process before any transition activity is allowed.					
8	OUTPUTS - What new capabilities will be delivered?					
8.1	<ul> <li>Integrated Secure resilient Operational voice and data communications from Control Room to Incident Ground and Command Support.</li> <li>SFRS in a ready state to transition from Airwave to ESN with minimal operational impact.</li> <li>Improved firefighter access to key operational information and applications.</li> <li>Equipment in vehicle cab designed around operational users.</li> </ul>					
9	MILESTONES (INCL. ANTICIPATED DELIVERY DATES) - describe key activities and dates along with a target end date					
9.1	Milestone Anticipated Delivery Date					

	Phase 1 - Planning	Q4 2021 – Q2 2024		
	Phase 2 - Transition	Q2 2024		
	NMS ESN Ready	Dec 2025		
	Commence Transition to ESN	Q2 2024 – Q2 2026		
	Single Airwave Install	Q2 2024		
	Install 1 - CF33	Q2 2024*		
	Install2 – R5	Q2 2024		
	Complete Transition to ESN	Q3 2026		
	Employ Vehicle fitters/Fitting company	March 2024		
	Fitting of vehicles	March 2024*		
	Training	Sept 2023 – Aug 2025		
	*Subject to Software being ready for deployment			
	Phase 3 – In Life			
	National Airwave Switch off	Q4 Dec 2029 (est)		
10	DEPENDENCIES - is the project dependent on an successful?	ny other activity to be		
10.1	The IVS/ESMCP in SFRS is central and key to all operational activity, as a result it has a list of dependencies through transition and into in life. The project will be dependent on input from staff across the organisation, in particular the following functions/departments/projects (as currently known):			
10.2	<b>Finance</b> – oversee the financial requirements and make application to the sponsor body (the Scottish Government for Core and non-Core funding).			
10.3	<ul> <li>Procurement – To oversee and advise on the processes and routes to market via the established contract Frameworks. To support the possible contracting of a Vehicle Device fitting company, to assist in the preparation and review the contracts associated to this and advise the Project lead. The procurement of a Managed Service for ESN.</li> <li>The procurement of CF33 Toughbooks and associated software.</li> </ul>			
10.4	<b>Fleet</b> – To oversee the requirements of the Service Vehicle Fleet for devices, to support the planning and implementation of transition to Data First and then ESN. To form a key central role in the coordination of vehicle movements and workshop bay availability.			
	To oversee either the recruitment of Vehicle Device fitters or support the commercial business case development for the contracting of external fitting companies. To advise on fleet retention and the integration of ESN into existing service planning. Support the Central National ESN Transition Coordination Unit.			
10.5	<b>ICT</b> – To arrange and oversee the testing and assurance of the CF33 Mobile Data and Operational Intelligence applications, ensuring back-office integration. The support of the initial applications presented on the secondary tablet, the testing and assurance of the R5 to ensure its connectivity to the corporate network via the selected mobile network.			
	To oversee the IT Health Check ahead of the ESN Co created and approved. The support of the asset manage issue of ESN devices and associated SIM cards, to sup Management of the new system, to support liaison with Lot 2 supplier Service Desk using the Self-Service P relative to device and network fault reporting and resolut	ement, programming and oport the internal Service the Programme and the ortal, phone and e-mail		
	Support the installation of applications on to the de	evices ensuring security		

requirements are met. To integrate the ESN Wide Area Network (WAN) and Firewall connectivity to ESN into the Service's ICT infrastructure. Support the Central National ESN Transition Coordination Unit.

- 10.6 **Training** The review of Programme Training Needs Analysis documentation, the review of Programme Training Materials, the adaptation of core training materials to create the SFRS training packages, the upload of the training package to the LCMS system, the coordination of the nominated Trainers, working with the Project Manager arranging the Train the Trainer training course. Support the Central National ESN Transition Coordination Unit.
- 10.7 **Operations/Policy and Procedures-** To advise on all aspects of policy changes required to ensure that ESN is fully understood and adopted into operational use within SFRS.
- 10.8 **Operational Control** The review of the interworking solution relative to working between the ESN and Airwave systems during transition, support the testing of ESN using the NMS Command and Control Mobilising system when its available to ensure it is fit for transition. Management of the interworking solution based on resources attending incidents using both technologies during transition. Support the central National ESN Transition Coordination Unit.
- 10.9 **In Vehicle Devices Project** a core element of the Programme team overseeing the installation of the Mobile Data and Operational intelligence hardware and software. Ensuring that the devices integrate with back-office systems and ESN at transition.
- 10.10 **New Mobilisation Project (NMS)** There is a requirement that the new Command and Control Mobilising System is delivered and thereafter made ESN Ready ahead of any ability to transition from Airwave to ESN. Working with the ESMCP Programme ensuring that both systems integrate and are fully tested before operational deployment.
- 10.11 **Legal-** to overview all legal aspects of the Project.
- 10.12 **Health and Safety** Advice and support relative to any vehicle borne devices including the handsfree solution for the handheld devices. Support the review of any policies and procedures that will change under ESMCP.

#### 10.13 **Corporate Communications**

A clear requirement to communicate with the internal workforce with this significant change to operational communications.

A requirement to message external partner agencies and the public of Scotland. Answer any enquiries from the media relative to this programme of change.

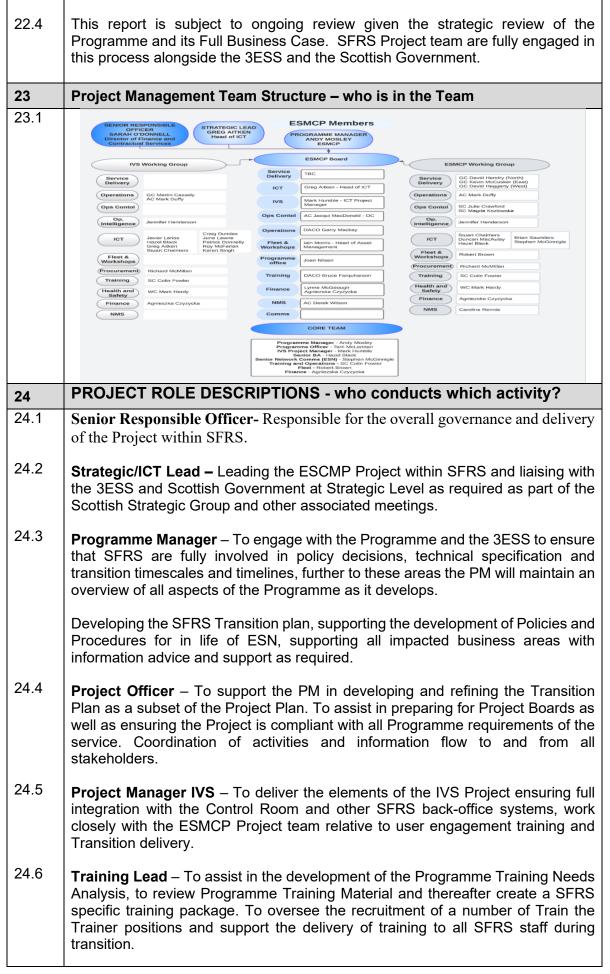
11	STAKEHOLDERS - who will be involved or affected by the change?				
11.1	The following list includes key internal stakeholders:				
	The SFRS Board				
	• SLT				
	<ul> <li>Prevention, Protection &amp; Preparedness Directorate (PPP)</li> </ul>				
	<ul> <li>Training Safety and Assurance Directorate (TSA)</li> </ul>				
	People Directorate				
	<ul> <li>Strategic, Planning, Performance and Communications (SPPC)</li> </ul>				
	<ul> <li>Finance and Contractual Services Directorate (FCS)</li> </ul>				
	Corporate Communications				
	<ul> <li>Operational Delivery and Least Serier Officer (LSO) Areas</li> </ul>				

Operational Delivery and Local Senior Officer (LSO) Areas

	All SFRS personnel. The following list includes key external stakeholders:				
	<ul> <li>Scottish Government (SG) Funding Sponsor Body;</li> <li>The Programme and its Partners</li> <li>The Home Office and Treasury</li> <li>EE ESN business Partner</li> <li>Device vendors (Handheld and Vehicle)</li> <li>Police Scotland (PS)</li> <li>Scottish Ambulance Service (SAS)</li> <li>British Transport Police (BTP)</li> <li>HM Coastguard</li> <li>Non-Blue Light Community.</li> </ul>				
12	CONSULTATION AND ENGAGEMENT - who has been consulted about the change?				
12.1	Extensive engagement with the Service at LSO level has taken place relative to the Outline of the Project, its operational application and the issues relative to Transition for each Operational Delivery LSO and Business area. Further Communications between the Project and the LSOs will be maintained using the identified Single Points of Contact.				
12.2	Internal Consultation has taken place with key directorates involved, this will be ongoing via the Project Board and separate briefings as required.				
12.3	Project Liaison between NMS and IVS/ESMCP is now well established.				
12.4	A wide span of SFRS business areas are represented at Working Group and Project Board levels. All business areas of the service have received a briefing on ESMCP at a variety of levels.				
13	COMMUNICATION - is there a communication plan and what are the main actions?				
13.1	In partnership with the SFRS Corporate Communications function an IVS/ESMCP Communication Strategy is being developed. A timeline and communications plan are available in the appendices.				
13.2	Effective communication with stakeholders (internal and external) will be maintained. utilising various appropriate forms of communication relevant to the requirements of the user community and circumstances.				
13.3	It is essential that the project is supported by the SFRS Corporate Communications function. Their knowledge and experience will be invaluable in ensuring that information is shared appropriately within and out with the SFRS.				
13.4	Communications will be directed to the Project Board who will decide when the organisation is informed of key developments and timescales.				
13.5	The Project will establish an ESMCP area on the new SFRS internet website which will signpost external partners and stakeholders to key Project updates.				

