



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

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**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.*

**8 CHANGE PORTFOLIO/MAJOR PROJECTS**

8.1 Programme Projects Highlights Report (attached) G Buchanan

8.2 New Mobilising System Dossier (attached) D Lockhart

8.3 Emergency Services Mobile Communications Programme Project Change Request and Dossier (attached) A Mosley/  
G Aitken

*The Committee is asked to scrutinise these reports.*

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

OFFICIAL

**9 GENERAL REPORTS**

- 9.1 Portfolio Office Progress Update (*attached*) C Montgomery  
9.2 Committee Quarterly Performance Report Q4 2023/24 (*attached*) C Montgomery

*The Committee is asked to scrutinise these reports.*

**10 RISK**

- 10.1 Portfolio Office Risk Report (*attached*) G Buchanan  
10.2 Committee Risk Report Update (*attached*) C Montgomery

*The Committee is asked to scrutinise these reports.*

**11 COMMITTEE ROLLING FORWARD PLANNING**

F Thorburn

- 11.1 Committee Forward Plan (*attached*)  
11.2 Items for Consideration at Future IGF, Board and Strategy Day meetings

**12 REVIEW OF ACTIONS**

Board Support

**13 DATE OF NEXT MEETING**

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.

**PRIVATE SESSION**

**14 MINUTES OF PREVIOUS PRIVATE MEETINGS:**

- 14.1 Thursday 15 February 2024 (*attached*) F Thorburn  
14.2 Monday 18 March 2024 – Special (*attached*) F Thorburn

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

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

Board Support

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

**16 FINANCIAL UPDATE – COSTS AND BENEFITS – PROPOSED REVISED REPORTING FORMAT (*attached*)**

S O'Donnell

*The Committee is asked to scrutinise the report.*

**17 SFRS CHANGE MATURITY, CAPACITY AND CAPABILITY APRIL 2024 (*attached*)**

C Montgomery

*The Committee is asked to scrutinise the report.*

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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 PEOPLE, PAYROLL, FINANCE AND TRAINING PROJECT UPDATE  
(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.*

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



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**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)

Brian Baverstock, Deputy Chair (BB)  
Angiolina Foster (AF)

**IN ATTENDANCE:**

Stuart Stevens (SS)	Deputy Chief Officer
Liz Barnes (LB)	Interim Deputy Chief Officer, Corporate Services
Curtis Montgomery (CM)	Head of Portfolio Office
Gillian Buchanan (GB)	Programme Manager
Sarah O'Donnell (SO'D)	Director of Finance and Contractual Services
David Lockhart (DL)	Assistant Chief Officer, Director of Prevention, Protection and Preparedness (Items 8, 20 and 21 only)
Marysia Waters (MW)	Head of Communications and Engagement (Item 7.2 only)
Nicola McGrath (NMCG)	Internal and Corporate Communications Manager (Item 7.2 only)
Jason Lucchesi (JL)	Web Editor - Communications & Engagement (Item 7.2 only)
Lyndsey Gaja (LG)	Interim Director of People (Item 16 only)
Paul McGovern (PMcG)	Programme Manager (Items 16 & 17 only)
Stephen Wood (SW)	Deputy Assistant Chief Officer (Item 17 only)
Derek Wilson (DW)	Area Commander, Service Development (Items 17 & 18 only)
Kate Whitelaw (KW)	Senior Project Manager (Items 17 & 18 only)
Lorna Forrest (LF)	SSRP Programme Manager
Ross Haggart (RH)	Chief Officer
Tim Wright (TW)	Board Member
Heather Martin (HM)	Change Centre of Excellence Manager
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DH)	Board Support/Minutes

**OBSERVERS**

Joan Nilsen, Portfolio Office  
Siobhan Hynes, Portfolio Office  
Colin Brown, FBU

## 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.

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 been 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.

- 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.



- 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.**

DRAFT

## CHANGE COMMITTEE – ROLLING ACTION LOG



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### Background and Purpose

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

The status of Actions are categorised as follows:

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

### Actions/recommendations

Currently the rolling action log contains 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	<p><b>Portfolio Office Progress Update:</b> 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.</p>	CM	November 2023			<p><b>Updated (09/11/2023):</b> Interim report Portfolio Office progress highlights:</p> <ul style="list-style-type: none"> <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 style="list-style-type: none"> <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 vision and blueprint approach being developed. Resourcing OBC and programme plan also in development.</li> </ul> <p><b>Update (15/02/2024):</b> New format Portfolio Office Report provided, detailing progress against the key capabilities and roles within the department.</p> <p><b>Update (02/05/2024):</b> Portfolio Office Report provided, detailing progress against the key capabilities and roles within the department.</p>
9.3.4	<p><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.</p>	<p>FT/SO'D JF</p>	<p>November 2023</p>	<p>April 2024</p>	<p><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.</p> <p><b>Update (15/02/2024):</b> Aligned to the review and approach to risk</p>

						<p>management, a Change Committee risk report has been developed and is included in the Committee papers.</p> <p><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.</p>
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Committee Meeting: 9 November 2023						
Agenda Item	Actions Arising	Lead	Due Date	RAG Status	Completion Date	Position Statement
9.2.2	<p><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</p>	CM	February 2024			<p><b>Update (15/02/2024):</b> Portfolio Office are now a stand alone function reporting directly to the Interim Deputy Chief Officer for Corporate Services. A meeting is scheduled with the Risk &amp; Audit Manager to discuss an approach to the Portfolio Management risk report.</p> <p><b>Update (02/05/2024):</b> Change Committee Risk Report provided. SSRP risk register now in development – see highlight report.</p>

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 - <a href="#">Link</a> )
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>

<b>Report to:</b>	<b>CHANGE COMMITTEE</b>							
<b>Meeting Date:</b>	<b>2 MAY 2024</b>							
<b>Report Title:</b>	<b>COMMITTEE STATEMENT OF ASSURANCE 2023/24</b>							
<b>Report Classification:</b>	<b>For Decision</b>	<b>SFRS Board/Committee Meetings ONLY</b>					<b>For Reports to be held in Private</b>	
		<b>Specify rationale below referring to</b>						
		<b><u>Board Standing Order 9</u></b>						
	<a href="#"><u>A</u></a>	<a href="#"><u>B</u></a>	<a href="#"><u>C</u></a>	<a href="#"><u>D</u></a>	<a href="#"><u>E</u></a>	<a href="#"><u>F</u></a>	<a href="#"><u>G</u></a>	
<b>1</b>	<b>Purpose</b>							
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.							
<b>2</b>	<b>Background</b>							
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.							
<b>3</b>	<b>Main Report/Detail</b>							
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.							
<b>4</b>	<b>Recommendation</b>							
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.							
<b>5</b>	<b>Key Strategic Implications</b>							
5.1	<b>Risk</b>							
5.1.1	Information contained within this report highlights the benefits this Committee brings to the governance arrangements through the examination of strategic change and major projects activities. The CC continues to further develop the risk tracking and risk monitoring for individual projects and consider the use of spotlighting certain risks where deemed appropriate and necessary.							



5.2 5.2.1	<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.
5.3 5.3.1	<b>Environmental &amp; Sustainability</b> There are no environmental and sustainability implications arising from this report.
5.4 5.4.1	<b>Workforce</b> The CC reviews programme plans and project dossiers that relate to the workforce.
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.
5.6 5.6.1	<b>Health &amp; Wellbeing</b> There are no Health & Wellbeing implications arising from this report.
5.7 5.7.1	<b>Training</b> There are no training implications arising from this report.
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.
5.9 5.9.1	<b>Performance</b> Information contained within this report deems that there are no significant gaps in the performance of the CC.
5.10 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.
5.11 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.
5.12 5.12.1	<b>Information Governance</b> DPIA completed Yes/No. No DPIA was required for this paper as it contains no personal information.
5.13 5.13.1	<b>Equalities</b> EHRIA completed Yes/No. If not applicable state reasons. Covered by the SFRS Corporate Governance Arrangements 2024 EHRIA.
5.14 5.14.1	<b>Service Delivery</b> There are no Service Delivery implications arising from this report.
<b>6</b>	<b>Core Brief</b>
6.1	Not applicable.

OFFICIAL

<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Richard Whetton, Head of Governance, Strategy and Performance
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/ <b>Reasonable</b> /Limited/Insufficient
7.3	<b>Rationale:</b>	Effective governance arrangements relating to the Board and its Committees have been embedded in SFRS governance structures for a substantial number of years and are reviewed regularly. The annual Statement of Assurance allows for the Committee to outline evidence of its effectiveness.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A – Change Committee Annual Statement of Assurance 2023/24	
<b>Prepared by:</b>		Kevin Murphy, Group Commander, Board Support Manager
<b>Sponsored by:</b>		Fiona Thorburn, Chair – Change: Strategic Change and Major Projects Committee
<b>Presented by:</b>		Fiona Thorburn, Chair – Change: Strategic Change and Major Projects Committee
<b>Links to Strategy and Corporate Values</b>		
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.		
<b>Governance Route for Report</b>		<b>Meeting Date</b>
<i>Change Committee</i>		<i>2 May 2024</i>
		<b>Report Classification/ Comments</b>
		<i>For Decision</i>



## **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 focus on the resilience of legacy 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

<b>Report to:</b>	<b>CHANGE COMMITTEE</b>							
<b>Meeting Date:</b>	<b>2 MAY 2024 (DATA AS OF: 7 APRIL 2024)</b>							
<b>Report Title:</b>	<b>PROGRAMME PROJECTS HIGHLIGHTS REPORT</b>							
<b>Report Classification:</b>	For Scrutiny	<b>Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>						
		<a href="#">A</a>	<a href="#">B</a>	<a href="#">C</a>	<a href="#">D</a>	<a href="#">E</a>	<a href="#">F</a>	<a href="#">G</a>
<b>1</b>	<b>Purpose</b>							
1.1	The purpose of this report is to provide the Change Committee (CC) with a wider overview of the identified following areas – Risk, Interdependencies, Costs and Capacity to Deliver.							
<b>2</b>	<b>Background</b>							
2.1	The Portfolio Office (PO) will update the CC with available information associated with this programme during the reporting period.							
<b>3</b>	<b>Main Report/Detail</b>							
3.1	<b>Interdependencies</b>							
3.1.1	The capacity from the Training, Safety and Assurance and ICT across various projects remains an interdependency.							
3.1.2	Service Delivery Model Programme (SDMP) close involvement with various Portfolio Projects.							
3.1.3	There are key dependencies and interdependencies with the People, Payroll, Training and Finance (PPFT), Rostering, SDMP, Emergency Services Network and New Mobilising System (NMS) projects.							
3.2	<b>Capacity to Deliver</b>							
3.2.1	Full stakeholder engagement along with continuous monitoring of resource availability and allocation will be essential to ensure SFRS have the appropriate level of capacity to deliver all major change projects. The Portfolio Function will seek to develop Capacity Planning capabilities and embed across the change portfolio.							
3.2.2	Potential impact on retirements and Pension update.							
3.3	<b>Project Performance showing Red or Amber</b>							
3.3.1	<b>New Mobilising System</b> showing Red for Time and Amber for Costs and Skills & Resources. Red for Time based upon detail contained within the high-level implementation plans from potential suppliers. December 2025 timeline is dependent on the date of contract award. As there are no bids this timeline is under considerable threat and the project now requires more time for procurement options to be agreed and implemented. Amber for Costs based upon cost envelopes provided by suppliers (will be confirmed prior to award) and Amber for Skills & Resources due to the need for successful recruitment and appointment to the final vacancy within required timescales.							


3.3.2	<b>Emergency Services Network - In Vehicle Systems</b> showing Amber for Time and Skills & Resources due to recruiting of vehicle fitters, retirements and maternity leave.
3.3.3	<b>PPFT showing red for overall health</b> during this period of exploring collaboration options. <b>Time has been held at Red</b> due to there being no timescales confirmed with Scottish Government Shared Services Programme. <b>Skills &amp; Resources remains at Red</b> due to the urgent requirement for a Senior Business Analyst and <b>Quality remains at Amber</b> due to the lack of Business Analyst expertise to ensure quality of Scottish Government Shared Services solution fit.
3.3.4	<b>Rostering</b> showing Amber for Quality and Skills & Resources due to no Business Analyst assigned to the project and associated project benefits being at risk due to required policy change.
<b>4</b>	<b>Recommendation</b>
4.1	The CC is asked to: a) Scrutinise the contents of the current report. b) Consider the risk mitigation actions within the report and provide feedback as necessary.
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	Resourcing impact due to potential retirements due to Pension update.
5.2	<b>Financial</b>
5.2.1	There is no direct finance impact arising from this report.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	There are no direct key environmental & sustainability implications arising from this report.
5.4	<b>Workforce</b>
5.4.1	As detailed in section 3.1.
5.5	<b>Health &amp; Safety</b>
5.5.1	There are no direct Health and Safety implications associated with this report.
5.6	<b>Health &amp; Wellbeing</b>
5.6.1	There are no direct Health and Wellbeing implications associated with this report.
5.7	<b>Training</b>
5.7.1	There are no direct Training implications associated with this report.
5.8	<b>Timing</b>
5.8.1	As detailed in section 3.1.
5.9	<b>Performance</b>
5.9.1	As detailed in section 3.1.
5.10	<b>Communications &amp; Engagement</b>
5.10.1	There are no direct key performance implications arising from this report.
5.11	<b>Legal</b>
5.11.1	There are no direct key legal implications arising from this report.