14	LEGAL - are there any legal considerations?				
14.1	Legal advice and support has been and will continue be sought covering all aspects of this significant change.				
15	CASE FOR CHANGE (INCL. DATE OF SUBMISSION, DATE OF APPROVAL ETC)				
15.1	Submission date:				
	Approval date:				
	Approved by: Comments:				
16	RISK - capture the k	ov riel	/C		
16.1	RISK - Capture the R	ey nsi	13	Impact of	Mitigation to
10.1	Risk		Probability	Event	Date
	ESN risk register has t reviewed regularly by Meetings				
17	ACCEPTANCE CRIT expect?	ERIA -	what are the m	nain things use	rs require and
17.1	It is anticipated that all the Scottish Governme				
17.2	An extensive Service Acceptance Criteria has been created by the 3ESS reporting to the Scottish Government as Project Sponsor. There will be a requirement on all Scottish Emergency services to provide Service acceptance confirmation to the Scottish Government ahead of a national service acceptance from the Sponsor body (Scottish Government, Police Division) to the Programme.				
17.3	Service sign off of requirements will be SFRS SLT recommending this to the Board, thereafter a communication will be sent confirming this to the SRO Scottish Government Police Division who will in turn respond to the Programme on behalf of Scotland.				
18	<b>BENEFITS - describ</b>	e the b	enefits that the	project will de	liver or enable
18.1	The Airwave System is an aging technology which is voice centric, moving to a new voice and data platform will move the Service forward allowing greater use of technology.				
18.2	The creation of Secure networked operational data services for response staff as well as other staff carrying out Non-Operational Roles, increased incident visibility for remote command support.				
18.3	The capability of networked data is a significant step forward for SFRS as the current data capabilities are only as far as the appliance bay within a Community Fire Station. Networked data communications from the incident ground back to the Operational Control Rooms and Flexi Duty Managers will significantly improve operational situational awareness, remote command capabilities and firefighter safety.				
18.4	Information available to front line crews will be significantly improved, access to information via specific applications and internal documents will better inform our response as a service and improve firefighter safety.				
18.5	The upgrade of the In Vehicle Systems works closely with the ESMCP to ensure all systems are integrated providing an end-to-end resilient system for front end				

	operational staff.			
18.6	The benefits are the replacement of in vehicle systems are.			
	<ul> <li>Replacement of communications hardware that is no longer supported.</li> <li>Streamlining the front cab equipment designed around the firefighter.</li> <li>Access to networked data away from station</li> <li>Information constantly updated.</li> <li>Access to applications and Satellite navigation to assist getting to the incident and whilst there.</li> </ul>			
19	DISBENEFITS - will there be any negative outcomes of the project?			
19.1	The disbenefits of this system are.			
19.2	Renewal of devices – Unlike Airwave the new devices will require ongoing replacement, Handheld devices 3-5 years; Fixed Vehicle Devices every 5-7 years, there are also ongoing connection costs to the network (to be confirmed with new Lot 2 Provider). The Service will need to ensure that all devices are justified and in use as much as possible.			
19.3	Increased data costs as crews use the available networked technology more.			
19.4	This disbenefit is mitigated by the Scottish Government funding the device Capital and revenue costs.			
20	PROJECT SUCCESS CRITERIA - what are the measures the project is aspiring to deliver?			
20.1	The success criteria are to deliver this significant change within reasonable timescales influenced by the Home Office Programme timescales.			
20.2	The delivery to SFRS with minimal operational impact.			
20.3	To deliver the Overall programme of change within the defined Scottish Government and SFRS funding requirements.			
21	PERFORMANCE MEASURES - are there any KPIs to help monitor progress?			
21.1	Performance measures will be reported to the Project Board by way of Highlight Reports, Programme related Performance reports including EE performance reports will be presented at Project Board as appropriate and will be available to Project Board members via the ESMCP Project Board Sharepoint directory.			
22	PROJECT TOLERANCES - is there a percentage of tolerance around timescales or cost?			
22.1	Many of the tolerances will be guided by the Programme timeline and Full Business Case as already outlined, the Scottish Government as sponsor body will oversee the three Scottish Emergency Services (3ESS) on planning and delivery of the Programme in Scotland. The Project Board and higher governance will be kept fully informed in this area.			
22.2	The ongoing costs of Airwave and the need for the UK Emergency Services to transition away from the Airwave System.			
22.3	The Programme will need to deliver products that pass the Acceptance Criteria for SFRS as part of the 3ESS and Scottish Government requirements.			



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24.7	<b>National Fleet Coordination Lead</b> – To oversee the management of the SFRS fleet in readiness for ESMCP (Retaining assets to ensure flexibility to complete vehicle fits without impacting on Operational response capability). To support either the recruitment of internal vehicle fitting staff or support the preparation of a business case for external fitters.			
24.8	<b>ICT Technical Lead</b> – To oversee the technical elements of the Programme and advice the Project Manager and Project Board on key technical requirements and any decisions that require to be made, to ensure that ESN continues to be compatible with SFRS systems and ways of working.			
24.9	<b>ICT Operations Lead</b> – To support the completion of an IT Health check and facilitate support as required relative to Network configuration, technical installations, systems testing and compatibility.			
24.10	<b>Senior Business Analyst</b> – Support both the Projects in engaging with stakeholders, understanding user needs and requirements, advise the Programme/Project Managers on best practice and ways forward.			
24.11	<b>Finance Lead</b> – Oversee all aspects of funding from the Scottish Government ensuring that both Capital and revenue streams are managed. Linked to Director of Finance.			
24.12	<b>Communications Lead</b> To ensure all appropriate communications internally and externally are structured and supported.			
25	PROJECT TEAM MEETING SCHEDULE - when does the project team meet?			
25.1	The SFRS ESMCP Project Board meets monthly and is chaired by the Director of Finance and Contractual Services			
25.2	The Project Board reports to the Change Portfolio Progress Group and Change Committee.			
25.3	The IVS and ESMCP Working Groups meet after the Project Board.			
26	EQUALITY & HUMAN RIGHTS IMPACT ASSESSMENT - conduct your assessment and document the outcome.			
26.1	Specific Equality Impact Assessments (EIA) shall be considered for inclusion as the Projects develop but has not been deemed necessary at this time. A copy of the Programme Equality Impact Assessment Documentation has been requested.			
27	DATA PROTECTION IMPACT ASSESSMENT - conduct your assessment and document the outcome.			
27.1	The ESMCP is subject to rigorous Home Office driven security standards, an extensive IT Health check involving Penetration testing will require to be undertaken ahead of the service applying for a Code of Connection will require to be completed by SFRS in order to access the network. All the aforesaid ensures compliance with Data Protection and Privacy standards.			
28	Appendices/Further Reading			
28.1	Risk Register			

E	ESMCP (SFRS) Level 1 Plan			
Prepared by: Andrew Mosley, Program		Andrew Mosley, Programme Manager ESMCP/IVS		
Sponsored by:		Sarah O'Donnell, Director of Finance and Contractual Services		
Presented by:		Andrew Mosley, Programme Manager ESMCP/IVS		

#### Links to Strategy & Corporate Values

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

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

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

Governance Route for Report	Meeting Date	Comment
Project Board Updates via email	12/12/23 16/01/24	Approved
Change Portfolio Investment Group	19/03/24	Approved
Change Portfolio Progress Group	21/02//24	Approved
Change Committee	02/05/24	For Scrutiny