5.12 5.12.1	<b>Information Governance</b> A Data Protection Impact Assessment is not required as there is no personal/sensitive information in this cover paper.	
5.13 5.13.1	<b>Equalities</b> An Equalities Impact Assessment is not required as there is no personal/sensitive information in this cover paper.	
5.14 5.14.1	<b>Service Delivery</b> There are no direct key Service Delivery implications arising from this report.	
<b>6</b>	<b>Core Brief</b>	
6.1	Not applicable	
<b>7</b>	<b>Assurance (Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Liz Barnes, Interim Deputy Chief Officer
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/ <b>Reasonable</b> /Limited/Insufficient
7.2	<b>Rationale:</b>	To provide maximum business value and to monitor progress, the project costs, time, quality and resources are reviewed based on a red and amber escalation RAG status, including key dependencies and interdependencies.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A: Combined Highlight Report.	
<b>Prepared by:</b>	Joan Nilsen, Programme Officer	
<b>Sponsored by:</b>	Liz Barnes, Interim Deputy Chief Officer	
<b>Presented by:</b>	Gillian Buchanan, Portfolio Manager	
<b>Links to Strategy and Corporate Values</b>		
We are fully accountable and maximise our public value by delivering a high quality, sustainable and rescue service for Scotland.		
<b>Governance Route for Report</b>		<b>Meeting Date</b>
Change Committee		2 May 2024
		<b>Report Classification/ Comments</b>
		For Scrutiny

# APPENDIX A

PROJECT HIGHLIGHT REPORT Period - 06 March to 02 April 2024													
Project Name	New Mobilising System (NMS)		SRO	ACO David Lockhart	Project Manager	AC Derek Wilson	Project Start Date	06/01/2023	Original Project End Date	Phase 1: 31/12/2025	Change Rev	Rev 1	
Strategic Outcome Alignment	Outcome 2	Outcome 3	Outcome 5	Outcome 6	Revised Project End Date							dd/mm/yyyy	
Project Update						Project Governance & Mgmt. Control							
<p><b>Progress in this reporting period</b></p> <p>Invitation to Tender - Supplier clarification questions submission deadline was 07/03, at total of 110 questions were received and responded to by the SFRS response deadline of 11/03. At tender close on Thurs 28/03, 12 noon, no tender submissions had been received. A range of contingencies were already being explored in relation to the potential of no bids being received and these are being further developed into an options paper which will be presented through governance routes.</p> <p>Data workstream - (standardisation of operational procedures &amp; business rules). Status summary, all on track for completion prior to award of contract to new supplier. Stations – 100% complete; Pumps – 100% complete; Specials – 100% complete; Incident Types – 100% complete; FDOs – 75% complete; Action Plans – 75% complete; Incident Tags/Reporting Criteria – 100% complete; Telephone directory – 70% complete; Reference Information – 60% complete. OVERALL % COMPLETE: 90%</p> <p>Business readiness activities - The latest information and iteration of the RACI matrix and project resourcing was presented to Change Committee on 18/03/24. The Senior Business Analyst has progressed OC engagement regarding user stories and in development of the user journey. A dependencies workshop was carried out on 18/03 with dependencies and interdependencies between NMS and other projects recorded, these will be tracked throughout. A Benefits workshop was held on 20/03 where benefits were reviewed and updated.</p> <p>Comms &amp; Engagement workstream - Regular meetings with comms planned on a monthly basis, the most recent undertaken 26/03. The NMS page on ihub has been updated and actions have been implemented to keep this up to date. Portfolio, Programme &amp; Project Assurance (PPPA) Gateway 3: Investment decision review has been delayed as a result of the ITT outcome.</p> <p>Resourcing - Workstream PM (grade 8) will take up post from 15/04. A successful candidate is being appointed to the Assistant PM (grade 5) vacancy following interviews on 20/03. Data Assistant job advert is live internally with advert closing 08/04 to be followed by shortlisting, interviews and appointment. Procurement lead vacancy being progressed by Procurement through additional agency CV's and fallback Scottish Government support arrangements being explored. Arrangements for ongoing Technical Advisor support through Phase 1 &amp; 2 are being progressed, expected to conclude by end of April.</p> <p>Planned activities for next reporting period:</p> <ul style="list-style-type: none"> <li>• Prioritise Procurement resource to engage with suppliers who registered an interest via the PCS Portal to determine exactly what it was about our ITT that prevented them from submitting a tender bid.</li> <li>• Review supplier responses against our outcome specification, Service Level Agreement (SLA), requirements and contract to determine what the differences are and whether they can be amended to become agreeable to both SFRS and suppliers.</li> <li>• Fully develop a contingency options paper to be taken through governance on routes to award of contract including pros, cons, and potential timelines so that a decision can be taken on the way to progress.</li> <li>• Continue with business readiness and data workstream activities as per plan</li> <li>• A series of face to face &amp; Teams engagement sessions with OC staff is being planned in collaboration with OC.</li> <li>• As part of Benefits tracking the project will plan and undertake feedback sessions with selected OC staff.</li> <li>• Progress and conclude internal recruitment activities for Data Assistant vacancy.</li> <li>• The Full Business Case (FBC) is planned to undertake internal review from end April prior to contract award</li> <li>• Procurement activity to finalise award of contract for Technical Advisor support through Phase 1 &amp; 2</li> </ul>						Current Period Delivery Trend	→	Business Case	Project Dossier	Risk Register	Project Phase		
						Last Period Delivery Trend	→	YES	YES	YES	Planning		
						Project Performance	A	R	A	G	A		
						Significant Milestone Forecast	Progress	Status	Planned	Latest Predicted Date			
LT - NMS Project Commodity Strategy complete	100%	Complete	31/07/2023	20/08/2023									
LT - Final draft Outline Business Case to CP/IG	100%	Complete	23/06/2023	23/08/2023									
LT - ITT / Contract Notice Published	100%	Complete	22/09/2023	11/01/2024									
LT - Stations and Pumps - Standardisation Decision	100%	Complete	19/10/2023	19/10/2023									
LT - Specials - Standardisation Decision	100%	Complete	14/11/2023	12/12/2023									
LT - Incident types & Reporting - Standardisation Decision	100%	Complete	21/11/2023	11/01/2024									
LT - Tender submissions close	100%	Complete	21/11/2023	28/03/2024									
LT - Reference Info & Telephony Directory - Standardisation Decision	75-100%	In Progress	15/12/2023	01/05/2024									
LT - Tender evaluation completes	0%	Future Task	15/01/2024	TBC									
LD - Award of contract	0%	Future Task	28/09/2024	TBC									
<b>Pathway to Green / Next Steps</b>													
<b>SIGNIFICANT MILESTONES:</b>													
<b>TIME (NOW RED)</b> High level detail on project implementation timelines was provided by potential suppliers 16/06/23 indicating delivery of Phase 1 by Dec '25 should be achievable, but with a dependency on date of contract award. Now that timeline is under considerable threat due to no bids have been received and more time required for procurement options to be agreed and implemented.													
<b>COST: (REMAINS AMBER)</b> Potential suppliers have provided cost envelopes and these have been used to develop the Financial Case of the OBC. The budget has been based on the cost envelopes. Additional detail on supplier costs will not be received until tender bids have been submitted and reviewed. Full Business Case being developed.													
<b>SKILLS / RESOURCE: (REMAINS AMBER)</b> PM (grade 8) takes up post 15/04. Assistant PM (grade 5) appointment process underway, and Data Assistant roles advertised internally and on target to appoint by award of contract to supplier in May.													
<b>Critical Path - Project Stage Completion</b>													
Gate 0 - INTAKE		Gate 1 - PLANNING		Gate 2 - DELIVERY		Gate 3 - CLOSURE							
Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual						
30/04/2023	30/04/2023	13/05/2024	dd/mm/yyyy	Phase 1: 31/12/2025	dd/mm/yyyy	31/03/2027	dd/mm/yyyy						
<b>Critical Risk, Issue &amp; Dependencies</b>													
<b>Dependency BRAG</b>	<b>Key Inter-Dependency</b>			<b>From (Giver)</b>	<b>To (Receiver)</b>	<b>Due Date (From)</b>	<b>Due Date (To)</b>						
On Track	Airwave Code of Connection (CoCo) approval required by SFRS from Airwave in relation to the NMS Airwave connection whether on SFRS premises of supplier premises of hosted solution			Airwave	SFRS	30/06/2024	TBC - prior to first release						
On Track	Implementation of a range of ICT initiatives which support and enable the successful Go Live of the NMS First release by Dec 2025			CT	NMS	30/06/2024	TBC - prior to first release						
On Track	Implementation of Rostering Go Live is required to provide data feeds and integration necessary for the NMS First release to be informed with live data.			Rostering	NMS	30/06/2024	TBC - prior to first release						
<b>Risk RAG/Score</b>	<b>Top 3 Delivery Risks</b>			<b>Mitigation Plan</b>		<b>Date Identified</b>	<b>Risk Owner</b>	<b>By When</b>					
20	NMS026 - There is a risk that any extension to the NMS procurement award process will reduce available implementation timelines for the successful supplier resulting in additional supplier and SFRS resourcing being required through Phase 1 implementation.			Engage with the Technical Advisor to provide guidance, based upon experience, on the approach suppliers are likely to take given compressed implementation timeline and the associated SFRS staffing resource required to support. Prioritise NMS Phase 1 resourcing requirements based upon position on the Risk Register.		12/10/2023	SRO	23/05/2024					
20	NMS027 - There is a risk of impact to operational capability if project timelines are not met by Dec 2025 and SFRS remain reliant on fragile existing systems			Ongoing engagement with Existing Systems contingency group and support of contingency planning. Effective project management and supplier management to support implementation by Dec 2025 deadline.		01/12/2023	Project Lead	31/05/2024					
10	NMS033 - There is a risk that if any steps to approve the Full Business Case (FBC) are delayed this will result in delays to contract award, implementation and Go live by Dec 2025 deadline			Approval route agreed and will be implemented as required. Timing scenarios will be developed based upon decision from contingencies options paper. Options to request 'special' meetings to present outcome decision and award through assurance.		01/12/2023	SRO	31/05/2024					
<b>Issue Impact</b>	<b>Top 3 Delivery Issues</b>			<b>Corrective Action</b>		<b>Date Identified</b>	<b>Issue Owner</b>	<b>By When</b>					
Medium	NMS003 - There is a risk that procurement resources to progress to award of contract in an optimal timeframe are insufficient which will result in delay of project delivery			Procurement support has been progressed, Procurement Lead vacancy being progressed as a priority with appointment likely during April. Options for fallback support via Scottish Government being explored.		20/09/2023	Procurement Manager	23/05/2024					
Very High	NMS040 - 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			The project is currently developing an options paper for decision on route to contract award. Procurement engagement with suppliers who instigated an interest in the ITT to determine reasons for no bids. Market engagement around suppliers ability to deliver by Dec 2025 deadline. SFRS to determine risk appetite for route to award, SLA and contract terms.		28/03/2024	SRO	30/04/2024					
Medium	NMS029 - There is a risk that lack of continued specialist technical resource within the NMS Project may result in delay to project delivery and sub optimal quality outcomes			Procurement support has been progressed, Procurement Lead vacancy being progressed as a priority with appointment likely during April. Process now well progressed via crown commercial services framework, expected to conclude by end April.		20/09/2023	Procurement Manager	23/05/2024					
<b>Financial &amp; Benefit Tracking</b>													
<b>New Mobilising System (NMS) Provisional Financial Tracking, Reporting period:</b>						<b>General Benefit Tracking</b>							
<b>Previous Year(s)</b>		<b>Current Year</b>		<b>Future Year(s)</b>		<b>Total Cost</b>		<b>Variation</b>		<b>Benefit Profiles Created</b>	<b>Benefit Profile Created Date</b>	<b>Benefit Realisation Plan Created</b>	<b>Benefit Realisation Plan Created Date</b>
						£ Forecast Project Cost £000's		£ Business Case (BC) Cost £000's		YES	02/08/2023	YES	02/08/2023
<b>Actual Spend £000's</b>		<b>Budget £000's</b>		<b>Year To Date Actual £000's</b>		<b>Forecast £000's</b>		<b>£ Variation to BC %</b>		<b>Financial Benefit Tracking</b>			
										<b>Cashable Benefits Identified</b>		<b>Non-Cashable Benefits Identified</b>	
										YES	£ Total Value	YES	£ Total Value
										<b>Realisation Completion Date</b>	dd/mm/yyyy	<b>Realisation Completion Date</b>	dd/mm/yyyy
										<b>Approach to Financial Benefit Realisation:</b>			
										NB - Cashable and Non-Cashable Benefits cannot be accurately estimated until suppliers have responded to tender indicating how they would intend to deliver their solution. As such the Cashable and Non-cashable remain in progress and will be completed for Full Business Case			



PROJECT HIGHLIGHT REPORT															
5 March - 2 April 2024															
															
Project Name	ESMCP		SRO	Sarah O'Donnell		Project Manager	Andrew Mosley		Project Start Date	30/08/2020		Original Project End Date	30/12/2023		Change Rev
Strategic Outcome Alignment	Outcome 1	Outcome 2	Outcome 3	Outcome 5	Outcome 7	Revised Project End Date						30/12/2029		Rev 2	
Project Update						Project Governance & Mgmt. Control									
<p>ESMCP</p> <ul style="list-style-type: none"> <li>• CMA has rejected Airwaves appeal. Lot2 (user services) work continuous towards award date of August 2024.</li> <li>• Updated dossier approved by Project Board - to March CPGG meeting.</li> </ul> <p>ESN DATA FIRST</p> <ul style="list-style-type: none"> <li>• Work ongoing with procurement in relation to a vehicle fitting contract. Process nearing completion.</li> <li>• Offer of installation services made by Airwave relative to the R5, this would overcome a contract warranty issue with Airwave. Work ongoing with CCN330 to resolve this issue. Home Office SFRS and Airwave in active negotiations. Telnet would do the install of the new Airwave voice radio, CF33 and the R5 in one visit.</li> <li>• Offer of an EE Data First SIM now on table, ongoing early discussions with EE.</li> <li>• Data First Steering Group TOR finalised and Kick off meeting arranged for 9th April 24.</li> </ul> <p>IVS</p> <ul style="list-style-type: none"> <li>• Software supplier 3TC now in play via Computacentre, issues regarding the package SFRS would purchase, Modas Professional or Modas Premium. Options being presented to the March project board.</li> <li>• Additional costs relative to Airwave identified, business case currently under close scrutiny review.</li> </ul>						Current Period Delivery Trend	➔	Business Case	Project Dossier	Risk Register	Project Phase				
						Last Period Delivery Trend	➔	YES	YES	YES	Planning				
						Project Performance	Overall Health	Time	Cost	Quality	Skills & Resource				
						A	A	G	G	A					
						Significant Milestone Forecast	Progress	Status	Planned	Latest Predicted Date					
						Migration to ESN Data First	75-100%	In Progress	30/8/2023	30/04/2024					
						Data coverage testing (Assure)	75-100%	In Progress	31/12/2023	30/06/2024					
Pathway to Green / Next Steps						Fleet Transition Structure	25-50%	In Progress	30/09/2023	30/04/2024					
<p>ESMCP</p> <ul style="list-style-type: none"> <li>• The pathway to green is via a staged plan starting with a R5 device in red operational fleet supporting data on a commercial SIM, thereafter an ESN SIM for Data only and finally ESN Version 1 with Voice and Data followed by Airwave shut down. To allow this an ESN enabled control room needs to be in place (NMS) and the In-vehicle solution for MDT removal complete.</li> </ul> <p>ESN Data First</p> <ul style="list-style-type: none"> <li>• Funding in place (Complete year one)</li> <li>• Recruit Fitting Company or identify a fitting company</li> <li>• Establish Service Management systems with Handfree Group.</li> </ul> <p>IVS</p> <ul style="list-style-type: none"> <li>• Procurement of the CF33 tablet devices (Complete)</li> <li>• Procurement of the CF33 OI Software package (Ongoing/ Pending board decision) Integration ongoing</li> <li>• Fit of the CF33 and Havis Dock alongside the new Airwave voice radios. (Subject to ongoing negotiations with Airwave)</li> </ul>						Installation Company employed	50-75%	In Progress	11/01/2024	30/04/2024					
						Commence transition to ESN	0%	Future Task							
						Airwave/ Data first Installation	0%	Future Task							
Critical Path - Project Stage															
Gate 0 - INTAKE		Gate 1 - PLANNING		Gate 2 - DELIVERY		Gate 3 - CLOSURE									
Planned Completion	Actual Completion	Planned Completion	Actual Completion	Planned Completion	Actual Completion	Planned Completion	Actual Completion								
30/06/2020	30/07/2020	30/08/2020	tbc	30/08/2023	tbc	30/12/2029	tbc								
Critical Risk, Issue & Inter-Project Dependencies															
Dependency BRAG	Key Inter-Dependency				From (Giver)	To (Receiver)	Due Date (From)	Due Date (To)							
On Track	Command and Control New Mobilisation System No immediate issue or risk, this will become an issue as we approach move over to ESN from Airwave. Contact being maintained between Project teams.				NMS	SFRS/ESN	01/01/2013	01/07/2025							
At Risk	IVS - Software procurement is pending decision from Board , Implementation on hold. Delays in the implementation of the Software will result in delays for the Airwave upgrades, R5 and CF33 installs.				IVS	SFRS/ESN	01/11/2023	30/04/2024							
Risk RAG/Score	Top 3 Delivery Risks			Mitigation Plan			Date Identified	Risk Owner	By When						
16	Recruitment and retention of vehicle fitting staff			Recruitment event held, limited candidates. Work ongoing to procure a fitting company. Work ongoing to include this work with other fitting activities negating this risk and reducing costs.			01/01/2022	Head of People	30/04/2024						
16	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.			Job evaluation work is now complete with a new role and Job description approved within ESMCP for the Fleet and logistics side. Structural Change Request Form Completed and issued to Workforce Planning. Advertisement will follow in due course.			15/02/2024	Programme Manager	30/04/2024						
12	There is a risk of the technical integration of ESN into and other legacy control room systems & back office applications not going to plan because of system compatibility and technical requirements resulting in technical and potentially operational issues that may cause delay to transition and additional costs.			Project now integrating Airwave, IVS and ESN work alongside BAU now reaching out to NMS Project. Back office integration is a critical area. More detail on the system integration requirements is known, work commencing to understand this better. Meeting took place with Gary Ballfield - Tech strat Manager relative to ESN WAN Connectivity which will become clearer on the appointment of the LOT2 User Services supplier in August 2024.			01/07/2023	Project Managers and Head of ICT	30/04/2024						
Issue Impact	Top 3 Delivery Issues			Corrective Action			Date Identified	Issue Owner	By When						
Medium	Logistics of vehicle device fitting along with availability of fitters and vehicles.			Strategy to recruit device fitters or employ a fitting company. Plans in place to coordinate all phases of fit across all areas involving LSO staff. Booking system designed business process in place to structure this work. Work ongoing with Procurement. Logistics will be assisted by the single fit proposal being worked on.			01/01/2021	Programme Manager/Head of Fleet	30/03/2024						
High	IVS - Software Implementation			The IVS Software is a critical part of the end to end solution, the integration of the software to SFRS systems needs resolved to allow the install of IVS devices as well as the R5 device supporting the Samsung tablet. Now that the supplier (3TC) has been identified work is ongoing to understand the product versions and their integration requirements.			01/10/2023	Programme Manager / IVS Project Manager	tbc						
Financial & Benefit Tracking															
Provisional Financial Tracking						General Benefit Tracking									
Reporting period:						Benefit Profiles Created	Benefit Profile Created Date	Benefit Realisation Plan Created	Benefit Realisation Plan Created Date						
Previous Year(s)	Current Year		Future Year(s)		Total Cost	Variation	NO	dd/mm/yyyy	NO	dd/mm/yyyy					
Actual Spend £000's	Budget £000's	Year To Date Actual £000's	Forecast £000's	£000's	Forecast Project Cost £000's	Business Case (BC) Cost £000's	£ Variation to BC £000's	Financial Benefit Tracking							
						Cashable Benefits Identified		Non-Cashable Benefits Identified							
						NO		£ Total Value		NO		£ Total Value			
						£ Variation to BC as %		Realisation Completion Date	dd/mm/yyyy	Realisation Completion Date	dd/mm/yyyy				
						Approach to Financial Benefit Realisation:									
						Under review									