#### SCOTTISH FIRE AND RESCUE SERVICE

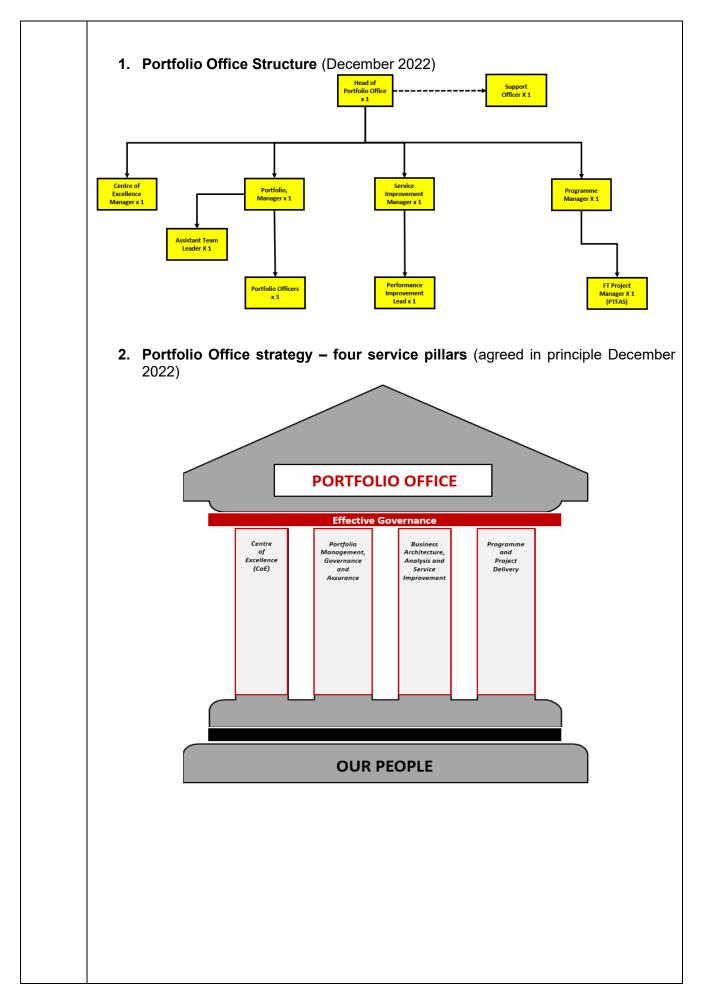
#### Change Committee

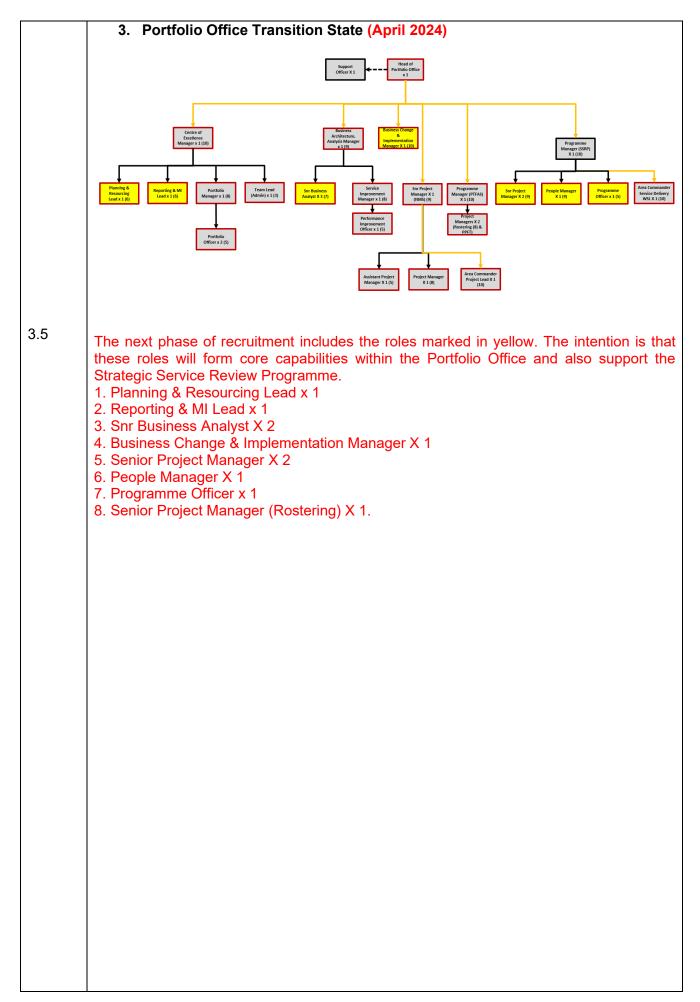


#### Report No: C/CC/22-24

#### Agenda Item: 9.1

Report to:		CHANGE COMMITTEE							
Meeting Date:		2 MAY 2024							
Report Title:		PORTFOLIO OFFICE PROGRESS REPORT – APRIL 2024							
Report Classification:		For Scrutiny	SFRS Board/Committee Meetings For Reports to be held in Priva Specify rationale below referring <u>Board Standing Order 9</u>					Privat erring	е
			A	B	<u>C</u>	D	E	E	G
1	Purpose								
1.1 1.2	The purpose of this report is to provide a regular update on progress to the Change Committee (CC) on the key activities undertaken by the Portfolio Office in building and developing new and existing capabilities specific to SFRS's strategic Portfolio, Project and Programme management maturity (P3M3). Changes from the previous update are marked in red.								
2	Background								
2.1	Between 17-19 February 2020 an Independent Assurance Team from Scottish Government's Programme and Project Management Centre of Excellence carried out a Gateway Review of the SFRS Programme Office. The findings of this review were reported to SMB on 2 April 2020. The Gateway Review Action Plan was created to track the progress of recommendations from the findings. It was agreed by the Change Committee on 5 August 2021 to close the Gateway Review action plan in its current form and track progress through quarterly updates presented by the Portfolio Office Head of Function to the Change Committee and via a published Portfolio Office roadmap on an ongoing basis.								
3	Main Report/D	Detail							
3.1	This report provides a summary of the capabilities and progress against the agreed service structure for the Portfolio Office. It provides the detail on the Portfolio Office capabilities, structure and roles that will be critical to the successful implementation of the Portfolio Office strategy, target operating model and ways of working.								
3.2	The Portfolio Office Structure, Services, Future State and Target Operating Model was presented to, and discussed by, the Strategic Leadership Team (SLT) on 7 December 2022.								
3.3	for the portfolio	A decision was taken to agree the model in principle and to transition to the new structure for the portfolio, providing essential support for the Strategic Service Review Programme (previously RSR), with the caveat that a budget would need to be identified to support the change.							
3.4	2. Portfoli	December 2022 service pillars Portfolio Office							





Capability	Not started Defin	e Develop Implemen	t Improve / Embed. Comments and actions
Change Strategy			of Excellence; 2. Portfolio Management
			Governance & Assurance; 3. Business Analysis & Service Improvement; 4. Pro
Portfolio Office strategy			Project Management.
Capability Roadmap (The "big rocks")			SSRP Roadmap iteration 1.4 complete. developed further to include wider SFR
Business & Process Architecture			Business Architecture Manager appoin
Technical Architecture Data Architecture			
Organisational Design			
Centre of Excellence			
Frameworks, tools and practices			Portfolio Office support capabilities. Life
			process currently being reviewed to imp
Change Lifecycle Framework Change Lifecycle training			experience. Online training available on learning por
Benefits Toolkit (workbook)			Complete and implemented for new pro Portfolio Office support capabilities.
			Complete and implemented for (approp
Project Toolkit (workbook)			projects - gap in Portfolio Office suppor Managing Successful Programmes (MS
Strategic Programme Management Framework			Framework for SSRP.
Dependency Tracking			Complete and implemented for new pro Portfolio Office support capabilities.
Product Management Agile Project Delivery Framework			
Agile Project Delivery Framework Health Checks			Process currently being piloted.
Lessons Learned			Lessons learned being conducted for t Project.
			Standard LEAN framework and approac
LEAN Framework Risk Management for projects			developed in support of SSRP.
Portfolio Level Rik Management			
Planning approaches			First iteration developed and will be use
Strategic Prioritisation Model Business Readiness Process			portfolio planning.
Business Headiness Process Change Management Process			
			SFRS, Manchester, London, Tyne and Midlands, Kent and Dorset & Wiltshire ar
			a draft ToR for the group - expected to g
Peer Review Network PPM Systems			meeting in April.
· · · · <b>· · · · ·</b>			Existing ICT system being reviewed by C
			use across portfolio. It has been establis additional budget will be required to imp
PDM C .			system which will be a key enabler to res
PPM System Risk Dashboard Integration			management across the portfolio.
People and Training			
Career pathways Training strategy			
			SFRS project and change agents. The
Change Community of Practice			concentrated on identifying issues and opportunities.
Change Lifecycle training			Modules now on the LMS.
Reporting			
Project Highlight Reporting Programme Highlight Reporting			Complete and implemented. Complete and implemented for SSRP.
Portfolio KPI Reporting			Three KPIs now being reported.
Benefits Reporting			Financial benefits being reported within PO capabilities to role out further.
			Complete and implemented. This is our reviewed and a new iteration will be pre-
Project Finance Reporting			Change Committee in May.
Dependency & Inter-Dependency Reporting			Risks and issues being reported within I
Risk Reporting			reports.
Capacity Reporting Demand and Prioritisation Reporting			
CoE Roles Reporting & MI Lead Role			Business Case presented to CPIG to re
Planning & Scheduling Lead			Business Case presented to CPIG to re
Portfolio Management, Governance and Assurance			
Stage Gate Management Change Portfolio Investment Group CPIG			Process currently being piloted. Complete and implemented.
Change Portfolio Progress Group CPPG			Complete and implemented.
Design Authority Annual Planning			Complete and implemented.
Pipeline Management			
Portfolio Plan			Complete and implemented. Gap in cap support.
Annual planning cycle with quarterly refreshes New Demand Process			
Business Architecture, Analysis & CSI			Currently in development and will include
Business Architecture, Analysis & CSI Strategy			improvement as part of the strategy.
Service Improvement Plans			Several opportunities identified and bei as part of the SSRP CSR workstream.
			as part or the John Con workstream.
Project and Programme Delivery Programme Management Roles			SSRP Programme Manager appointed
Project Management Roles			NMS Snr Project Manager appointed.
Business Change Managers			Lead roles identified in SSRP - required development of role to make effective.
ze errenge i renregere			set stephenk of the to make effective.

4	Recommendation
4.1	Change Committee are asked to scrutinise the Portfolio Office progress update.
5	Key Strategic Implications
5.1 5.1.1	<b>Risk</b> <u>Critical Success Factors</u> There is a risk that it will not be possible to successfully implement the agreed Portfolio Office capabilities, target operating model and services due to budgetary constraints and a lack of suitably qualified and experienced people.
5.1.2	The target operating model contains industry standard roles designed to support change across the organisation from development of the long-term strategic roadmap, through to realisation of benefits and all of the constituent processes, frameworks, methods and tools that will underpin successful delivery of change across SFRS.
5.1.3	<b>Risk Spotlight</b> Extract from Portfolio Office Resourcing Spotlight presented at Change Committee Q1 2022:
5.1.4	This risk should be considered as a live issue that has materialised as a result of organisational constraints that limit critical resource capacity and capability both within the Portfolio Office and across SFRS functions, which includes the necessity to further develop and build the skills and competencies that are required of a Strategic Change function within the current organisation structures.
5.1.5	The capacity, skills and competencies are essential to provide enablement in the effective management of highly complex and valuable projects. Additionally, the management team are looking at how best to build and develop the skills and competencies within the current portfolio team structure and across the SFRS with a view to implementing capability and improving delivery performance.
5.1.6	(A CPD approach however could have limited impact and potentially take longer).
5.1.7	Please note that a future audit will review SFRS's controls over change management.
5.2 5.2.1	<b>Financial</b> There are no direct key financial implications arising from this report.
5.3 5.3.1	<b>Environmental &amp; Sustainability</b> There are no direct key environmental & sustainability implications arising from this report.
5.4 5.4.1	<b>Workforce</b> Discussions ongoing regarding the key workforce implications arising from the transition to the new structure.
5.5 5.5.1	Health & Safety There are no direct key health and safety implications arising from this report.
5.6 5.6.1	Health & Wellbeing There are no direct key health and wellbeing implications arising from this report.
5.7 5.7.1	<b>Training</b> There may be training implications for staff moving into changed or new roles.

5.8 5.8.1	<b>Timing</b> Timing of the transition to the future state is being affected by the availability of budgets to support new roles.					
5.9 5.9.1	<b>Performance</b> Performance measures are contained within the KPI section.					
5.10 5.10.1	<b>Communications &amp; Engagement</b> There are no direct key communication and engagement implications arising from this report.					
5.11 5.11.1	Legal There are no direct key legal implications arising from this report.					
5.12 5.12.1	Information G DPIA complete			olicable state reasons.		
5.12.2	A Data Protec progress updat		ct Assess	ment has not been c	conducted for the Portfolio Office	
5.13 5.13.1	Equalities EHRIA comple	ted Yes/N	o. If not a	pplicable state reason	S.	
5.13.2	An Equality Impact Assessment has not been conducted for the Portfolio Office progress update.					
5.14 5.14.1	<b>Service Delivery</b> There are no direct key Service Delivery implications arising from this report.					
6	Core Brief					
6.1	Not applicable					
7		FRS Boar		ttee Meetings ONLY		
7.1	Director:		Liz Barn	es, Interim Deputy Ch	ief Officer (Corporate Services)	
7.2	Level of Assu (Mark as appr		Substan	ntial/Reasonable/Limited/Insufficient		
7.3	Rationale:		Develop	lopment of organisational capabilities.		
8	Appendices/F	urther Re	ading			
8.1	Not applicable.					
Prepared	d by:	Curtis Montgomery, Head of Portfolio Office				
Sponsor	ed by:	Liz Barne	arnes, Interim Deputy Chief Officer (Corporate Services)			
Presented by: Curtis Montgome			ontgomer	ery, Head of Portfolio Office		
Links to	Links to Strategy and Corporate Values					
Outcome 4 – we are fully accountable and maximise our public value by delivery a high quality, sustainable fire and rescue service for Scotland.						
Governance Route for Report				Meeting Date	Report Classification/ Comments	
	Portfolio Investm	ent Group	)	24 April 2024	Approved	
Change	Change Committee			2 May 2024	For Scrutiny	

#### SCOTTISH FIRE AND RESCUE SERVICE

#### Change Commitee



#### Report No: C/CC21-24

#### Agenda Item: 9.2

Report to:		CHANGE COMMITTEE							
Meeting Date:		2 MAY 2024							
Report Title:		CHANGE COMMITTEE QUARTERLY PERFORMANCE – Q4 2023/24							
Report Classification:		For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
			A	<u>B</u>	<u>C</u>	<u>D</u>	E	E	<u>G</u>
1	Purpose								
1.1	To provide 2023-24.	members with the fourth quarte	r perfo	rmance	e of <b>K</b> F	Pls 43	<b>- 45</b> fo	or fisca	l year
2	Backgroun	d							
2.1	The Performance Management Framework (PMF) 2023/24 defines how we, the Scottish Fire and Rescue Service (SFRS), manage our performance and how we use performance information to inspire change and improvement.								
2.2	56 quarterly indicators and 9 national indicators were identified across directorates to provide senior leaders, committees and the SFRS Board with relevant information on our performance to support their role in scrutinising the Service and accounting to the people of Scotland for how we perform in delivering our Strategic Plan Outcomes.					on our			
2.3	The quarterly performance dashboard (and report) provide an overview for those indicators and through the use of statistical process control charts (SPC) alerts stakeholders to situations deteriorating or improving or where performance is stable and in control.								
3	Main Report/Detail								
3.1	This paper covers all performance indicators stated in the PMF intended for scrutiny by the Change Committee.								
3.2	Due to flawed methodology in the production of the Portfolio Delays, Portfolio Overspend, and Portfolio Cashable Benefits KPIs, these have been withdrawn to avoid misleading committee members. A review of portfolio reporting is underway.								
4	Recommen	dation							
4.1	Members are invited to scrutinise the contents of this, question KPI performance and provide feedback on practical use of reporting to ensure continuous development of user experience. The live version of the report can be accessed through the Governance area of the <u>Power BI Landing Page</u> .								

5	Key Strategic Implications
5.1 5.1.1	<b>Risk</b> SFRS has a specific risk SPPC001 There is a risk of the service not consistently providing accurate performance management information from some sources due to inaccurate data or inadequate systems resulting in loss of confidence in reporting service performance.
5.2	<b>Financial</b>
5.2.1	There are no specific financial issues raised within this paper
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	There are no specific Environmental & Sustainability implications addressed in this paper.
5.4	Workforce
5.4.1	There are no Workforce implications addressed in this paper.
5.5	Health & Safety
5.5.1	There are no specific Health and Safety implications addressed in this paper.
5.6	Health & Wellbeing
5.6.1	There are no specific Health and Wellbeing implications addressed in this paper.
5.7	<b>Training</b>
5.7.1	There are no Training implications addressed in this paper.
5.8	<b>Timing</b>
5.8.1	Some performance indicators rely on manual collation of data and are a 'snapshot' in time (2/3 weeks ahead of scrutiny) and may be subject to change dependant on relevant business areas business practices.
5.9	<b>Performance</b>
5.9.1	All performance measures reported are linked to Strategic Outcomes 5.
5.10	<b>Communications &amp; Engagement</b>
5.10.1	There are no specific Communications & Engagement implications addressed in this paper.
5.11	<b>Legal</b>
5.11.1	There are no specific Legal implications addressed in this paper.
5.12	Information Governance
5.12.1	DPIA completed - No
5.13	Equalities
5.13.1	EHRIA completed - No
5.14	<b>Service Delivery</b>
5.14.1	There are no Service Delivery implications addressed in this paper.
6	Core Brief
6.1	Not applicable

7	Assurance (SFRS Board/Committee Meetings ONLY)							
7.1	Director:			rnes – Interim Deputy Chief Officer, Corporate Services				
7.2	Level of As (Mark as ap		Substan	ubstantial/Reasonable/Limited/Insufficient				
7.3	Rationale:	T C a	here are weaknesses in the current risk, governance and/or control procedures that either do, or could, affect the delivery of any related objectives. Exposure to the weaknesses identified a moderate and being mitigated.					
8	Appendice	s/Further Read	ling					
8.1	Link to Pow	er BI Landing P	age.					
8.2	Appendix A - PDF copy of PBI0068 – Change Committee Performance Report							
Prepared by:         Chris Fitzpatrick, Business Intelligence and Data Services Manager				nd Data Services Manager				
Sponsored by:Richard Whetton, Head of Corporate Governance, Strategic Planning, Performance and Communications Directorate								
Presented by: Curtis Montgomery, Head of Portfolio Office				fice				
Links to	Strategy and	d Corporate Va	alues					
<ul> <li><u>Strategy</u></li> <li>Outcome 5 – We are a progressive organisation, use our resources responsibly and provide best value for money to the public</li> <li>Remaining open and transparent in how we make decisions.</li> <li>Improving levels of Service performance whilst providing value for money to the public.</li> <li>Improving the use of data and business intelligence to support decision making.</li> </ul>								
Governa	nce Route fo	or Report		Meeting Date	Report Classification/ Comments			
Change Portfolio Progress Group				18 June 2024	For scrutiny			
Change Committee 2 May 2024 For scruti				For scrutiny				



# FIRE AND RESCUE SERVICE

Working together for a safer Scotland

You can use these navigational buttons to go to other pages, or use the contents panel at the left-hand side of the screen

### Welcome

The Change Committee Performance Report provides a view of how the Scottish Fire and Rescue Service is performing against its corporate performance measures, as mapped against our Strategic Plan Outcomes.

Our <u>Performance Management Framework 2023-24</u> defines these corporate performance measures, whilst the <u>Strategic Plan 2022-25</u> outlines the high-level outcomes through which the Service will continually work towards its overall purpose.

This report is a tool to support and scrutinise effective delivery of the Strategic Plan 2022-25. Each KPI has an owner, who's responsible for monitoring and commenting on its performance.

Key contact: <u>BI@firescotland.gov.uk</u>



LIVE MANAGEMENT INFORMATION

There is no confidential information in this report – content can be shared with partners. Data is subject to change.