**PROJECT HIGHLIGHT REPORT 2.0**  
5 March 2024 - 2 April 2024



Project Name	People Payroll Finance & Training		SRO	Lyndsey Gaja	Project Manager	Paul McGovern (Programme)	Project Start Date	01/04/2021	Original Project End Date	01/04/2024	Change Rev	
Strategic Outcome Alignment	Outcome 3	Outcome 5	Outcome 6					Revised Project End Date	30/04/2026	Rev 1		
<b>Project Update</b>						<b>Project Governance &amp; Mgmt. Control</b>						
<ul style="list-style-type: none"> <li>Discussions being held regarding relationship of PPFT project and scope of SSRP</li> <li>Project continues to be overseen by Programme Manager in absence of Project Manager &amp; Senior Business Analyst</li> <li>Due diligence assessment of Scottish Government Shared Services Programme (SGSSP) to proceed without input of a Senior Business Analyst</li> <li>Draft workshop agenda and dates received from Sopra Steria - awaiting SGSSP Director sign off on resource allocation</li> <li>UG meeting held in advance of Sopra Steria workshops</li> <li>Project Team been given access to SGSSP Knowledge Hub and reviewing relevant resources in advance of workshops</li> <li>Project Team planning for workshops well underway</li> <li>Process map review progressing well with Finance Department. Sessions arranged with Training and Asset Management. Awaiting confirmation of People Directorate teams before reviews are scheduled</li> <li>Digital Assurance Office updated on latest with SGSSP</li> <li>SGSSP Director requested to arrange dates for workshop prior to Easter break</li> <li>Option for NSS collaboration was discussed at Project Board and agreed to consider as an option if SGSSP is not recommended.</li> </ul>						Current Period Delivery Trend	➔	Business Case	Project Dossier	Risk Register	Project Phase	
						Last Period Delivery Trend	➔	YES	NO	YES	Intake	
						Project Performance	Overall Health	R	R	A	A	R
							Time					
						Significant Milestone Forecast		Progress	Status	Planned	Latest Predicted Date	
						Outline Business Case - update and approval		50-75%	Future Task	31/08/2023	tbc	
						Scottish Government DAO Assurance Gate (TAF)		0-25%	Future Task	30/09/2023	tbc	
						Re-baselined Detailed Project Plan		75-100%	In Progress	31/08/2023	30/04/2024	
						Publish final version of PID		50-75%	Future Task	18/08/2023	tbc	
						Develop action plan on Healthcheck recommendations		100%	Complete	31/03/2024		
Process Map (P1&P2) sign off with Departments		0-25%	In Progress	31/03/2024	30/04/2024							
Sign MOU with Scottish Government		0%	Future Task	31/03/2024	tbc							
Due diligence review of SGSSP scope and processes		0-25%	In Progress	30/04/2024								
<b>Pathway to Green / Next Steps</b>												
<ul style="list-style-type: none"> <li>Agree dates and scope for SGSSP due diligence workshops</li> <li>Decision required on preferred route forward for project: SG Shared Services, PS Collaboration, SFRS stand-alone procurement</li> <li>Update of business case based on information on the above options with recommendation</li> <li>All RAG statuses maintained from previous month:-</li> <li>Overall health is Red during this period of exploring collaboration options.</li> <li>Time status is Red as there are no agreed timescales with SG as yet.</li> <li>Skills &amp; Resources is Red following raising of Senior Business Analyst issue.</li> <li>Quality is Amber because of lack of Senior Business Analyst expertise to ensure quality of SG solution fit.</li> <li>Conduct review of SGSSP to be processes and scope with the business to ensure fit of solution and assess SFRS change impact</li> <li>Current Period Delivery Trend changed to flat while awaiting confirmation of SGSSP workshops</li> </ul>												
<b>Critical Path - Project Stage</b>												
Gate 0 - INTAKE			Gate 1 - PLANNING			Gate 2 - DELIVERY			Gate 3 - CLOSURE			
Planned Completion	Actual Completion		Planned Completion	Actual Completion		Planned Completion	Actual Completion		Planned Completion	Actual Completion		
tbc			tbc			tbc			tbc			
<b>Critical Risk, Issue &amp; Inter-Project Dependencies</b>												
Dependency BRAG	Key Inter-Dependency					From (Giver)	To (Receiver)	Due Date (From)	Due Date (To)			
On Track	Cross System processes and data integration between Rostering and PPFT Projects					Rostering	PPFT	02/10/2023	06/10/2025			
At Risk	Collaboration discussions with Police Scotland, Scottish Government and PWC					External project	PPFT	08/11/2023	31/03/2024			
Risk RAG/Score	Top 3 Delivery Risks				Mitigation Plan			Date Identified	Risk Owner	By When		
16	This is a risk that the work currently undertaken to explore collaboration opportunities, having no agreed completion milestone, could lead to the project being delayed significantly.				Progress discussions with potential partners to fully understand the opportunity for collaboration and inform a decision on the preferred route forward for PPFT.			06/09/2023	Lyndsey Gaja	31/08/2024		
16	There is a risk that the day to day management of the Project may be negatively impacted because the role of the Programme Manager has been extended to cover this following the departure of the Project Manager and Business Analyst. This could result in a reduced level of support and direction for the team.				Programme Manager supported by Programme Officer and daily team catch up meetings have been scheduled which the SRO also attends on a regular basis to provide updates and support. The Team have an action plan in place with objectives and tasks clearly outlined.			30/11/2023	Lyndsey Gaja	31/08/2024		
12	The temporary position of key project members risks stability of the PPFT project				Scoping reduced to 12 as short term risk is being minimised by contract extensions up to end of June 2024			20/09/2022	Lyndsey Gaja	30/06/2024		
Issue Impact	Top 3 Delivery Issues				Corrective Action			Date Identified	Issue Owner	By When		
High	The Project lacks the skills and capabilities of a Senior Business Analyst (SBA) to carry out due diligence to fully understand the Shared Services option and therefore the ability to provide an accurate recommendation				SBA recruitment will be progressed by Portfolio Office (PO) and allocation of SBA resource will be made to Project. In the interim, Project Board agreed to proceed with due diligence assessment of SGSSP without SBA and to use existing resources in Project team and Portfolio Office Business Architect.			06/03/2024	Lyndsey Gaja	30/04/2024		
<b>Financial &amp; Benefit Tracking</b>												
People, Payroll, Finance & Training (PPFT) Provisional Financial Tracking Reporting period:							General Benefit Tracking					
Previous Year(s)	Current Year			Future Year(s)	Total Cost	Variation	Benefit Profiles Created	Benefit Profile Created Date	Benefit Realisation Plan Created	Benefit Realisation Plan Created Date		
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	NO	dd/mm/yyyy	NO	dd/mm/yyyy	
							Financial Benefit Tracking					
							Cashable Benefits Identified		Non-Cashable Benefits Identified			
							NO	£ Total Value	NO	£ Total Value		
							£ Variation to BC as %	Realisation Completion Date	dd/mm/yyyy	Realisation Completion Date	dd/mm/yyyy	
							<b>Approach to Financial Benefit Realisation:</b> Ongoing exploration of potential collaboration opportunities need to be completed before we can make any necessary changes to the OBC. Staff salaries remain constant during this period whilst focus is on the exploration of collaboration options. Monthly project cost has reduced following decision to not extend the day rate contract Project Manager					

PROJECT HIGHLIGHT REPORT 5 March - 2 April 2024																	
Project Name		Rostering		SRO	DACO Stephen Wood		Project Manager	Sebastian O'Dell		Project Start Date	01/01/2022	Original Project End Date	31/12/2025	Change Rev			
Strategic Outcome Alignment		Outcome 4	Outcome 5	Outcome 6						Revised Project End Date				Rev 1			
Project Update							Project Governance & Mgmt. Control										
<ul style="list-style-type: none"> <li>The full business case was updated and submitted to CPIG. It was approved on 19/03/2024</li> <li>Intention to Award letter was sent to the successful supplier on 25/03/2024 and we are currently in a 10 day standstill period which concludes on Friday 05/04/2024</li> <li>The Project team are currently preparing for supplier onboarding</li> <li>Legal are preparing contract documentation in preparation for negotiations with the successful supplier</li> <li>LSO meetings ongoing and due to conclude in April</li> </ul>							Current Period Delivery Trend	➔	Business Case	Project Dossier	Risk Register	Project Phase					
							Last Period Delivery Trend	➔	YES	YES	YES	Planning					
							Project Performance	Overall Health	A	Time	G	Cost	G	Quality	A	Skills & Resource	A
								Significant Milestone Forecast	Progress	Status	Planned	Latest Predicted Date					
							FBC to CPIG	100%	Complete	20/02/2024	19/03/2024						
Pathway to Green / Next Steps							Terms and Conditions of contract negotiations										
<ul style="list-style-type: none"> <li>On track</li> <li>Internal Gateway (Intake) feedback shared with Project Board for discussion.</li> <li>Skills and resources remains at Amber because there is no Business Analyst (BA) currently available to the project.</li> <li>Quality remains at Amber because this is related to achievement of benefits. Without a BA resource being available to the project this would be a challenge. Lack of BA resource has been flagged as an issue.</li> <li>Overall Health remains Amber for reasons as noted above</li> <li>Onboard additional project team members as detailed in Full Business Case</li> </ul>							Contract award	0-25%	In Progress	31/03/2024	10/06/2024						
							Preparation for Supplier onboarding	0-25%	In Progress	10/06/2024							
							Onboard full project team	0-25%	In Progress	30/04/2024							
							Supplier onboarding	0%	Future Task	tbc							
							Initiate Design Phase	0%	Future Task	tbc							
							DSSS gate	0%	Future Task	tbc							
							Critical Path - Project Stage										
Gate 0 - INTAKE			Gate 1 - PLANNING		Gate 2 - DELIVERY		Gate 3 - CLOSURE										
Planned Completion	Actual Completion	Planned Completion	Actual Completion	Planned Completion	Actual Completion	Planned Completion	Actual Completion	Planned Completion	Actual Completion								
02/02/2024		30/04/2024		01/06/2025		31/12/2025											
Critical Risk, Issue & Dependencies																	
Dependency BRAG	Key Inter-Dependency						From (Giver)	To (Receiver)	Due Date (From)	Due Date (To)							
On Track	Cross system processes and data integration between Rostering and NMS Project (Upstream integration)						Rostering	NMS	01/03/2025	31/12/2025							
On Track	Cross system processes and data integration between Rostering and PPFT Project (Downstream integration)						PPFT	Rostering	01/03/2025	31/12/2025							
Risk RAG/Score	Top 3 Delivery Risks			Mitigation Plan			Date Identified	Risk Owner	By When								
16	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.			Ensure that the task of aligning and updating policies is clearly assigned to the appropriate team(s) out with the Rostering Project.			24/03/2022	DACO Stephen Wood	31/05/2025								
12	There is a risk that suppliers may not be able to migrate our data because it is contained within spreadsheets/off system and therefore not structured or of good quality. This could result in data being lost or transferred incorrectly.			Prepare data strategy			16/01/2023	DACO Stephen Wood	30/06/2024								
12	There is a risk that key project members may leave the project earlier than their contractual terms due to the fact that some members are in short term temporary positions and may seek career advancement in other areas of the organisation.			Seek approval of contract extension of project Resource Strategy			22/01/2024	DACO Stephen Wood	30/06/2024								
Issue Impact	Top 3 Delivery Issues			Corrective Action			Date Identified	Issue Owner	By When								
High	Resignation of Project Manager and lack of a Senior Business Analyst resource will impact on engagement with supplier and may lead to delays in implementation.			Work with Portfolio Office to prioritise recruitment of Project Manager and Senior Business Analyst. Both roles are dependent on approval of Portfolio Office resourcing business case by SLT on 17/04/2024.			27/02/2024	DACO Stephen Wood	17/04/2024								
Financial & Benefit Tracking																	
Rostering Provisional Financial Tracking Reporting period:							General Benefit Tracking										
							Benefit Profiles Created	Benefit Profile Created Date	Benefit Realisation Plan Created	Benefit Realisation Plan Created Date							
Previous Year(s)	Current Year			Future Year(s)	Total Cost		Variation	YES	07/09/2023	NO							
Actual Spend £000's	Budget £000's	Year To Date Actual £000's	Forecast £000's	£000's	Forecast Project Cost £000's	Business Case (BC) Cost £000's	£ Variation to BC £000's	Financial Benefit Tracking									
							Cashable Benefits Identified		Non-Cashable Benefits Identified								
							YES	£631,415	YES	£2,357,776							
							£ Variation to BC as %	Realisation Completion Date	01/12/2026	Realisation Completion Date	01/12/2026						
							<b>Approach to Financial Benefit Realisation:</b> Benefits profiles have been agreed by the project board at 50% benefit realisation. A benefit realisation plan is in development. FBC in progress based on accurate costs.										

PROJECT HIGHLIGHT REPORT 5 March - 2 April 2024																
Project Name	Community Risk Index Model (CRIM)			SRO	ACO David Lockhart	Project Manager	Damen Griffith	Project Start Date	05/01/2019	Original Project End Date	28/02/2020	Change Rev				
Strategic Outcome Alignment	Outcome 2	Outcome 3	Outcome 5	Outcome 6	Outcome 7	Revised Project End Date					31/03/2024	Rev 5				
Project Update						Project Governance & Mgmt. Control										
Three documents: CRIM General Report; CRIM Technical Report; and CRIM Frequently Asked Questions (FAQs); are being prepared and will be circulated to SDMP Board members for scrutiny prior to the SDMP Board Meeting on 18 April.						Current Period Delivery Trend	→	Business Case	Project Dossier	Risk Register	Project Phase					
						Last Period Delivery Trend	→	YES	YES	YES	Closure					
						Project Performance	Overall Health	G	Time	G	Cost	G	Quality	G	Skills & Resource	G
							Significant Milestone Forecast	Progress	Status	Planned	Latest Predicted Date					
						Produce suitable process and methodology guidance that will allow the management and maintenance of CRIM to transition to 'Programme End'	100%	Complete	January 2023 - March 2023	30/03/2024						
Pathway to Green / Next Steps																
Complete the CRIM Project Closing Report for approval at the final SDMP Board meeting on 18 April. (Mar-Apr 24)																
Migrate the CRIM capabilities, supporting documentation and any outstanding risks to the new Community Risk Management section within the Preparedness function. (Mar-Apr 24)																
Critical Path - Project Stage																
Gate 0 - INTAKE			Gate 1 - PLANNING			Gate 2 - DELIVERY			Gate 3 - CLOSURE							
Planned Completion	Actual Completion	Planned Completion	Actual Completion	Planned Completion	Actual Completion	Planned Completion	Actual Completion	Planned Completion	Actual Completion							
30/12/2019	30/12/2019	30/03/2021	30/04/2021	30/03/2024	30/03/2024	30/03/2024	30/03/2024	30/03/2024	30/03/2024							
Critical Risk, Issue & Inter-Project Dependencies																
Dependency BRAG	Key Inter-Dependency					From (Giver)	To (Receiver)	Due Date (From)		Due Date (To)						
On Track	Incorporate the technical capabilities developed by SDMP within Preparedness.					SDMP	PP&P	01/11/2023		31/04/2024						
Risk RAG/Score	Top 3 Delivery Risks				Mitigation Plan			Date Identified	Risk Owner	By When						
Issue Impact	Top 3 Delivery Issues				Corrective Action			Date Identified	Issue Owner	By When						
Financial & Benefit Tracking																
Provisional Financial Tracking: SDMP Programme Costings Reporting period:								General Benefit Tracking								
Previous Year(s)	Current Year			Future Year(s)		Total Cost		Variation	Benefit Profiles Created	Benefit Profile Created Date	Benefit Realisation Plan Created	Benefit Realisation Plan Created Date				
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	NO	dd/mm/yyyy	NO	dd/mm/yyyy					
								Financial Benefit Tracking								
								Cashable Benefits Identified		Non-Cashable Benefits Identified						
								NO	£ Total Value	NO	£ Total Value					
								£ Variation to BC as %	Realisation Completion Date	dd/mm/yyyy	Realisation Completion Date	dd/mm/yyyy				
Approach to Financial Benefit Realisation: The programme will produce process and methodology that will allow others to implement Change Options as and when appropriate. This will potentially realise cashable benefits but if not anticipated these will be delivered directly by the SDMP.																

PROJECT HIGHLIGHT REPORT 5 March - 2 April 2024																	
Project Name		Demand Based Duty System (SDMP)			SRO	ACO David Lockhart	Project Manager	SC David Leonard	Project Start Date	05/01/2019	Original Project End Date	28/02/2020	Change Rev				
Strategic Outcome Alignment		Outcome 1	Outcome 3	Outcome 5	Outcome 6	Outcome 7	Revised Project End Date				31/03/2024	Rev 5					
Project Update							Project Governance & Mgmt. Control										
<p>The DBDS project has developed the Matching Operational Resources to Risk and Demand (MORRD) processes and the Business Case Impact Assessment templates for identifying and recording potential Station and Appliance change options. These capabilities will continue to be iteratively refined as they are applied to SSRP requirements.</p> <p>The 'SDMP Development Phase Position Report' has been scrutinised by CPIG will now progress to Change Committee in May and then subsequently to the full SFRS Board.</p> <p>The external business partner (ORH) has provided initial refreshed optimisation results in support of SSRP requirements. Analysis has been undertaken by SDMP and SSRP to assist in directing formal development of a Long List of potential change options. SSRP options development is iterative and will evolve based on the outcomes of the SFRS Pre-Consultation.</p> <p>The DBDS Project Closing Report is currently being drafted and will be presented to the SDMP Board for approval on 18 April.</p> <p>A revised version of the <i>Alternative Duty System Implementation Framework</i> was agreed by the SDMP Board and will be migrated to SSRP to support any potential implementation.</p>							Current Period Delivery Trend	→	Business Case	Project Dossier	Risk Register	Project Phase					
							Last Period Delivery Trend	→	NO	YES	YES	Closure					
							Project Performance	Overall Health	G	Time	G	Cost	G	Quality	G	Skills & Resource	G
								Significant Milestone Forecast	Progress	Status	Planned	Latest Predicted Date					
							Produce supporting guidance and documentation for the MORRD process and BCIA templates which will enable the DBDS Project to "Transition to Programme End."	100%	Complete	31/03/2024	31/03/2024						
Pathway to Green / Next Steps																	
Next Steps																	
Complete the DBDS Project Closing Report for final SDMP Board meeting on 18 April. (Mar-Apr 24)																	
Migrate the DBDS technical capabilities, supporting documentation and any outstanding risks to the new Community Risk Management section within Preparedness or the SSRP Service Delivery Workstream. (Mar-Apr 24)																	
Critical Path - Project Stage																	
Gate 0 - INTAKE			Gate 1 - PLANNING		Gate 2 - DELIVERY		Gate 3 - CLOSURE										
Planned Completion	Actual Completion	Planned Completion	Actual Completion	Planned Completion	Actual Completion	Planned Completion	Actual Completion	Planned Completion	Actual 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	31/03/2024	31/03/2024								
Critical Risk, Issue & Inter-Project Dependencies																	
Dependency BRAG	Key Inter-Dependency					From (Giver)	To (Receiver)	Due Date (From)		Due Date (To)							
On Track	Incorporate the technical capabilities developed by SDMP within Preparedness and SSRP structures.					SDMP	PP&P/SSRP	01/11/2023		31/04/2024							
Risk RAG/Score	Top 3 Delivery Risks				Mitigation Plan			Date Identified	Risk Owner		By When						
Issue Impact	Top 3 Delivery Issues				Corrective Action			Date Identified	Issue Owner		By When						
Financial & Benefit Tracking																	
Provisional Financial Tracking: SDMP Programme Costings Reporting period:								General Benefit Tracking									
								Benefit Profiles Created	Benefit Profile Created Date	Benefit Realisation Plan Created	Benefit Realisation Plan Created Date						
Previous Year(s)	Current Year			Future Year(s)	Total 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 Benefit Tracking									
								Cashable Benefits Identified		Non-Cashable Benefits Identified							
								NO	£ Total Value	NO	£ Total Value						
								£ Variation to BC as %	Realisation Completion Date	dd/mm/yyyy	Realisation Completion Date	dd/mm/yyyy					
								Approach to Financial Benefit Realisation:									
								Process enabler to identify efficiencies/processes and methodology for ongoing projects to produce the benefits									

PROJECT HIGHLIGHT REPORT 5 March - 2 April 2024											SCOTTISH FIRE & RESCUE					
Project Name	SDMP - Station Appliance Review (SAR)			SRO	ACO David Lockhart	Project Manager	SC Fraser Johnston	Project Start Date	05/01/2019	Original Project End Date	Phase 2 30/06/2021	Change Rev				
Strategic Outcome Alignment	Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 6	Revised Project End Date					Phase 3 30/03/2024	Rev 5				
Project Update						Project Governance & Mgmt. Control										
<p>The SAR project has developed the Matching Operational Resources to Risk and Demand (MORRD) processes and the Business Case Impact Assessment templates for identifying and recording potential Station and Appliance change options. These capabilities will continue to be iteratively refined as they are applied to SSRP requirements.</p> <p>The 'SDMP Development Phase Position Report' has been scrutinised by CPIG will now progress to Change Committee in May and then subsequently to the full SFRS Board.</p> <p>The external business partner (ORH) has provided initial refreshed optimisation results in support of SSRP requirements. Analysis has been undertaken by SDMP and SSRP to assist in directing formal development of a Long List of potential change options. SSRP options development is iterative and will evolve based on the outcomes of the SFRS Pre-Consultation.</p> <p>The SAR Project Closing Report is currently being drafted and will be presented to the SDMP Board for approval on 18 April.</p>						Current Period Delivery Trend	→	Business Case	Project Dossier	Risk Register	Project Phase					
						Last Period Delivery Trend	→	NO	YES	YES	Closure					
						Project Performance	Overall Health	G	Time	G	Cost	G	Quality	G	Skills & Resource	G
							Significant Milestone Forecast	Progress	Status	Planned	Latest Predicted Date					
						Produce supporting guidance and documentation for the MORRD process and BCIA templates which will enable the SAR Project to 'Transition to Programme Eng.'	100%	Complete	30/03/2024	31/03/2024						
Next Steps																
Complete the SAR Project Closing Report for final SDMP Board meeting on 18 April. (Mar-Apr 24)																
Migrate the SAR technical capabilities, supporting documentation and any outstanding risks to the new Community Risk Management section within Preparedness or the SSRP Service Delivery Workstream. (Mar-Apr 24)																
Critical Path - Project Stage																
Gate 0 - INTAKE			Gate 1 - PLANNING			Gate 2 - DELIVERY			Gate 3 - CLOSURE							
Planned Completion	Actual Completion	Planned Completion	Actual Completion	Planned Completion	Actual Completion	Planned Completion	Actual Completion	Planned Completion	Actual Completion							
30/12/2019	30/12/2019	30/05/2021	30/04/2021	31/03/2024	31/03/2024	31/03/2024	31/03/2024	31/03/2024	31/03/2024							
Critical Risk, Issue & Inter-Project Dependencies																
Dependency BRAG	Key Inter-Dependency					From (Giver)	To (Receiver)	Due Date (From)		Due Date (To)						
On Track	Incorporate the technical capabilities developed by SDMP within Preparedness and SSRP structures.					SDMP	PP&P/SSRP	01/11/2023		31/04/2024						
Risk RAG/Score	Top 3 Delivery Risks				Mitigation Plan			Date Identified	Risk Owner		By When					
Issue Impact	Top 3 Delivery Issues				Corrective Action			Date Identified	Issue Owner		By When					
Financial & Benefit Tracking																
Provisional Financial Tracking: SDMP Programme Costings								General Benefit Tracking								
Reporting period:								Benefit Profiles Created	Benefit Profile Created Date	Benefit Realisation Plan Created	Benefit Realisation Plan Created Date					
Previous Year(s)	Current Year			Future Year(s)	Total Cost		Variation	NO	dd/mm/yyyy	NO	dd/mm/yyyy					
Actual Spend £000's	Budget £000's	Year To Date Actual £000's	Forecast £000's	£000's	Forecast Project Cost £000's	Business Case (BC) Cost £000's	£ Variation to BC £000's	Financial Benefit Tracking								
£0	£0	£0	£0	£0	£0	£0	£0	Cashable Benefits Identified		Non-Cashable Benefits Identified						
								NO	£ Total Value	NO	£ Total Value					
								£ Variation to BC as %	Realisation Completion Date	dd/mm/yyyy	Realisation Completion Date	dd/mm/yyyy				
Approach to Financial Benefit Realisation:								The SAR Project processes and tools identified the 10 locations where wholesale pumps have been temporarily withdrawn. The result has been financial benefit associated with a reduction in overtime payments.								

PROJECT HIGHLIGHT REPORT 05 March 2024 - 02 April 2024																
Project Name		iHub_Web		SRO	Marysia Waters	Project Manager	Shirley Hartridge	Project Start Date	05/04/2022	Original Project End Date	31/03/2024	Change Rev				
Strategic Outcome Alignment		Outcome 2	Outcome 3	Outcome 6	Outcome 7	Revised Project End Date						dd/mm/yyyy	Rev 1			
Project Update						Project Governance & Mgmt. Control										
<ul style="list-style-type: none"> <li>Engagement with the Digital Assurance office complete</li> <li>Live phase Statement of Work signed off 07/03/2024</li> <li>Project Board 11/03/2024</li> <li>Intranet Go live complete 18/03/2024</li> <li>Intranet Warranty period commenced 19/03/2024</li> <li>Intranet drop in sessions complete 28/03/2024</li> </ul>						Current Period Delivery Trend	→	Business Case	Project Dossier	Risk Register	Project Phase					
						Last Period Delivery Trend	→	YES	YES	YES	Closure					
						Project Performance	Overall Health	G	Time	G	Cost	G	Quality	G	Skills & Resource	G
							Significant Milestone Forecast	Progress	Status	Planned	Latest Predicted Date					
						Intranet Beta	100%	Complete	29/03/2024							
Intranet Live	100%	Complete	28/03/2024													
Pathway to Green / Next Steps																
Preparation of project move to closure following board approval																
Critical Path - Project Stage																
Gate 0 - INTAKE			Gate 1 - PLANNING		Gate 2 - DELIVERY			Gate 3 - CLOSURE								
Planned Completion	Actual Completion	Planned Completion	Actual Completion	Planned Completion	Actual Completion	Planned Completion	Actual Completion	Planned Completion	Actual Completion							
31/12/2022	31/12/2022	28/02/2023	28/02/2023	27/03/2024	18/03/2024	31/03/2024	31/03/2024	dd/mm/yyyy								
Critical Risk, Issue & Dependencies																
0	Key Inter-Dependency					From (Giver)	To (Receiver)	Due Date (From)	Due Date (To)							
Complete	The successful delivery of a new intranet for SFRS will be linked to the work of the Sharepoint and Teams Working Group					Working Groups	iHub_Web	04/01/2023	28/03/2024							
Complete	Staff across the service Directorates to support the review and develop the iHub and Web					Directorates	iHub_Web	01/12/2023	28/03/2024							
Risk RAG/Score	Top 3 Delivery Risks				Mitigation Plan			Date Identified	Risk Owner	By When						
Closed	There is a risk that capacity challenges within the SFRS could affect the availability of staff to deliver the project which may result in delays to the project timeline.				Ongoing liaising with departments for resource as and when necessary. ICT resource is not available to meet the project timelines. Alternative ICT resource secured short term - risk remains			08/02/2023	Marysia Waters, Head of Communications and Engagement	29/03/2024						
Closed	There is a risk that resources may be redirected to priority projects/ tasks because of changes to Organisational Priorities which may result in delays to the project timeline				ICT resource is not available to the project for rintex works. Project executive raised with CPPG. External resource being explored. Risk remains			08/03/2022	Marysia Waters, Head of Communications and Engagement	29/03/2024						
Closed	There is a risk that the rintex integration works could experience challenges which in turn could result in additional costs/ delays to the project & timeline.				Alternative ICT resource secured short term - risk remains			13/11/2023	Marysia Waters, Head of Communications and Engagement	31/03/2024						
Issue Impact	Top 3 Delivery Issues				Corrective Action			Date Identified	Issue Owner	By When						
Financial & Benefit Tracking																
Provisional Financial Tracking <i>Reporting period:</i>							General Benefit Tracking									
Previous Year(s)	Current Year			Future Year(s)	Total Cost		Variation	Benefit Profiles Created	Benefit Profile Created Date	Benefit Realisation Plan Created	Benefit Realisation Plan Created Date					
	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	YES	01/06/2023	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 as %	Financial Benefit Tracking								
								Cashable Benefits Identified		Non-Cashable Benefits Identified						
								NO	£ Total Value	YES	£116253.92 PA					
								Realisation Completion Date	dd/mm/yyyy	Realisation Completion Date	30/07/2024					
Approach to Financial Benefit Realisation:																
These benefits will be achieved via time saving efficiencies.																