## **Change Committee Performance Report**

Latest quarter shown: 2023-24 Q4

**APPENDIX A** 

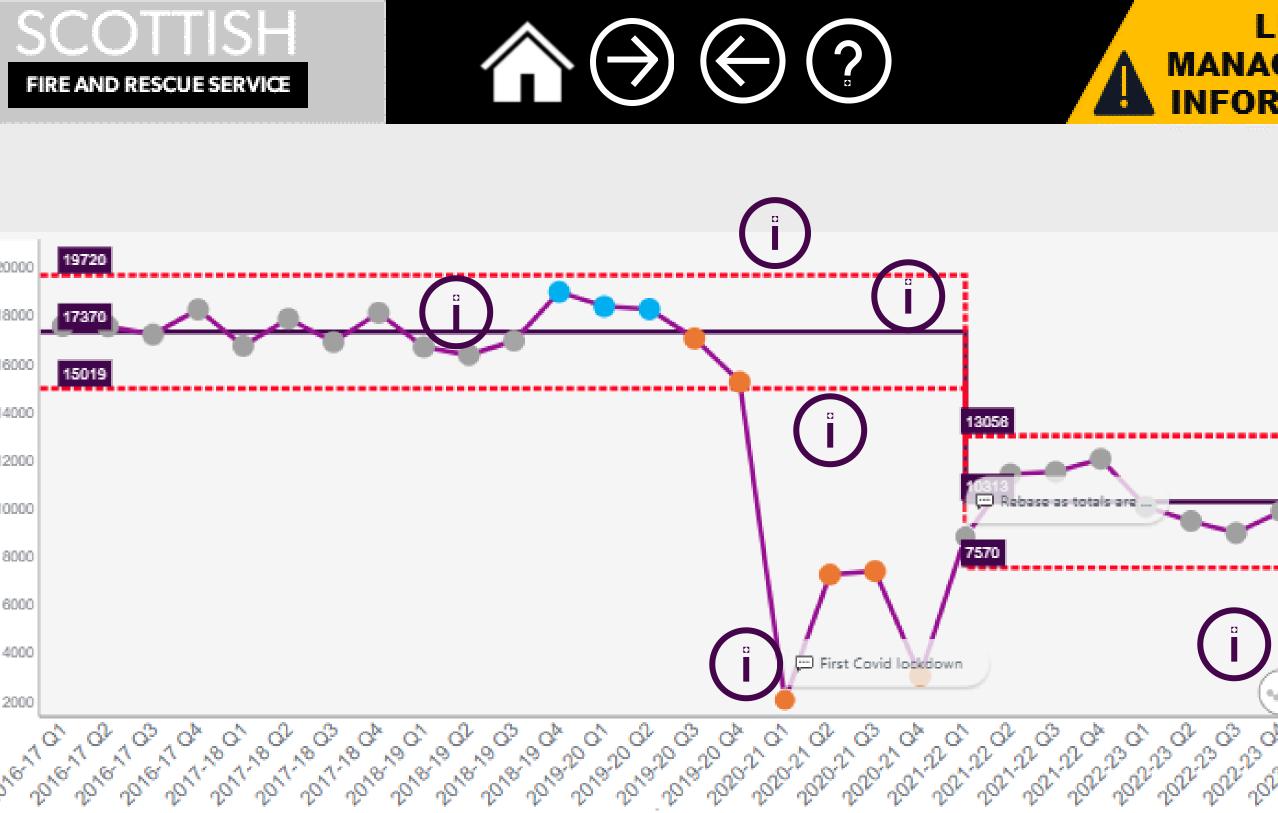








# ABOUT



This report presents data over time for each of the quantitative performance measures as detailed in the Performance Management Framework 2023-24, broken down into the Strategic Plan Outcomes. The Contents page (next) provides direction as to where you can find certain information.

## **SPC Charts**

In this PMF Board Report, we use **Statistical Process Control** (SPC) charts to analyse and visualise how the Service is performing against each of its corporate performance measures. We also use commentary as provided by the KPI owner to provide context and highlight key messages. This approach to analysis is how the Business Intelligence Team will analyse, interpret and present performance data going forwards.

SPC is an analytical technique that **plots data over time**. It helps us to **understand variation** and guides us to take the most appropriate action.

SPC alerts us to a situation that may be deteriorating, shows us if a situation is improving, shows us how capable a system is of delivering a standard or target, and shows us if a process that we depend on is reliable and in control.

20000	19
18000	17
16000	15
14000	
12000	
10000	
8000	
6000	
4000	
2000	
2010/1	010

How to Interpret SPC Charts - see chart - anatomy of a SPC chart Normally data points will fall between the upper and lower control limits. If any of the **Data source for this report:** following scenarios apply, the change needs to be investigated and an explanation Details of each data source can be found on the Index page. provided. Over time this lets us analyse performance in a meaningful way. Some of these are automated whilst others are manual. An **ORANGE** data point indicates special cause variation of particular concern and **Frequency of update:** needing action. For example, whenever a data point falls outside of a control limit, This report will be updated quarterly. or if 2 out of 3 data points are close to a control limit. A **BLUE** data point indicates where improvement appears to lie. A GREY data point indicates no significant change (common cause variation) as well as the baseline. The following variation icons will also appear on each SPC chart:

(a)/bo		
Common cause – no significant change	Special cause of concerning nature or higher pressure due to (H)igher or (L)ower values	Special cause of improving nature or lower pressure due to (H)igher or (L)ower values

Source: <u>making-data-count-getting-started-2019.pdf (england.nhs.uk)</u>

Above: anatomy of a SPC chart

2024





LIVE MANAGEMENT INFORMATION



#### **OUTCOME 05 (Effective Governance &**

#### **Performance**)

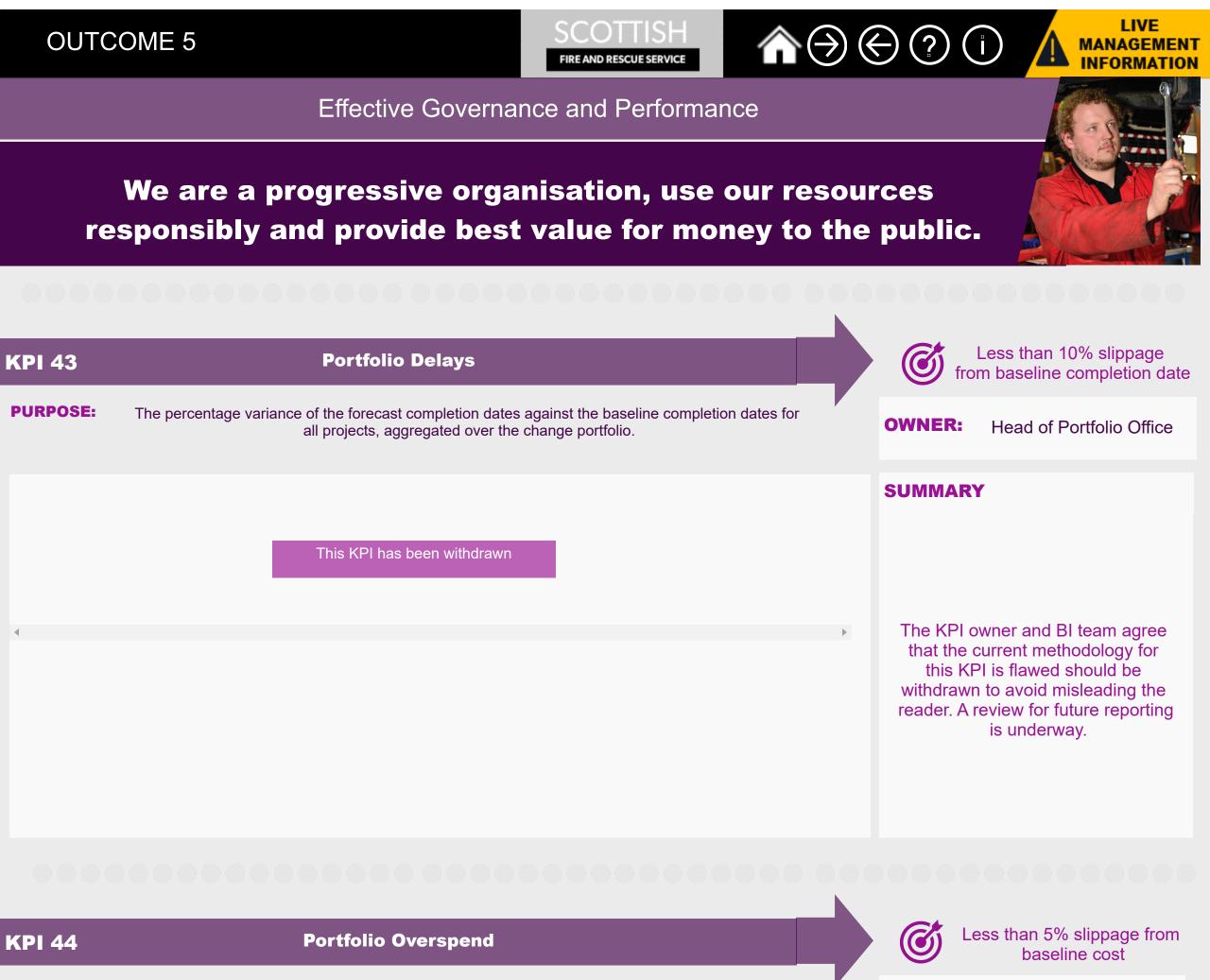
We are a progressive organisation, use our resources responsibly and provide best value for money to the public.