<b>Report to:</b>	<b>CHANGE COMMITTEE</b>						
<b>Meeting Date:</b>	<b>2 MAY 2024</b>						
<b>Report Title:</b>	<b>NEW MOBILISING SYSTEM PROJECT DOSSIER</b>						
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>SFRS Board/Committee Meetings ONLY</b> <b>For Reports to be held in Private</b> <b>Specify rationale below referring to</b> <b><u>Board Standing Order 9</u></b>					
		<a href="#">A</a>	<a href="#">B</a>	<a href="#">C</a>	<a href="#">D</a>	<a href="#">E</a>	<a href="#">F</a>
<b>1</b>	<b>Purpose</b>						
1.1	To provide the Change Committee (CC) with the New Mobilising System (NMS) Project Dossier for scrutiny.						
<b>2</b>	<b>Background</b>						
2.1	The NMS Project Dossier is a briefing document that helps bring all of the project scope and deliverables together in one place. It acts as the collated reference guide for what the project will deliver, the key requirements, exclusions, outputs, benefits, risks, communication and structure.						
2.2	The project dossier was presented to the NMS Project Board on 6 November 2023 where very minor amendments were suggested and applied.						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	Professional project management of the NMS project requires the production of a wide range of project level control documents and artefacts which are designed to evidence, guide and direct successful procurement and implementation of the new Command and Control Mobilising System (CCMS).						
3.2	<p>A range of project control documents are described below and have progressed through governance routes as required.</p> <ul style="list-style-type: none"> <li>Project brief – containing objectives, scope, exclusions, deliverables, constraints, stakeholders, approach, quality, acceptance criteria, risks &amp; issues, management structure, role descriptions.</li> <li>Outline Business Case (OBC) – consisting of Strategic case, Economic case, Commercial case, Financial case, and Management case.</li> <li>Project Risk Register – maintained on a continuous basis throughout and capturing risks, controls, ratings, and owners.</li> <li>Integrated Assurance and Approval Plan (IAAP) – planning, co-ordination and provision of assurance activities and approval points throughout the policy to delivery lifecycle.</li> <li>Communications strategy &amp; plan – containing stakeholder map, key messages, communications channels, communications roles and responsibilities, and remaining a 'live' document throughout.</li> </ul>						
3.3	The NMS project dossier collates the necessary elements from these artefacts into a single reference document in a standard SFRS Portfolio Office project management format as attached at Appendix A.						



<b>4</b>	<b>Recommendation</b>
4.1	The Change Committee are asked to scrutinise the New Mobilising System Project Dossier.
<b>5</b>	<b>Key Strategic Implications</b>
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	<b>Health &amp; Safety</b>
5.5.1	Health & Safety implications have been considered as part of the outcome specification UIG.
5.6	<b>Health &amp; Wellbeing</b>
5.6.1	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	<b>Timing</b>
5.8.1	A December 2025 deadline has been set for the delivery and implementation of the CCMS First Release across all three OC's.
5.9	<b>Performance</b>
5.9.1	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	<b>Communications &amp; Engagement</b>
5.10.1	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	<b>Service Delivery</b>	
5.14.1	Service Delivery implications have been considered as part of the outcome specification UIG.	
<b>6</b>	<b>Core Brief</b>	
6.1	Not applicable	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	David Lockhart, Director of Prevention, Protection and Preparedness
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/Reasonable/Limited/Insufficient
7.2	<b>Rationale:</b>	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.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A – NMS Project Dossier	
<b>Prepared by:</b>	Derek Wilson, Area Commander, NMS Project Lead	
<b>Sponsored by:</b>	David Lockhart, Assistant Chief Officer, Director of Prevention, Protection and Preparedness NMS Senior Responsible Officer (SRO)	
<b>Presented by:</b>	Derek Wilson, Area Commander, NMS Project Lead	
<b>Links to Strategy and Corporate Values</b>		
SFRS Strategic plan 2022-2025:		
<ul style="list-style-type: none"> <li>• Outcome 2 – Communities are safer and more resilient as we respond effectively to changing risks.</li> <li>• Outcome 3 – We value and demonstrate innovation across all areas of work.</li> <li>• Outcome 5 – We are a progressive organisation, use our resources responsibly and provide best value for money to the public.</li> <li>• Outcome 6 – The experience of those who work for SFRS improves as we are the best employer we can be.</li> </ul>		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>New Mobilising System Project Board</i>	<i>6 November 2023</i>	<i>For scrutiny</i>
<i>Change Portfolio Progress Group</i>	<i>24 January 2024</i>	<i>Approved</i>
<i>Change Committee</i>	<i>2 May 2024</i>	<i>For scrutiny</i>

# PROJECT DOSSIER



APPENDIX A

<b>PROJECT NAME:</b>	<b>New Mobilising System (NMS)</b>
<b>PROJECT START DATE:</b>	09/01/2023
<b>PROJECT END DATE:</b>	Phase 1: 31/12/2025 - Project end date: 31/03/2027
<b>PROJECT LEAD:</b>	AC Derek Wilson
<b>EXECUTIVE LEAD:</b>	ACO David Lockhart
<b>REVISION NUMBER:</b>	v0.2 (22/01/24)
<b>REASON FOR REVISION:</b>	Updates required as v0.1 drafted in early stages of project set up & not taken through approval process
<b>1. BUSINESS NEED - describe why there is a need to undertake the project</b>	
<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p><i>(please refer to the Strategic Case of NMS Project Outline Business Case for further detail)</i></p>	
<b>2. SMART PROJECT OBJECTIVES - describe the objectives of the project (what will it do)?</b>	
<p><b>The objectives of the project include the effective delivery and implementation of an NMS which:</b></p> <ul style="list-style-type: none"> <li>* Improves interoperability across the three OC rooms;</li> <li>* Standardises and simplifies operations control procedures applied across all three OC rooms;</li> <li>* Is comprised of modern and current, CoTS solutions requiring configuration, not development;</li> <li>* 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;</li> <li>* 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;</li> <li>* 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;</li> <li>* 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;</li> <li>* Interfaces with the SFRS corporate VoIP telephony system to support non-emergency calls such as internal calling and calls for training purposes;</li> <li>* Maintains emergency call handling capacity of approximately 400 calls per day and spate emergency call handling capacity in excess of 1000 calls per day;</li> <li>* Maintains incident management capacity in excess of 250 incidents per day;</li> <li>* Is cognisant of scalability requirements for any future developments;</li> <li>* Allows effective and appropriate resource mobilisation;</li> <li>* Allows national tracking of all operational resources, including Flexi Duty Officer (FDO) vehicles;</li> <li>* Minimises running and maintenance costs whilst effectively delivering operational requirements.</li> </ul>	
<b>3. SCOPE - describe the boundaries of the project</b>	
<p>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.</p> <p>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.</p> <p>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.</p> <p>The scope also requires the design and delivery of a staff training programme for operators, users, and those who interact with the system.</p> <p>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.</p> <p>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.</p>	

#### 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 within 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.

Standardisation 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 with the very recent delay to publication of ITT the following milestones will need to be reviewed by the project:

- \* Publication of ITT: 17 November 2023
- \* Tender submissions close: 12 January 2024
- \* Tender evaluations complete: 19 February 2024
- \* Award of contract: 10 April 2024

The project implementation / delivery timelines will be detailed in the Full Business Case post tender evaluations and will be baselined following the completion of a pre-mobilisation period once the successful supplier is onboarded.

**10. DEPENDENCIES - is the project dependent on any other activity to be successful?**

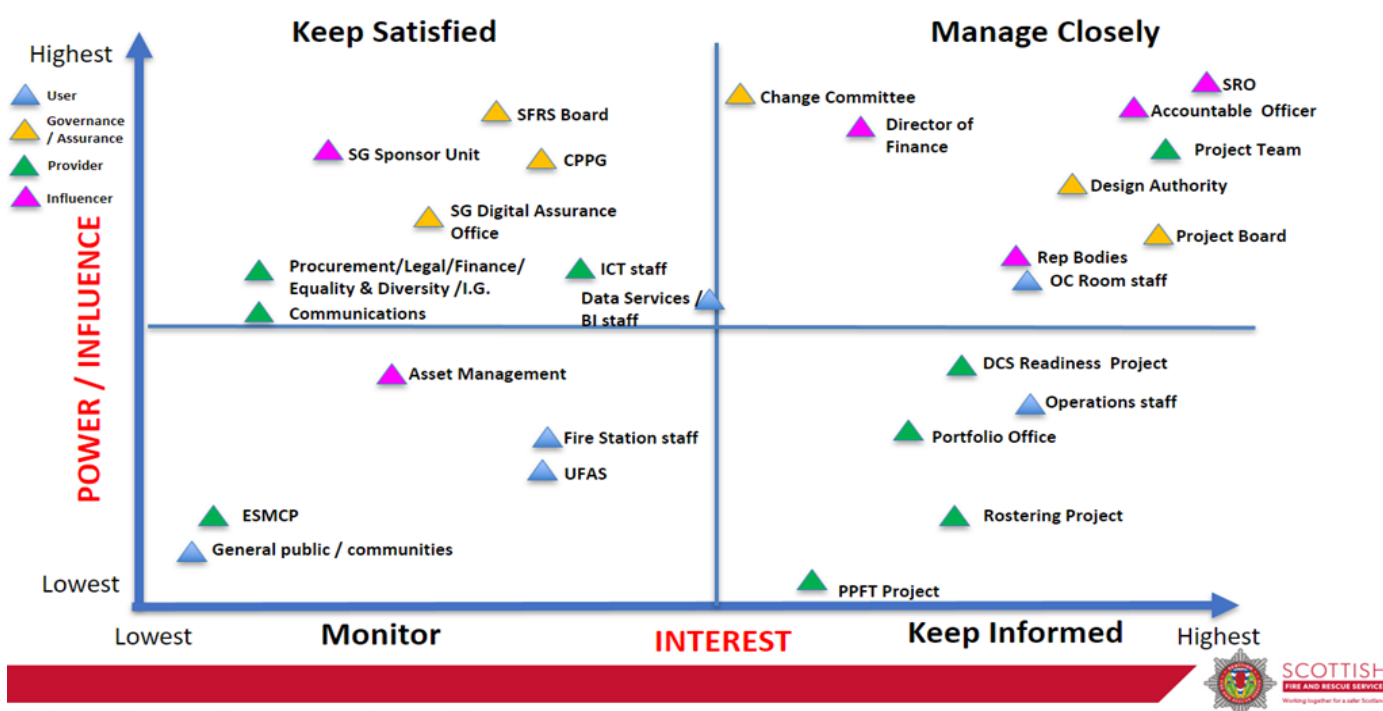
There are a number of existing SFRS systems that the NMS will need to successfully integrate with, these are detailed in the SOR but include:

- \* SFRS Operational Intelligence project outcomes
- \* Incident Recording System (IRS)
- \* Emergency Services Mobile Communications Programme (ESMCP) and In Vehicle Systems (IVS) project outcomes
- \* On Call Availability Management and Rostering System project outcomes
- \* SFRS Active Directory (AD)
- \* Public Sector Geospatial Agreement (PSGA) OS mapping
- \* Boomi integration platform

The timely decommissioning of existing CCMS systems will be required to ensure parallel running with the new system is kept as appropriately succinct as possible.

For noting - the NMS project is not dependent on the successful implementation of the upgraded DS3000 ICCS.

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



**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 representative 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)**

<b>SUBMISSION DATE:</b>	NMS Project Outline Business Case submitted to CPIG 15/08/23
<b>REVISION NUMBER:</b>	v0.2
<b>APPROVAL DATE:</b>	NMS Project Outline Business Case approved by CPIG 23/08/23
<b>OVERVIEW:</b>	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	NMS 022 - There is a risk of legal challenge by a main system provider in the event that an integrator / sub-contractors are identified as the preferred bidder	Procurement to seek legal advice / counsel opinion on potential merits of otherwise of such a challenge should this arise to determine if there are any actions SFRS can undertake to prepare for such an occurrence.	18/08/2023	Procurement	31/10/2023
16	NMS 023 - There is a risk that the specific role required of the SFRS Design Authority to act as an interface with the project's proposed Technical Design Authority is not developed in time to function effectively from the point of supplier onboarding resulting in delayed decisions impacting the overall implementation timelines	Project to clearly define and articulate the ask of the SFRS Design Authority. Workshops and training to be provided to SFRS Design Authority members to support them in this role. Early engagement sessions with supplier once on-boarded to ensure common understanding of requirements and decision making.	21/08/2023	SRO	30/04/2024
16	NMS 019 - There is a risk that, if due to operational pressures, there are insufficient OC staff to support commissioned standardisation of operational procedures and business rules this will result in delays to the completion of this work and impact on the position of readiness SFRS needs to be in prior to award of contract	Work closely with OC Snr managers to identify staff to allocate to delivering workpackages. Where resourcing challenges are evident, supplement OC resources where possible with project staff, working with OC staff to validate data collection.	03/07/2023	Project Lead	31/03/2024

## 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:

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

NMSB02: 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.

NMSB03: 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.

NMSB04: 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.

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

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

NMSB07: 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.

NMSB08: 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.

NMSB09: 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.