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

KPI	Indicator	Purpose	Geography	Frequency	Target	Business Area
43	Portfolio Office baseline completion dates vs latest forecast dates	The percentage variance of the forecast completion dates against the baseline completion dates for all projects, aggregated over the change portfolio.	National	Quarterly	Less than 10% slippage from baseline completion date	Portfolio Office
44	Portfolio Office baseline cost vs forecast completion costs	The percentage variance of the forecast completion costs against the baseline completion costs for all projects, aggregated over the change portfolio.	National	Quarterly	Less than 5% slippage from baseline cost	Portfolio Office
45	Portfolio Office cashable benefits realised	The aggregate cashable benefits realised across the change portfolio (in GBP)	National	Quarterly	Increase between reporting period	Portfolio Office

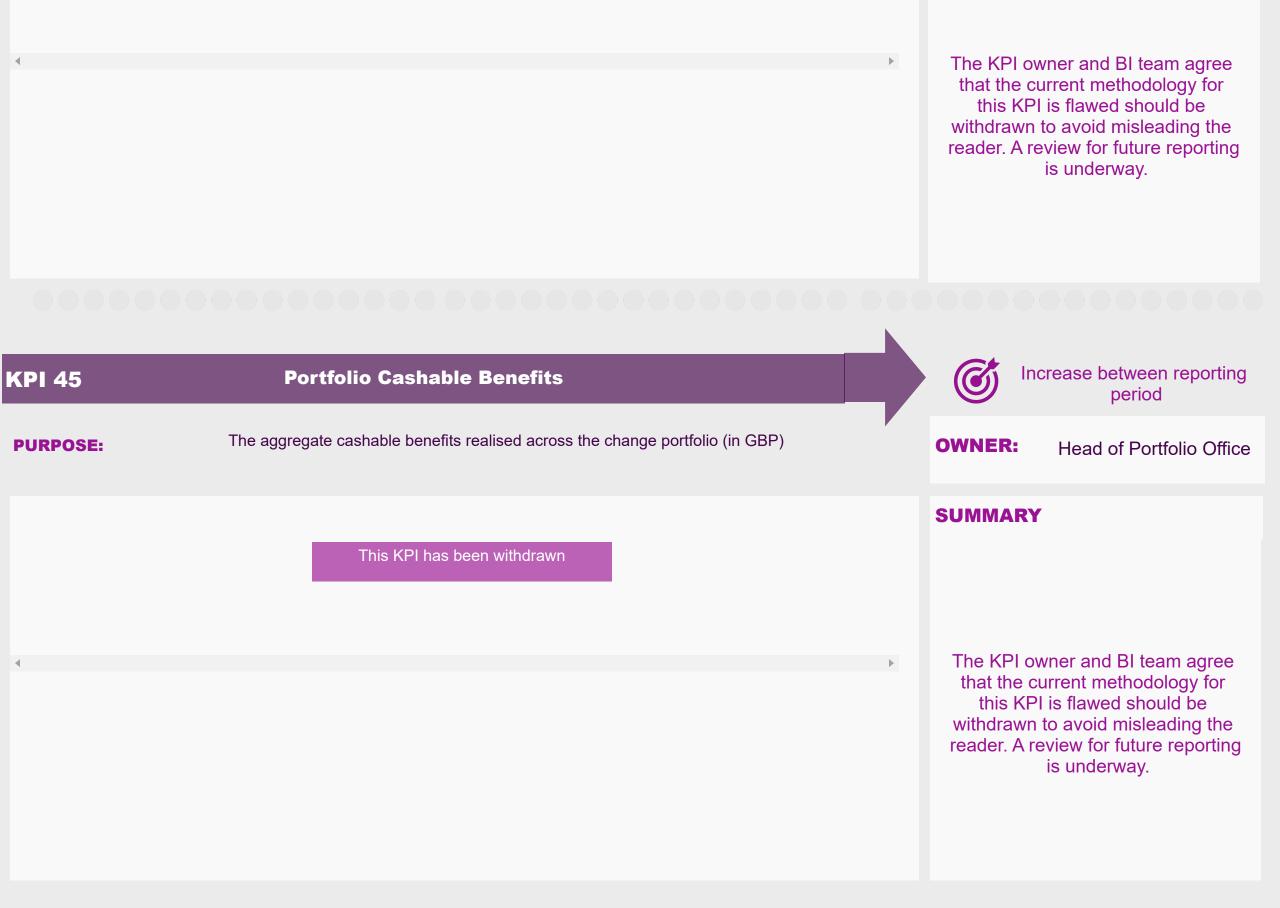




 PURPOSE:
 The percentage variance of the forecast completion costs against the baseline completion costs for all projects, aggregated over the change portfolio.
 OWNER:
 Head of Portfolio Office

SUMMARY

This KPI has been withdrawn



# Help



# Full guidance can be found on the **Power BI Users Yammer Community**, along with details of available support.

## How to navigate your way around this report:

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### How to interact with the report:

Power BI reports and dashboards are very interactive; this means you'll be able to interrogate the data yourself to look into certain periods or areas. • Look out for the hint buttons on pages, which tell you how you can interact with the dashboard:



• You can view the details of data that make up a visualisation by hovering over a chart/visual (e.g. a point on a map or bar/line on a chart). • You can change how a visual looks by sorting it, for example by numeric values or text data. To sort a visual, first select it and then click on the More actions (...) button on the visual, which will bring up the sorting options. Power BI reports retain the filters, slicers, sorting, and other data view changes that you make. • You can use the filters on the report page to target specific areas or time periods etc. To select more than one option in a filter (for example more than 1 business area), press and hold the Ctrl button on your keyboard whilst you click on the filter selections.

### **Interpreting statistics and trends:**

For help with interpreting the statistics within this report, identifying potential trends, or to gain a deeper understanding of what the data means, please contact the Business Intelligence Team.

# Usage:

This report uses LIVE MANAGEMENT INFORMATION. Only specific users can access the report, and you must not take screen shots of any of the pages.

# For further help, please contact the Business Intelligence Team -



bi@firescotland.gov.uk

4/17/2024





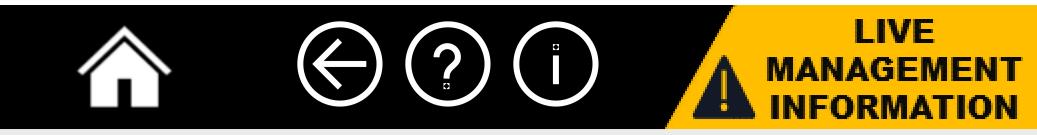




Created by Business Intelligence

Any issues or questions with this report please contact







bi@firescotland.gov.uk

#### SCOTTISH FIRE AND RESCUE SERVICE

#### Change Committee



#### Report No: C/CC/18-24

#### Agenda Item: 10.1

Report to:		CHANGE COMMITTEE (CC)										
Meeting	Date:	2 MAY 2024 (D	ATA AS OF:	7 APRIL 20	024)							
Report T	itle:	PORTFOLIO O	FFICE RISK	LOG COVE		R						
Report Classific	ation:	For Scrutiny		- I	Board/Committee Meetings CFor Reports to be held in PriSpecify rationale below referrBoard Standing Order 9ABCDE							
1	Purpose				II	<b>I</b>		<u> </u>				
1.1	the identi	purpose of this report is to provide the Change Committee (CC) with an overview of identified risks that could impact on the various programmes of work being monitored ne Portfolio Office.										
2	Backgro	und										
2.1 2.1.1	potentiall business The risk	The risk tracking process used by the Portfolio Office is designed to monitor risks that could potentially impact on the successful delivery of projects across the Service including business as usual. The risk information within this report has been collated via the submission of project update risk logs.										
3	Main Re	port/Detail										
3.1	The table	e below shows that are showing a					hrough	the Po	rtfolio			
3.2		ort can now be fo <u>31</u> under <b>Project</b>						ird Sum	<u>imary</u>			
3.3	TOTAL	= 9										
	New/	New: NM	S040 @ 20, F	PFT009@	16							
	Increase Rating	Increased	l: NMS026 wa was 9 Now 16				10w 20,					
	Decreas											
	Closed/ Remove		003,004,009,0	)10,011 – Ir	nternet no	w live.						
	PROJE	CT NMS	SDMP	ESN	iHub	PPF	T	Rosteri	ing			
	Rating 2	20 3	0	0	0	0		0				
	Rating 1	16 2	0	2	0	1		1				
			·		-	•						

3.4 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.