NMSB12: 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
- \* The documentation of the project is fit for purpose and is such that it is also helpful in the future

<b>21. PERFORMANCE MEASURES - are there any KPIs to help monitor progress?</b>		
Performance will be measured using various metrics including:  <ul style="list-style-type: none"> <li>•Timely delivery of Project milestones to time, cost and quality against the agreed delivery plan - metrics TBC</li> <li>•Phase 1 implementation completed by December 2025 for PSTN/ISDN switch off</li> <li>•Adherence to governance obligations as set out by the Portfolio Office; and</li> <li>•Adherence to Stop / Go assurance points - both internally via Design Authority and Change Committee and externally via Scottish Government Technical Assurance Framework and OGC Gateway Reviews. <u>Metric</u>: The percentage of phases failing to move through stage gate governance first time. <u>Target</u> less than 10%.</li> </ul> <p>The project KPIs will be further considered at Full Business Case stage prior to supplier onboarding and the commencement of implementation.</p>		
<b>22. PROJECT TOLERANCES - is there a percentage of tolerance around timescales or cost?</b>		
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.		
<b>23. PROJECT MANAGEMENT TEAM STRUCTURE - who is in the team?</b>		
The NMS Project Team organogram can be found in the Management Case of the NMS Project Outline Business Case, section 6.3.9		
<b>24. PROJECT ROLE DESCRIPTIONS - who conducts which activity?</b>		
The NMS Project Team roles and responsibilities can be found set out in a table in the Management Case of the NMS Project Outline Business Case, section 6.3.10		
<b>25. PROJECT TEAM MEETING SCHEDULE - when does the project team meet?</b>		
<ul style="list-style-type: none"> <li>* The NMS Project Team holds 2 x 15 min stand ups (Mondays &amp; Wednesdays) and a longer 45 min planning stand up (Thursdays)</li> <li>* The Team operates a Kanban Board for managing tasks and escalations</li> <li>* The Team holds regular show &amp; tell / learning sessions</li> </ul>		
<b>26. EQUALITY &amp; HUMAN RIGHTS IMPACT ASSESSMENT - conduct your assessment and document the outcome.</b>		
An Equality & Human Rights Impact Assessment has been completed as part of the development of the SOR. This will be reviewed and updated at regular intervals in the project lifecycle.		
<b>27. DATA PROTECTION IMPACT ASSESSMENT - conduct your assessment and document the outcome.</b>		
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.		
<b>28. APPENDICES/FURTHER READING</b>		
<ul style="list-style-type: none"> <li>* NMS Project Brief</li> <li>* NMS Outline Business Case (OBC)</li> <li>* NMS Communication Strategy and Plan</li> <li>* NMS Integrated Assurance and Approvals Plan (IAAP)</li> </ul>		
<b>PREPARED BY</b>	AC Derek Wilson, NMS Project Lead	
<b>SPONSORED BY</b>	ACO David Lockhart, NMS Senior Responsible Officer (SRO)	
<b>PRESENTED BY</b>	ACO David Lockhart, NMS Senior Responsible Officer (SRO)	
<b>LINKS TO STRATEGY &amp; CORPORATE VALUES</b>		
The SFRS Strategic Plan 2022-25 identifies seven outcomes of which four link to the outcomes of delivering of an NMS:  <u>Outcome 2</u> – Communities are safer and more resilient as we respond effectively to changing risks: <ul style="list-style-type: none"> <li>* Improving how we manage calls from the public and deploy our resources to emergency incidents.</li> <li>* Providing the right technology and equipment to keep Firefighters safe.</li> </ul> <u>Outcome 3</u> – We value and demonstrate innovation across all areas of work: <ul style="list-style-type: none"> <li>* Deploying new digital and other technologies to change how we work and to keep Firefighters safe.</li> </ul> <u>Outcome 5</u> – We are a progressive organisation, use our resources responsibly and provide best value for money to the public: <ul style="list-style-type: none"> <li>* Improving levels of service performance whilst providing value for money to the public.</li> <li>* Managing major change projects and organisational risks effectively and efficiently.</li> </ul> <u>Outcome 6</u> – The experience of those who work for SFRS improves as we are the best employer we can be: <ul style="list-style-type: none"> <li>* Developing and deploying new and more agile ways of working to protect the safety, wellbeing, physical and mental health of our people.</li> </ul>		
<b>GOVERNANCE ROUTE FOR REPORT</b>	<b>MEETING DATE</b>	<b>COMMENT</b>
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

<b>Report to:</b>	<b>CHANGE COMMITTEE</b>						
<b>Meeting Date:</b>	<b>2 MAY 2024</b>						
<b>Report Title:</b>	<b>EMERGENCY SERVICES MOBILE COMMUNICATIONS PROGRAMME PROJECT CHANGE REQUEST AND DOSSIER</b>						
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>SFRS Board/Committee Meetings ONLY</b> <b>For Reports to be held in Private</b> <b>Specify rationale below referring to</b> <b><u>Board Standing Order 9</u></b>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
<b>1</b>	<b>Purpose</b>						
1.1	To provide the Change Committee (CC) with the Emergency Services Mobile Communications Programme (ESMCP) Project Change Request and Dossier for scrutiny.						
<b>2</b>	<b>Background</b>						
2.1	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.						
2.2	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.						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	This change request includes updates to the requirements, milestones and schedule.						
3.2	Project Dossier updates include: <ul style="list-style-type: none"> <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>						
3.3	Project timeline was due to conclude 2026 and is now expected December 2029 due to delays in the programme appointing the user services supplier.						
<b>4</b>	<b>Recommendation</b>						
4.1	The Change Committee are asked to scrutinise the Emergency Services Network (ESN) changes to the Project Dossier.						
<b>5</b>	<b>Key Strategic Implications</b>						
5.1	<b>Risk</b>						
5.1.1	A risk log has been created and is reviewed on a monthly basis.						



5.2	<b>Financial</b>	
5.2.1	Financial implications have been considered and are presented as part of the monthly ESMCP Board meeting.	
5.3	<b>Environmental &amp; Sustainability</b>	
5.3.1	There are no key strategic environmental and sustainability implications associated with this cover paper.	
5.4	<b>Workforce</b>	
5.4.1	There are no key strategic workforce implications associated with this cover paper.	
5.5	<b>Health &amp; Safety</b>	
5.5.1	There are no key strategic Health and Safety implications associated with this cover paper.	
5.6	<b>Health &amp; Wellbeing</b>	
5.6.1	There are no Health & Wellbeing implications associated with this cover paper.	
5.7	<b>Training</b>	
5.7.1	Training implications have been considered as part of the outcome of the project.	
5.8	<b>Timing</b>	
5.8.1	Timeline has been pushed out in line with current status.	
5.9	<b>Performance</b>	
5.9.1	There are no key strategic performance implications associated with this cover paper.	
5.10	<b>Communications &amp; Engagement</b>	
5.10.1	There are no key strategic communications and engagement implications associated with this cover paper.	
5.11	<b>Legal</b>	
5.11.1	There are no key strategic legal implications associated with this cover paper.	
5.12	<b>Information Governance</b>	
5.12.1	There are no Information Governance issues associated with this cover paper.	
5.13	<b>Equalities</b>	
5.13.1	There is no personal data associated with this cover paper.	
5.14	<b>Service Delivery</b>	
5.14.1	Service Delivery implications have been considered as part of the project.	
<b>6</b>	<b>Core Brief</b>	
6.1	Not applicable	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Sarah O'Donnell, Director of Finance and Contractual Service
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/Reasonable/Limited/Insufficient
7.2	<b>Rationale:</b>	Dossier updated to include IVS and reflect current project status and timeline.

<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A – ESN Change Request	
8.2	Appendix B - ESN Project Dossier	
<b>Prepared by:</b>	Andrew Mosely, Project Lead	
<b>Sponsored by:</b>	Sarah O'Donnell, Director of Finance and Contractual Service	
<b>Presented by:</b>	Andrew Mosely, Project Lead	
<b>Links to Strategy and Corporate Values</b>		
<ul style="list-style-type: none"> <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> <li>•</li> </ul>		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Change Committee</i>	<i>2 May 2024</i>	<i>For scrutiny</i>

## SCOTTISH FIRE AND RESCUE SERVICE

Portfolio Office



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## PROJECT CHANGE REQUEST

Programme Number:

Agenda Item: 8.3

<b>Project Name:</b>	<b>EMERGENCY SERVICES MOBILE COMMUNICATIONS PROJECT</b>
<b>Change Category:</b>	<b>SCOPE &amp; SCHEDULE</b>
<b>Change Number:</b>	<b>002</b>
<b>Request Date:</b>	<b>08/01/2024</b>
<b>Project Manager:</b>	<b>ANDREW MOSLEY (ESMCP) MARK HUMBLE (IVS)</b>
<b>Executive Lead:</b>	<b>SARAH O'DONNELL - DIRECTOR OF FINANCE AND CONTRACTUAL SERVICE</b>
<b>1</b>	<b>Justification</b>
1.1	<p>It was agreed whilst awaiting the programme appointing a Lot 2 (User Services) contract that the project would concentrate on moving forward with ESN Data first.</p> <p>Following a recent project review, and confirmation of funding from Scottish Government the dossier has been reviewed and updated to reflect current and future requirements and milestones.</p> <p>It was also identified that significant interdependencies exist between the In Vehicles Systems (IVS) and the Emergency Services Mobile Communications Programme (ESMCP) that also impact upon the business-as-usual critical communications work in Airwave. Therefore, IVS project progress will now be updated in the ESMCP Board meetings.</p>
<b>2</b>	<b>Description of Change</b>
2.1	<p>This change request includes updates to the requirements, milestones, and the schedule.</p> <p>Project Dossier amendments include;</p> <ul style="list-style-type: none"> <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> <p>Project timeline was due to conclude 2026 and is now expected December 2029 due to delays in the programme appointing the user services supplier.</p>
<b>3</b>	<b>Reason for Change</b>
3.1	<p>The change request is to inform the Change Committee of changes made to project dossier and the project structure.</p> <p>Bringing IVS into ESMCP will better coordinate and govern the pieces of dependant work and provide a clearer joint governance structure. Better use of Project Board members time and a clearer cohesive approach to these critical areas of work.</p> <p>The extension of the timeline by the programme is noted by ESMCP and therefore reflected in the dossier, prompting this change request.</p> <p>The ESMCP project has adapted the project plan and finance business case with Scottish</p>

**NOT PROTECTIVELY MARKED**

	<p>Government to reflect the timeline extension implemented by the programme.</p> <p>No challenges from the service – the service is following the direction of the ESMCP Home Office Programme</p>
<b>4</b>	<b>Impact Assessment</b>
<b>4.1</b>	<b>Impact on Scope</b>
4.1.1	<p>No change of scope in the overall delivery of both projects.</p> <p>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.</p> <p>This will also de-risk the transition to ESN.</p> <p>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.</p>
<b>4.2</b>	<b>Impact on Risk</b>
4.2.1	Will mitigate some risks as single governance structure will have a broader view of the single and joint risks and mitigations.
<b>4.3</b>	<b>Impact on Time</b>
4.3.1	<p>The timeline of the project end date has, as above stated changed from 2026 – 2029.</p> <p>The combining of ESN &amp; IVS boards will allow better use of board members time and other joint resources.</p>
<b>4.4</b>	<b>Impact on Resources</b>
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.
<b>4.5</b>	<b>Other</b>
4.5.1	<p>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.</p> <p>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.</p>
<b>5</b>	<b>Options Appraisal</b>
<b>5.1</b>	<b>Long and Short Lists of Options</b>
5.1.1	<p>Remain as is (do nothing)</p> <p>Move timelines to reflect the programmes vision and timeline changes.</p> <p>Move to single Project Board and governance structure.</p>
<b>5.2</b>	<b>Detailed Options Appraisal</b>
5.2.1	N/A
<b>5.3</b>	<b>Preferred Option</b>
5.3.1	Review and update scope and timescales to reflect the programme requirements and move to single Project Board and Governance Structure.
<b>6</b>	<b>Appendices/Further Reading</b>
6.1	Appendix A: Project Dossier

**NOT PROTECTIVELY MARKED**

<b>Prepared by:</b>	Andrew Mosley	
<b>Sponsored by:</b>	Sarah O'Donnell	
<b>Presented by:</b>	Andrew Mosley	
<b>Links to Strategy</b>		
<p>OUTCOME TWO - Communities are safer and more resilient as we respond effectively to changing risks</p> <p>OUTCOME THREE - We value and demonstrate innovation across all areas of our work</p> <p>OUTCOME FIVE - We are a progressive organisation, use our resources responsibly and provide best value for money to the public</p>		
<b>Change Request History</b>	<b>Meeting Date</b>	<b>Comment</b>
<b>001 Schedule</b>	<b>18 May 2021</b>	<b>Approved</b>
<b>002 Scope and Schedule</b>	<b>16 Jan 2024</b>	<b>Approved</b>
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Comment</b>
Project Change Board	16/01/2024	Recommended
Change Portfolio Progress Group	21/02/2024	Recommended
Change Portfolio Investment Group	24/04/2024	Approved
Change Committee	02/05/2024	For Scrutiny

## SCOTTISH FIRE AND RESCUE SERVICE

Portfolio Office



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## PROJECT DOSSIER

Agenda Item: 8.3

<b>Project Name:</b>	<b>EMERGENCY SERVICES MOBILE COMMUNICATIONS</b>
<b>Project Start Date:</b>	<b>MAY 2017</b>
<b>Project Finish Date:</b>	<b>DECEMBER 2029</b>
<b>Project Manager:</b>	<b>ANDREW MOSLEY</b>
<b>Executive Lead:</b>	<b>SARAH O'DONNELL</b>
<b>Version:</b>	<b>6.0</b>
<b>Reason for Revision:</b>	<b>UPDATED POSITION AND MERGE OF ESMCP AND IVS PROJECTS AND CHANGE OF TRANSITION (DELIVERY) DATE</b>
<b>1</b>	<b>BUSINESS NEED - describe why there is a need to undertake the project</b>
1.1	The Emergency Service Mobile Communications Programme (ESMCP) has been in existence since 2013 following a decision to change supplier by the UK Government.
1.2	The current Airwave communications system has been in operational use since 2003, the system is reaching end of life with key network components having an increased risk of failure. Airwave is now lacking the technical capability to deliver 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	The SFRS In Vehicle Systems (IVS) have been in place since the introduction of Airwave, and 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 strong cross working and joint stakeholder engagement is maintained.
<b>2</b>	<b>SMART PROJECT OBJECTIVES</b>
	There are a number of Phases to the SFRS ESMCP/IVS Project delivery these being;
2.1	<ol style="list-style-type: none"> <li>1. <b>Planning the phased approach to implement the following changes;</b> <ul style="list-style-type: none"> <li>• Replace the SFRS OI MDT Software package.</li> </ul> </li> </ol>

- 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 Airwave 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	<p><b>3. Update of Mobile Data systems</b></p> <p>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.</p>
2.4	<p><b>4. Update of Airwave Voice Systems</b></p> <p>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.</p>
2.5	<p><b>5. ESN Data First Pilot</b></p> <p>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.</p> <ul style="list-style-type: none"> <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	<p><b>6. Training</b></p> <ul style="list-style-type: none"> <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	<p><b>7. Transition</b></p> <ul style="list-style-type: none"> <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	<p><b>8. Integration</b></p> <ul style="list-style-type: none"> <li>• Ensure continued dialogue with the NMS Project to ensure continued integration is discussed and agreed.</li> </ul>
2.9	<p><b>9. ESN Version 1</b></p> <p>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</p>



	<p>period to ensure delivery with minimal interruption to the SFRS Operational response.</p> <p>This will involve:</p> <ul style="list-style-type: none"> <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> <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> <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> <li>• Removal of Airwave Devices and activating the Fixed ESN Vehicle Devices.</li> <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> <li>• Installing Coverage Extender devices to Incident Support Vehicles.</li> <li>• Installing ESN capable Desk Top radios to the three Operational Control Rooms.</li> <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> <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> <li>• Train the Wholetime, On Call workforce in the use of ESN and new IVS Software.</li> <li>• Train the Flexi Duty Officer cadre in the use of the Handheld Radios and Handheld in Cradle devices.</li> <li>• Train the Operational Control Room staff in the use of ESN including the Interworking solution.</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> <li>• Ensure the smooth transition from ESN to Airwave without Operational Impact on Operational Delivery .</li> </ul>
2.10	<p><b>10. Long Term (in life)</b></p> <ul style="list-style-type: none"> <li>• To ensure that ESN is fit for purpose for SFRS, fully delivered and stable prior to the Airwave system being switched off.</li> <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> <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 style="list-style-type: none"> <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> <li>Support the In Vehicle Hardware and Software in life as part of the Firelink contract. This will be changed once Airwave moves to ESN.</li> </ul>
<b>3</b>	<b>SCOPE - describe the boundaries of the project</b>
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.
<b>4</b>	<b>PROJECT APPROACH - describe how the change will be delivered (the who, the what and the how)</b>
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.
<b>5</b>	<b>ASSUMPTIONS - what have you assumed during the scoping of the project?</b>
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	<b>Governance</b>
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	The Project Board will meet monthly with representation from the following Business areas. <ul style="list-style-type: none"> <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

<p>5.14</p>	<p>types/use will be factored into this planning as the project progresses.</p> <p><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.</p> <p>The IVS Project elements will be funded by SFRS.</p> <p>The three finance reporting lines are: ESMCP ESMCP Data First IVS</p> <p>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).</p>
<p>5.15</p>	<p><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.</p>
<p>5.16</p>	<p><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.</p>
<p>5.17</p>	<p><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.</p> <p>Driver/Labourers will be employed to move the vehicles from Stations to workshops.</p>
<p>5.18</p>	<p><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.</p> <p>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.</p> <p>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.</p>

<b>6</b>	<b>EXCLUSIONS - what will not be included in the scope of this project?</b>	
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.	
<b>7</b>	<b>HIGH LEVEL REQUIREMENTS - what changes will be required to systems, processes, information, or teams for the project to be successful?</b>	
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.	
<b>8</b>	<b>OUTPUTS - What new capabilities will be delivered?</b>	
8.1	<ul style="list-style-type: none"> <li>• Integrated Secure resilient Operational voice and data communications from Control Room to Incident Ground and Command Support.</li> <li>• SFRRS 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>	
<b>9</b>	<b>MILESTONES (INCL. ANTICIPATED DELIVERY DATES) - describe key activities and dates along with a target end date</b>	
9.1	<b>Milestone</b>	<b>Anticipated Delivery Date</b>

	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)
<b>10</b>	<b>DEPENDENCIES - is the project dependent on any other activity to be successful?</b>	
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	<b>Procurement</b> – 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. The procurement of CF33 Toughbooks and associated software.	
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 Code of Connection being created and approved. The support of the asset management, programming and issue of ESN devices and associated SIM cards, to support the internal Service Management of the new system, to support liaison with the Programme and the Lot 2 supplier Service Desk using the Self-Service Portal, phone and e-mail relative to device and network fault reporting and resolution.  Support the installation of applications on to the devices 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	<b>Training</b> - 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	<b>Operations/Policy and Procedures-</b> 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	<b>Operational Control</b> – 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	<b>In Vehicle Devices Project</b> – 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	<b>New Mobilisation Project (NMS)</b> – 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	<b>Legal-</b> to overview all legal aspects of the Project.
10.12	<b>Health and Safety</b> – 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	<b>Corporate Communications</b> 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.
<b>11</b>	<b>STAKEHOLDERS - who will be involved or affected by the change?</b>
11.1	The following list includes key internal stakeholders: <ul style="list-style-type: none"> <li>• The SFRS Board</li> <li>• SLT</li> <li>• Prevention, Protection &amp; Preparedness Directorate (PPP)</li> <li>• Training Safety and Assurance Directorate (TSA)</li> <li>• People Directorate</li> <li>• Strategic, Planning, Performance and Communications (SPPC)</li> <li>• Finance and Contractual Services Directorate (FCS)</li> <li>• Corporate Communications</li> <li>• Operational Delivery and Local Senior Officer (LSO) Areas</li> </ul>

	<ul style="list-style-type: none"> <li>• All SFRS personnel.</li> </ul> <p>The following list includes key external stakeholders:</p> <ul style="list-style-type: none"> <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>
<b>12</b>	<b>CONSULTATION AND ENGAGEMENT - who has been consulted about the change?</b>
<p>12.1</p> <p>12.2</p> <p>12.3</p> <p>12.4</p>	<p>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.</p> <p>Internal Consultation has taken place with key directorates involved, this will be ongoing via the Project Board and separate briefings as required.</p> <p>Project Liaison between NMS and IVS/ESMCP is now well established.</p> <p>A wide span of SFRS business areas are represented at Working Group and Project Board levels.</p> <p>All business areas of the service have received a briefing on ESMCP at a variety of levels.</p>
<b>13</b>	<b>COMMUNICATION - is there a communication plan and what are the main actions?</b>
<p>13.1</p> <p>13.2</p> <p>13.3</p> <p>13.4</p> <p>13.5</p>	<p>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.</p> <p>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.</p> <p>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.</p> <p>Communications will be directed to the Project Board who will decide when the organisation is informed of key developments and timescales.</p> <p>The Project will establish an ESMCP area on the new SFRS internet website which will signpost external partners and stakeholders to key Project updates.</p>

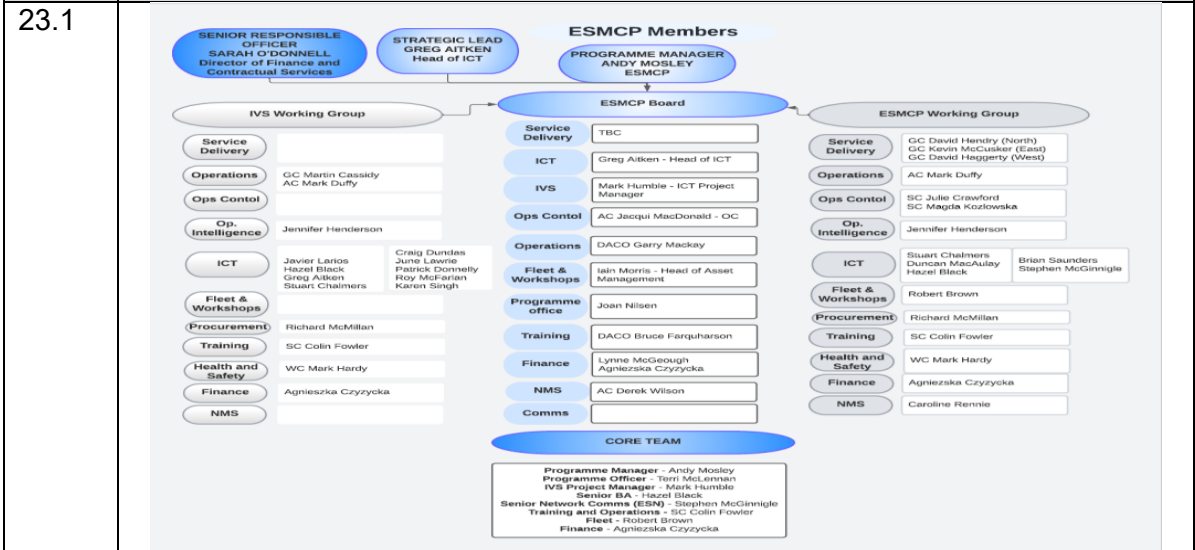


<b>14</b>	<b>LEGAL - are there any legal considerations?</b>			
14.1	Legal advice and support has been and will continue be sought covering all aspects of this significant change.			
<b>15</b>	<b>CASE FOR CHANGE (INCL. DATE OF SUBMISSION, DATE OF APPROVAL ETC)</b>			
15.1	<b>Submission date:</b>			
	<b>Approval date:</b>			
	<b>Approved by:</b>			
	<b>Comments:</b>			
<b>16</b>	<b>RISK - capture the key risks</b>			
16.1	<b>Risk</b>	<b>Probability</b>	<b>Impact of Event</b>	<b>Mitigation to Date</b>
	ESN risk register has been produced considering risk across project. The log is reviewed regularly by the programme team and formally by the Project Board Meetings			
<b>17</b>	<b>ACCEPTANCE CRITERIA - what are the main things users require and expect?</b>			
17.1	It is anticipated that all costs associated to the ESMCP Project will be provided by the Scottish Government. SFRS will be fully responsible for IVS Project costs.			
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.			
<b>18</b>	<b>BENEFITS - describe the benefits that the project will deliver or enable</b>			
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			

18.6	<p>operational staff.</p> <p>The benefits are the replacement of in vehicle systems are.</p> <ul style="list-style-type: none"> <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>
<b>19</b>	<b>DISBENEFITS - will there be any negative outcomes of the project?</b>
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.
<b>20</b>	<b>PROJECT SUCCESS CRITERIA - what are the measures the project is aspiring to deliver?</b>
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.
<b>21</b>	<b>PERFORMANCE MEASURES - are there any KPIs to help monitor progress?</b>
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.
<b>22</b>	<b>PROJECT TOLERANCES - is there a percentage of tolerance around timescales or cost?</b>
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.

22.4 This report is subject to ongoing review given the strategic review of the Programme and its Full Business Case. SFRS Project team are fully engaged in this process alongside the 3ESS and the Scottish Government.

**23 Project Management Team Structure – who is in the Team**



**24 PROJECT ROLE DESCRIPTIONS - who conducts which activity?**

24.1 **Senior Responsible Officer-** Responsible for the overall governance and delivery of the Project within SFRS.

24.2 **Strategic/ICT Lead –** Leading the ESCMP Project within SFRS and liaising with the 3ESS and Scottish Government at Strategic Level as required as part of the Scottish Strategic Group and other associated meetings.

24.3 **Programme Manager –** To engage with the Programme and the 3ESS to ensure that SFRS are fully involved in policy decisions, technical specification and transition timescales and timelines, further to these areas the PM will maintain an overview of all aspects of the Programme as it develops.

Developing the SFRS Transition plan, supporting the development of Policies and Procedures for in life of ESN, supporting all impacted business areas with information advice and support as required.

24.4 **Project Officer –** To support the PM in developing and refining the Transition Plan as a subset of the Project Plan. To assist in preparing for Project Boards as well as ensuring the Project is compliant with all Programme requirements of the service. Coordination of activities and information flow to and from all stakeholders.

24.5 **Project Manager IVS –** To deliver the elements of the IVS Project ensuring full integration with the Control Room and other SFRS back-office systems, work closely with the ESMCP Project team relative to user engagement training and Transition delivery.

24.6 **Training Lead –** To assist in the development of the Programme Training Needs Analysis, to review Programme Training Material and thereafter create a SFRS specific training package. To oversee the recruitment of a number of Train the Trainer positions and support the delivery of training to all SFRS staff during transition.

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.
<b>25</b>	<b>PROJECT TEAM MEETING SCHEDULE - when does the project team meet?</b>
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.
<b>26</b>	<b>EQUALITY &amp; HUMAN RIGHTS IMPACT ASSESSMENT - conduct your assessment and document the outcome.</b>
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.
<b>27</b>	<b>DATA PROTECTION IMPACT ASSESSMENT - conduct your assessment and document the outcome.</b>
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.
<b>28</b>	<b>Appendices/Further Reading</b>
28.1	Risk Register ESMCP Communications Plan ESMCP Communications Timeline

**NOT PROTECTIVELY MARKED**

	ESMCP (SFRS) Level 1 Plan	
<b>Prepared by:</b>	Andrew Mosley, Programme Manager ESMCP/IVS	
<b>Sponsored by:</b>	Sarah O'Donnell, Director of Finance and Contractual Services	
<b>Presented by:</b>	Andrew Mosley, Programme Manager ESMCP/IVS	
<b>Links to Strategy &amp; Corporate Values</b>		
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.		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Comment</b>
Project Board	12/12/23	Approved
Updates via email	16/01/24	
Change Portfolio Investment Group	19/03/24	Approved
Change Portfolio Progress Group	21/02/24	Approved
Change Committee	02/05/24	For Scrutiny