#### 3.5 Portfolio Office Projects Risk Report Current risks

	Current risks										
	Risk ID	Status	Risk Description	Risk Owner	Strategic Outcome ID	Risk Rating	Target	Previous Risk Rating			
	NMS026	Treat	There is a risk that any extension to the NMS procurement award process 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	20	6	16			
	NMS027	S027 Treat There is a risk of impact to opera capability if project timelines are to 2025 and SFRS remains reliant of existing systems		Head of Operations	5	20	6	9			
	NMS040	Treat	There is a risk that as the NMS ITT received no bids the projects subsequent milestones are now delayed, making delivery of the MVP by December 2025 less likely	SRO	RO 2		16				
	ESMCP009 Treat There is a risk that the service will no recruit and retain Vehicle Fitters for th the transition. This is due to competiti market place from private companies other Scottish emergency services. T contract on offer will also be a factor.				2	16	4	16			
	ESMCP013	Treat	There is a risk that forthcoming retirements and maternity leave impacts on the core ESMCP team resulting in a lack of resilience in the short to medium term.	A Mosley/People	6	16	2	16			
	NMS028	Treat	There is a risk of impact to 999 telephony provision if NMS project timelines are not met by Dec 2025 and SFRS has to continue using existing systems following ISDN/PSTN switch off	Head of Operations	5	16	6	9			
	NMS033	Treat	There is a risk that if any steps to fully approve the Full Business Case (FBC) are delayed this will result in delays to contract award, implementation and Go Live by Dec 2025 deadline	Project Lead	5	16	4	12			
	PPFT008	Treat	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.	Lyndsey Gaja	7	16	4	16			
	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	16	8	16			
4	Recon	nmen	dation								
4.1	a) So b) Co	crutni	sked to: sed the contents of the cu er the risk mitigation ac ary.	•	the repo	rt and pro	ovide fee	edback as			
5	Key St	rateg	ic Implications								
5.1 5.1.1	<b>Risk</b> As sec	tion 3	3								
5.2 5.2.1	Finance There		o direct financial implicatio	ons associate	d with this	report.					
5.3 5.3.1			ntal & Sustainability o direct key environmenta	l & sustainabi	ility implica	ations aris	ing from	this report.			
5.4 5.4.1	Workfe There		o direct key workforce imp	blications arisi	ing from th	nis report.					

5.5	Health &									
5.5.1	There are	e no direct Healt	th and Safety implications associated with this report.							
5.6	Health &	Wellbeing								
5.6.1			th and Wellbeing implications associated with this report.							
5.7	Training									
5.7.1	There are	e no direct traini	ng implications associated with this report.							
5.8 5.8.1	<b>Timing</b> There are	e no direct timin	gs implications arising from this report.							
5.0		-								
5.9 5.9.1	Performation There are		performance implications arising from this report.							
5.10	Commu	nications & Eng	pagement							
5.10.1		There are no direct communication and engagement implications arising from this report.								
5.11	Legal									
5.11.1		-	egal implications arising from this report.							
5.12		ion Governanc								
5.12.1		A Data Protection Impact Assessment is not required as there is no personal/sensitive information on this cover paper.								
5.13	Equalitie	es								
5.13.1		n Equalities Impact Assessment is not required as there is no personal/sensitive formation on this cover paper.								
5.14	Service	Delivery								
5.14.1			Service Delivery implications arising from this report.							
6	Core Bri	ef								
6.1	Not appli	cable								
7	Assuran	ce (Board/Com	mittee Meetings ONLY)							
7.1	Director		Liz Barnes, Interim Deputy Chief Officer							
7.2		Assurance: appropriate)	Substantial/Reasonable/Limited/Insufficient							
			Resource and time is an ongoing risk for the organisation and							
7.3	Rational	e:	we use our resources to review and manage risk mitigation, this includes new, removed, updated and closed risks.							
8	Appendi	ces/Further Re	ading							
8.1	Further F									
	- <u>Risk</u>	Management Po	olicy and Framework.							
Prepare	d by:	Joan Nilsen, P	rogramme Officer							
Sponsor	ed by:	Liz Barnes, Int	erim Deputy Chief Officer							
Presente	ed by:	Gillian Buchan	an, Portfolio Manager							
Links to	Strategy	and Corporate	Values							
			Risk Management Framework, forms part of the Service's as back to Outcome 5 of the 2022-25 Strategic Plan.							

Governance Route for Report	Meeting Date	Report Classification/ Comments
Change Committee	2 May 2024	For Scrutiny

#### SCOTTISH FIRE AND RESCUE SERVICE

#### Change Committee



#### Report No: C/CC/19-24

#### Agenda Item: 10.2

Report to:		CHANGE COMMITTEE									
Meeting	Date:	2 MAY 2024									
Report T	itle:	RISK UPDATE REPORT									
Report Classific	ation:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>								
			<u>A</u>	<u>B</u>	<u>C</u>	D	E	E	<u>G</u>		
1	Purpose										
1.1	The purpose of this report is to provide the Change Committee (CC) with an overview the current risks highlighted by Directorates.								ew of		
2	Backgroun	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	and the Ad	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	managemer reflection of champion th	gic Leadership Team (SLT) h nt of risk and will ensure that F the most significant risks imp he importance of risk manage rategic outcomes and objectives	Risk Re acting ment i	egister: upon	s prese the org	ent a fa ganisat	air and ion. T	reaso he SL	nable T will		
2.4	collectively Function. T	ers are prepared in consultation by the SLT, with each Directo hese Responsible Owners provi additional actions still required.	rate R	isk allo	ocated	to an	identif	ied He	ad of		
3	Main Repor										
3.1 3.1.1	scrutiny bod	iew gister is a management tool tha ies that the significant risks of th ject to ongoing monitoring, revie	e orga	nisatio	n have						
3.1.2	with only the allow scrutin	scussion within SLT all Director ose risks rated 15 or above to be ny to be focused on the most sig on of related control actions.	e includ	led with	nin rep	orting t	emplat	es. Th	nis will		

### 3.1.3 The table below identifies the alignment between the 2022-25 Strategic Outcomes and the current Directorate Risks:

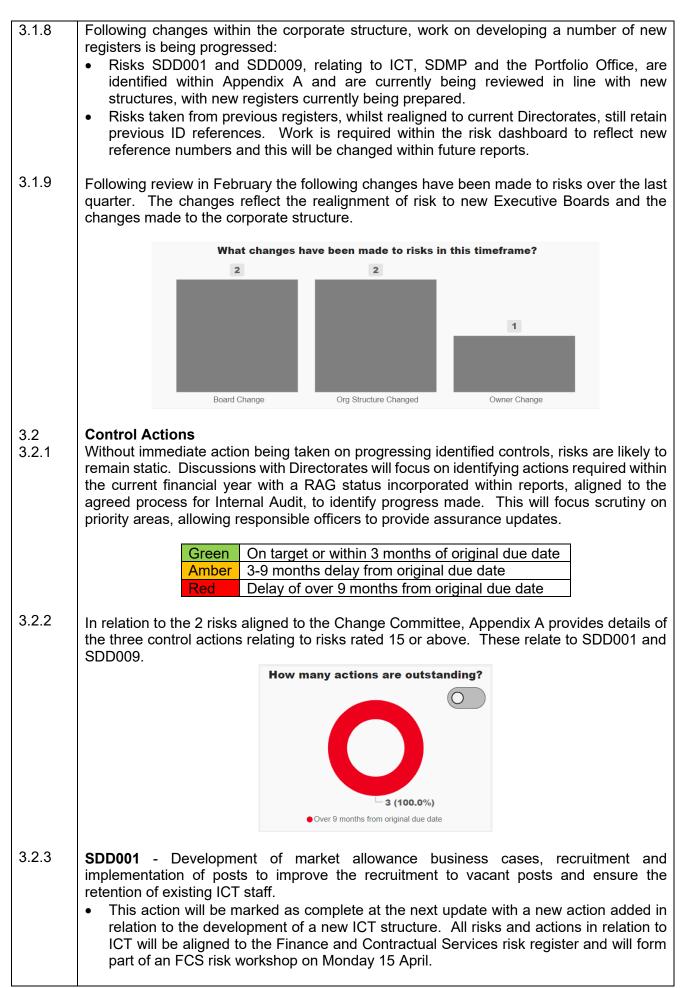
	Charles in Outreman	C	Directora	te Risks	5	Tota
	Strategic Outcomes	VH	н	М	L	
	Community safety and wellbeing improves as we					
	deploy targeted initiatives to prevent emergencies and					
Outcome 1	harm.					
	Communities are safer and more resilient as we					
Outcome 2	respond effectively to changing risks.	4	5	2		1
	We value and demonstrate innovation across all areas					
Outcome 3	of our work.	1	1	4		Tota
	We respond to the impacts of climate change in					
Outcome 4	Scotland and reduce our carbon emissions.			1		
	We are a progressive organisation, use our resources					
	responsibly and provide best value for money to the					
Outcome 5	public	4	6	3		1
	The experience of those who work for SFRS improves					
Outcome 6	as we are the best employer we can be.	2	3	2		
	Community safety and wellbeing improves as we work					
Outcome 7	effectively with our partners		1			
		11	16	12		3

# 3.1.4 Each risk is aligned to a single outcome within the Strategic Plan. However, as more than one outcome may be relevant, Directorates have been asked to consider the current alignment to ensure all outcomes have associated risks.

3.1.5 Risk Registers have also been updated to reflect common themes. Initial work has identified themes from within the Key Strategic Implications section from corporate reports and the table below provides an alignment between these themes and identified risk.

Themes	D	irectora	ate Risks	5	Total
memes	VH	Н	М	L	
Communication and Engagement		1	2		3
Environmental and Sustainability			1		1
Financial	2	3	1		6
Health and Safety	1	1			2
Health and Wellbeing			2		2
Information Governance		1	1		2
Legal		3	1		4
Performance		1	1		2
Service Delivery	2	2	1		5
Training	1				1
Workforce	5	4	2		11
	11	16	12		39

- 3.1.6 Further work is required in relation to the development of relevant themes, ensuring they aid discussions by accurately reflecting the common areas of risk identified. By focusing on these themes, the Service can look more widely across risk areas rather than focusing on single risks. Consideration of control actions is then able to consider the wider implications to the Service.
- 3.1.7 In relation to the current period Directorates have identified 2 risks aligned to the Change Committee rated 15 or above, with Appendix A providing additional information on these. The information is also available through the risk dashboard and a copy of the link is attached for information <u>Risk Dashboard</u>.



3.2.4	<ul> <li>SDD009 - Development of business cases, recruitment and implementation of posts, Partnership working across the service and continued professional development (CPD) of Strategic Change related roles.</li> <li>The Portfolio Office Business Case is approved in principle with required funding to be identified. A further business case has been requested for roles supporting SSRP. All risks and actions in relation to the Portfolio Office will be updated as part of their review of aligned Directorate risks following the restructure.</li> </ul>
4	Recommendation
4.1	<ul> <li>The Change Committee is asked to:</li> <li>Scrutinise the information presented within the report.</li> </ul>
5	Key Strategic Implications
5.1 5.1.1	<b>Risk</b> 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	<b>Financial</b>
5.2.1	The report identifies risks from each Directorate with financial implications arising from control decisions to be managed by the relevant Directorate.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	Any implications arising from the report will be managed by the relevant Directorate.
5.4	<b>Workforce</b>
5.4.1	Any implications arising from the report will be managed by the relevant Directorate.
5.5	Health & Safety
5.5.1	Any implications arising from the report will be managed by the relevant Directorate.
5.6	Health & Wellbeing
5.6.1	Any implications arising from the report will be managed by the relevant Directorate.
5.7	<b>Training</b>
5.7.1	Any implications arising from the report will be managed by the relevant Directorate.
5.8	<b>Timing</b>
5.8.1	The report is provided to the Audit and Risk Assurance Committee on a quarterly basis.
5.9	<b>Performance</b>
5.9.1	The risk report is used to ensure risks are identified and suitably managed by relevant Directorates.
5.10	<b>Communications &amp; Engagement</b>
5.10.1	Any implications arising from the report will be managed by the relevant Directorate.
5.11	<b>Legal</b>
5.11.1	Any implications arising from the report will be managed by the relevant Directorate.
5.12 5.12.1	<b>Information Governance</b> 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 5.13.1	<b>Equalities</b> 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 5.14.1	Service Del Any implicat		from the re	eport will be managed	by the relevant Directorate.					
6	Core Brief									
6.1	Not applicat	Not applicable								
7	Assurance	(SFRS Boar	d/Commi	ttee Meetings ONLY						
7.1	Director:		Sarah O	'Donnell, Director of F	inance and Contractual Services					
7.2	Level of Assurance: (Mark as appropriate)		There is risks, co identified	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	s/Further Re	ading							
8.1	Appendix A	<ul> <li>Significant</li> </ul>	Risks							
Prepared	d by:	David John	ston, Risk	and Audit Manager						
Sponsor	ed by:	Sarah O'Do	onnell, Dire	ector of Finance and 0	Contractual Services					
Presente	ed by:	Curtis Mont	gomery, H	lead of Portfolio Office	e					
Links to	Strategy and	d Corporate	Values							
<ul> <li>Links to Strategy and Corporate Values</li> <li>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:</li> <li>Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.</li> <li>Objective 5.1: Remaining open and transparent in how we make decisions.</li> <li>Objective 5.6: Managing major change projects and organisational risks effectively and efficiently.</li> </ul>										
Governa	Governance Route for Report Meeting Date Report Classification/ Comments									

Change Committee

02 May 2024

For Scrutiny

Risk ID	Strategic Outcome	Risk Description					Committee Alignment	SLT Risk Owner	Risk Rating	Target	Previous Risk Rating		
SDD001	5	ambitions, due to lir in light of the constr	nited resources aints brought a bility to deliver,	s and capacity wh bout by the strate	eliver against stated com illst responding to concu egic resource spending r e support and delivery p wider SFRS.	rrent events, and eview. This could	CC (CPPG)	Director of Service Development	15	4	15		
	Controls	Actions	Original Due Date	Est' Completion Date	Owner	Comment					Action Status		
recruitme to allow t Directora	Development of business cases, recruitment and implementation of posts to allow the population of proposed Directorate Structure in line with organisational need			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. (Control action to be considered further within PO risk register)					er 9 months om 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. (Control action completer and to be updated at next review within a FCS risk workshop)				Ov fro	er 9 months om original due date		
New ICT structure to be developed and implemented within quarter 2 of 24/25.			01/08/2024	01/08/2024	Acting Head of ICT			n undertaken with Trade U a staff consultation exerci		<sup>rk</sup> m	Target or 3 onths from due date		

#### Appendix A – Significant Risks and Related Control Actions (Risks rated 15 or above)

Risk ID	Strategic Outcome	Risk Description					Committee Alignment	SLT Risk Owner	Risk Rating	Target	Previous Risk Rating	
SDD009	5	the SFRS as a resu capability both w necessity to furth Strategic Change fund	Ilt of organisati ithin the Portfo er develop and ction. This could	onal constraints lio Office and acr build the skills a d result in a num	g unable to embed Strategic Change capabilities across al constraints that limit critical resource capacity and Office and across SFRS functions, which includes the ild the skills and competencies that are required of a soult in a number of consequences for SFRS which would e on time and within budget and to quality standards Est'						15	
	Controls	Actions	Original Due Date	Est' Completion Date	Owner	Comment				Acti	Action Status	
recruitme Partnersh and conti (CPD) of S	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			31/03/2024	Head of Portfolio	Business Cases for ICT and SDMP have been completed. Portfolio Office Business Case Target operating model approved in principle with require funding to be identified. Further business case requested by acting director of finance for roles support SSRP. (Control action to be considered further within PO risk register)				fro	Over 9 months from original due date	

#### Agenda Item 11.1 CHANGE COMMITTEE ROLLING FORWARD PLAN FOR **STANDING ITEMS** FOR INFORMATION FOR SCRUTINY FOR DECISION RECOMMENDATION 13 June 2024 Standing/Regular Reports • (Additional) **General Reports** • New Mobilising System (Written update -PRIVATE) Standing/Regular Reports 1 AUGUST 2024 Standing/Regular Reports Standing/Regular Chair's Welcome Standing/Regular Reports **General Reports** Change Portfolio/ Major Projects Reports Apologies Change Portfolio/ Major PO Project Dashboard Projects Consideration of and • • • Projects • Decision on any Items to be taken in Private **General Reports** • PO Progress Update **General Reports** Declaration of Interests • • **General Reports** • New Mobilising System • Minutes of Previous (Written update -Meetina PRIVATE) Action Log • PO Risk Report Forward Planning: • ٠ Strategic Risk Summary Committee Forward Plan and Committee Aligned and Items to be Directorate Risks considered at future IGF. Finance Report – Change Board and Strategy Days ٠ Portfolio (Private) **Review of Actions** • **Organisational Capacity** Date of Next Meeting ٠ and Capability SSRP (Written Private SS ٠ • Quarterly Performance Report **New Business New Business** New Business New Business • HMFSI Audit and • • •

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Inspection Action Plan Update (CCMS – D

SDMP Closing Report

Collaboration (Private -

Police Scotland

Lockhart)

written)

#### CHANGE COMMITTEE ROLLING FORWARD PLAN

S	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
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19 September 2024 (Additional)	•		Standing/Regular Reports General Reports • New Mobilising System (Written update - PRIVATE)		
7 NOVEMBER 2024	<ul> <li>Chair's Welcome</li> <li>Apologies</li> <li>Consideration of and Decision on any Items to be taken in Private</li> <li>Declaration of Interests</li> <li>Minutes of Previous Meeting</li> <li>Action Log</li> <li>Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days</li> <li>Review of Actions</li> <li>Date of Next Meeting</li> </ul>	Standing/Regular Reports General Reports •	Standing/Regular ReportsProjects• PO Project DashboardGeneral 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)• Organisational Capacity and Capability• SSRP (Written Private SS Quarterly Performance Report	Standing/Regular Reports Change Portfolio/ Major Projects • General Reports •	Standing/Regular <u>Reports</u> Change Portfolio/ Major Projects • General Reports •
		<u>New Business</u> ●	<ul> <li><u>New Business</u></li> <li>HMFSI Audit and Inspection Action Plan Update (CCMS – D Lockhart)</li> </ul>	<u>New Business</u> •	<u>New Business</u> •

#### CHANGE COMMITTEE ROLLING FORWARD PLAN

S	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
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18 December 2024 (Additional)	•		Standing/Regular Reports General Reports • New Mobilising System (Written update - PRIVATE)		
6 FEBRUARY 2025	<ul> <li>Chair's Welcome</li> <li>Apologies</li> <li>Consideration of and Decision on any Items to be taken in Private</li> <li>Declaration of Interests</li> <li>Minutes of Previous Meeting</li> <li>Action Log</li> <li>Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days</li> <li>Review of Actions</li> <li>Date of Next Meeting</li> </ul>	Standing/Regular Reports General Reports •	Standing/Regular ReportsProjectsPO Project DashboardGeneral ReportsPO Progress UpdateNew Mobilising System (Written update - PRIVATE)PO Risk ReportStrategic Risk Summary and Committee Aligned Directorate Risks /Risk DashboardFinance Report – Change Portfolio (Private)Organisational Capacity and CapabilitySSRP (Written Private SSQuarterly Performance Report	Standing/Regular Reports Change Portfolio/ Major Projects • General Reports •	Standing/Regular <u>Reports</u> Change Portfolio/ Major Projects • General Reports •
		<u>New Business</u> •	<ul> <li>New Business</li> <li>HMFSI Audit and Inspection Action Plan Update (CCMS – D Lockhart)</li> </ul>	<u>New Business</u> ∙	<u>New Business</u> •