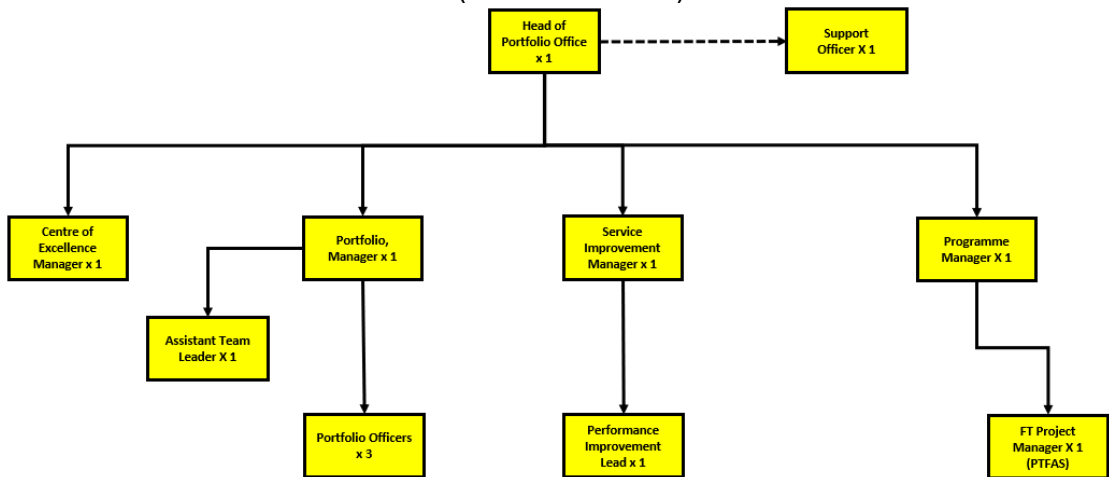


Report No: C/CC/22-24

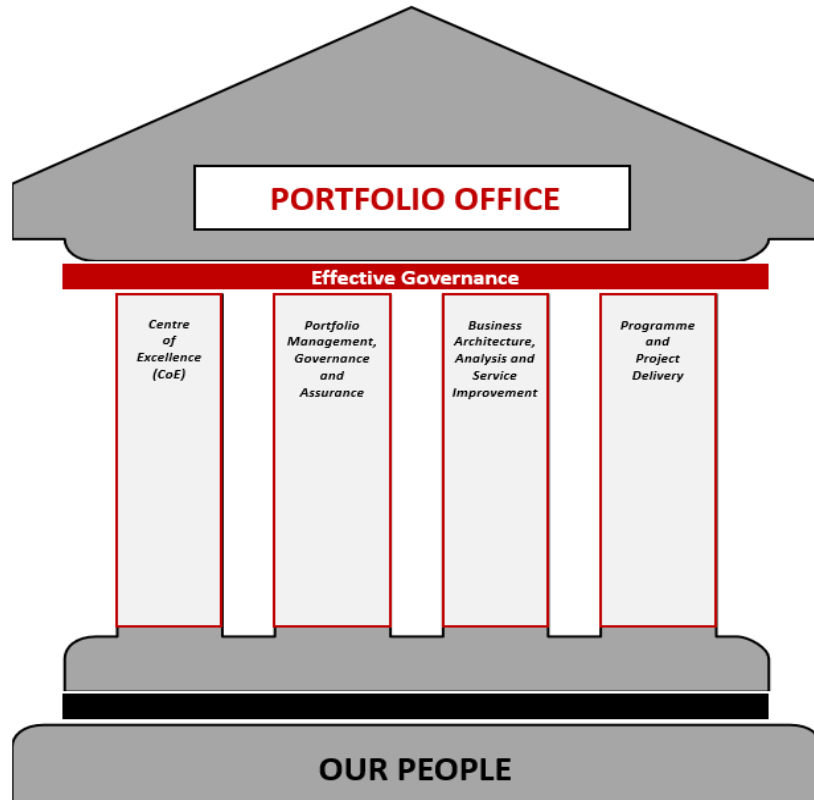
Agenda Item: 9.1

<b>Report to:</b>	<b>CHANGE COMMITTEE</b>							
<b>Meeting Date:</b>	<b>2 MAY 2024</b>							
<b>Report Title:</b>	<b>PORTFOLIO OFFICE PROGRESS REPORT – APRIL 2024</b>							
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
<b>1</b>	<b>Purpose</b>							
1.1	The purpose of this report is to provide a regular update on progress to the Change Committee (CC) on the key activities undertaken by the Portfolio Office in building and developing new and existing capabilities specific to SFRS's strategic Portfolio, Project and Programme management maturity (P3M3).							
1.2	Changes from the previous update are marked in red.							
<b>2</b>	<b>Background</b>							
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.							
<b>3</b>	<b>Main Report/Detail</b>							
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	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	The diagrams below represent: <ol style="list-style-type: none"> <li>1. The Portfolio Office structure as of December 2022</li> <li>2. Portfolio Office strategy – the four service pillars</li> <li>3. The current transitional state of the Portfolio Office</li> </ol>							

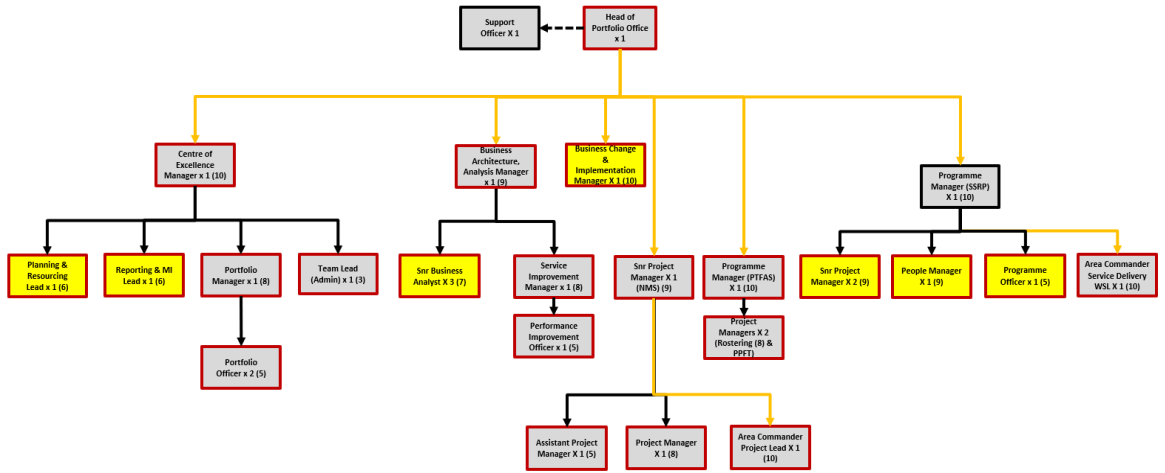
1. Portfolio Office Structure (December 2022)



2. Portfolio Office strategy – four service pillars (agreed in principle December 2022)



3. Portfolio Office Transition State (April 2024)



3.5

The next phase of recruitment includes the roles marked in yellow. The intention is that these roles will form core capabilities within the Portfolio Office and also support the Strategic Service Review Programme.

1. Planning & Resourcing Lead x 1
2. Reporting & MI Lead x 1
3. Snr Business Analyst X 2
4. Business Change & Implementation Manager X 1
5. Senior Project Manager X 2
6. People Manager X 1
7. Programme Officer x 1
8. Senior Project Manager (Rostering) X 1.



### 4. Portfolio Office Capabilities – Implementation update

Capability	Not started	Define	Develop	Implement	Improve / Embed.	Comments and actions
<b>Change Strategy</b>						
Portfolio Office strategy						of Excellence; 2. Portfolio Management, Governance & Assurance; 3. Business Architecture, Analysis & Service Improvement; 4. Programme & Project Management.
Capability Roadmap (The "big rocks")						SSRPP Roadmap iteration 1.4 complete. To be developed further to include wider SFRS change.
Business & Process Architecture						Business Architecture Manager appointed.
Technical Architecture						
Data Architecture						
Organisational Design						
<b>Centre of Excellence</b>						
<b>Frameworks, tools and practices</b>						
Change Lifecycle Framework						Portfolio Office support capabilities. Lifecycle process currently being reviewed to improve user experience.
Change Lifecycle training						Online training available on learning portal.
Benefits Toolkit (workbook)						Complete and implemented for new projects - gap in Portfolio Office support capabilities.
Project Toolkit (workbook)						Complete and implemented for (appropriate) new projects - gap in Portfolio Office support capabilities.
Strategic Programme Management Framework						Managing Successful Programmes (MSP) guiding Framework for SSRP.
Dependency Tracking						Complete and implemented for new projects - gap in Portfolio Office support capabilities.
Product Management						
Agile Project Delivery Framework						
Health Checks						Process currently being piloted.
Lessons Learned						Lessons learned being conducted for the Rostering Project.
LEAN Framework						Standard LEAN framework and approach being developed in support of SSRP.
Risk Management for projects						
Portfolio Level Risk Management						
Planning approaches						
Strategic Prioritisation Model						First iteration developed and will be used for annual portfolio planning.
Business Readiness Process						
Change Management Process						
Peer Review Network						SFRS Manchester, London, Tyne and Wear, West Midlands, Kent and Dorset & Wiltshire are developing a draft ToR for the group - expected to go to the next meeting in April.
<b>PPM Systems</b>						
PPM System						Existing ICT system being reviewed by CCoP for wider use across portfolio. It has been established that additional budget will be required to implement the system which will be a key enabler to resource management across the portfolio.
Risk Dashboard Integration						
<b>People and Training</b>						
Career pathways						
Training strategy						
Change Community of Practice						SFRS project and change agents. The last meeting concentrated on identifying issues and opportunities.
Change Lifecycle training						Modules now on the LMS.
<b>Reporting</b>						
Project Highlight Reporting						Complete and implemented.
Programme Highlight Reporting						Complete and implemented for SSRP.
Portfolio KPI Reporting						Three KPIs now being reported.
Benefits Reporting						Financial benefits being reported within KPIs. Cap in PO capabilities to role out further.
Project Finance Reporting						Complete and implemented. This is currently being reviewed and a new iteration will be presented to Change Committee in May.
Dependency & Inter-Dependency Reporting						
Risk Reporting						Risks and issues being reported within Highlight reports.
Capacity Reporting						
Demand and Prioritisation Reporting						
<b>CoE Roles</b>						
Reporting & MI Lead Role						Business Case presented to CPIG to recruit role
Planning & Scheduling Lead						Business Case presented to CPIG to recruit role
<b>Portfolio Management, Governance and Assurance</b>						
Stage Gate Management						Process currently being piloted.
Change Portfolio Investment Group CPIG						Complete and implemented.
Change Portfolio Progress Group CPPG						Complete and implemented.
Design Authority						Complete and implemented.
Annual Planning						
Pipeline Management						
Portfolio Plan						Complete and implemented. Gap in capabilities to support.
Annual planning cycle with quarterly refreshes						
New Demand Process						
<b>Business Architecture, Analysis &amp; CSI</b>						
Business Architecture, Analysis & CSI Strategy						Currently in development and will include service improvement as part of the strategy.
Service Improvement Plans						Several opportunities identified and being assessed as part of the SSRP CSR workstream.
<b>Project and Programme Delivery</b>						
Programme Management Roles						SSRP Programme Manager appointed.
Project Management Roles						NMS Smt Project Manager appointed.
Business Change Managers						Lead roles identified in SSRP - required significant development of role to make effective.

<b>4</b>	<b>Recommendation</b>
4.1	Change Committee are asked to scrutinise the Portfolio Office progress update.
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	<b><u>Critical Success Factors</u></b> 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><u>Risk Spotlight</u></b> <i>Extract from Portfolio Office Resourcing Spotlight presented at Change Committee Q1 2022:</i>
5.1.4	<i>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.</i>
5.1.5	<i>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.</i>
5.1.6	<i>(A CPD approach however could have limited impact and potentially take longer).</i>
5.1.7	<i>Please note that a future audit will review SFRS's controls over change management.</i>
5.2	<b>Financial</b>
5.2.1	There are no direct key financial implications arising from this report.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	There are no direct key environmental & sustainability implications arising from this report.
5.4	<b>Workforce</b>
5.4.1	Discussions ongoing regarding the key workforce implications arising from the transition to the new structure.
5.5	<b>Health &amp; Safety</b>
5.5.1	There are no direct key health and safety implications arising from this report.
5.6	<b>Health &amp; Wellbeing</b>
5.6.1	There are no direct key health and wellbeing implications arising from this report.
5.7	<b>Training</b>
5.7.1	There may be training implications for staff moving into changed or new roles.

5.8	<b>Timing</b>	
5.8.1	Timing of the transition to the future state is being affected by the availability of budgets to support new roles.	
5.9	<b>Performance</b>	
5.9.1	Performance measures are contained within the KPI section.	
5.10	<b>Communications &amp; Engagement</b>	
5.10.1	There are no direct key communication and engagement implications arising from this report.	
5.11	<b>Legal</b>	
5.11.1	There are no direct key legal implications arising from this report.	
5.12	<b>Information Governance</b>	
5.12.1	DPIA completed Yes/No. If not applicable state reasons.	
5.12.2	A Data Protection Impact Assessment has not been conducted for the Portfolio Office progress update.	
5.13	<b>Equalities</b>	
5.13.1	EHRIA completed Yes/No. If not applicable state reasons.	
5.13.2	An Equality Impact Assessment has not been conducted for the Portfolio Office progress update.	
5.14	<b>Service Delivery</b>	
5.14.1	There are no direct key Service Delivery implications arising from this report.	
<b>6</b>	<b>Core Brief</b>	
6.1	Not applicable	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Liz Barnes, Interim Deputy Chief Officer (Corporate Services)
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/ <b>Reasonable</b> /Limited/Insufficient
7.3	<b>Rationale:</b>	Development of organisational capabilities.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Not applicable.	
<b>Prepared by:</b>		
Curtis Montgomery, Head of Portfolio Office		
<b>Sponsored by:</b>		
Liz Barnes, Interim Deputy Chief Officer (Corporate Services)		
<b>Presented by:</b>		
Curtis Montgomery, Head of Portfolio Office		
<b>Links to Strategy and Corporate Values</b>		
Outcome 4 – we are fully accountable and maximise our public value by delivery a high quality, sustainable fire and rescue service for Scotland.		
<b>Governance Route for Report</b>		
<b>Meeting Date</b>		<b>Report Classification/ Comments</b>
Change Portfolio Investment Group		Approved
Change Committee		For Scrutiny

## SCOTTISH FIRE AND RESCUE SERVICE

## Change Committee



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	<b>SFRS Board/Committee Meetings ONLY</b> For Reports to be held in Private Specify rationale below referring to <b><u>Board Standing Order 9</u></b>						
		<a href="#">A</a>	<a href="#">B</a>	<a href="#">C</a>	<a href="#">D</a>	<a href="#">E</a>	<a href="#">F</a>	<a href="#">G</a>
<b>1</b>	<b>Purpose</b>							
1.1	To provide members with the fourth quarter performance of <b>KPIs 43 - 45</b> for fiscal year 2023-24.							
<b>2</b>	<b>Background</b>							
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.							
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.							
<b>3</b>	<b>Main Report/Detail</b>							
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.							
<b>4</b>	<b>Recommendation</b>							
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 <a href="#">Power BI Landing Page</a> .							

<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	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	<b>Workforce</b>
5.4.1	There are no Workforce implications addressed in this paper.
5.5	<b>Health &amp; Safety</b>
5.5.1	There are no specific Health and Safety implications addressed in this paper.
5.6	<b>Health &amp; Wellbeing</b>
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	<b>Information Governance</b>
5.12.1	DPIA completed - No
5.13	<b>Equalities</b>
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.
<b>6</b>	<b>Core Brief</b>
6.1	Not applicable

OFFICIAL

<b>7 Assurance (SFRS Board/Committee Meetings ONLY)</b>		
7.1	<b>Director:</b>	Liz Barnes – Interim Deputy Chief Officer, Corporate Services
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/Reasonable/ <b>Limited</b> /Insufficient
7.3	<b>Rationale:</b>	There 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 is moderate and being mitigated.
<b>8 Appendices/Further Reading</b>		
8.1	Link to <a href="#">Power BI Landing Page</a> .	
8.2	Appendix A - PDF copy of PBI0068 – Change Committee Performance Report	
<b>Prepared by:</b>		Chris Fitzpatrick, Business Intelligence and Data Services Manager
<b>Sponsored by:</b>		Richard Whetton, Head of Corporate Governance, Strategic Planning, Performance and Communications Directorate
<b>Presented by:</b>		Curtis Montgomery, Head of Portfolio Office
<b>Links to Strategy and Corporate Values</b>		
<u>Strategy</u> Outcome 5 – We are a progressive organisation, use our resources responsibly and provide best value for money to the public <ul style="list-style-type: none"> <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>		
<b>Governance Route for Report</b>		<b>Meeting Date</b>
<i>Change Portfolio Progress Group</i>		<i>18 June 2024</i>
<i>Change Committee</i>		<i>2 May 2024</i>
		<b>Report Classification/ Comments</b>
		<i>For scrutiny</i>
		<i>For scrutiny</i>



# SCOTTISH

## FIRE AND RESCUE SERVICE

Working together for a safer Scotland

# Change Committee Performance Report



**LIVE  
MANAGEMENT  
INFORMATION**

Latest quarter shown: **2023-24 Q4**

APPENDIX A

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



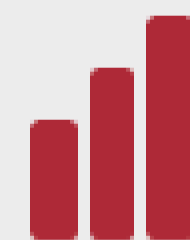
### Welcome

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 Performance Management Framework 2023-24 defines these corporate performance measures, whilst the Strategic Plan 2022-25 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: [BI@firescotland.gov.uk](mailto:BI@firescotland.gov.uk)



**BUSINESS  
INTELLIGENCE**



### LIVE MANAGEMENT INFORMATION

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

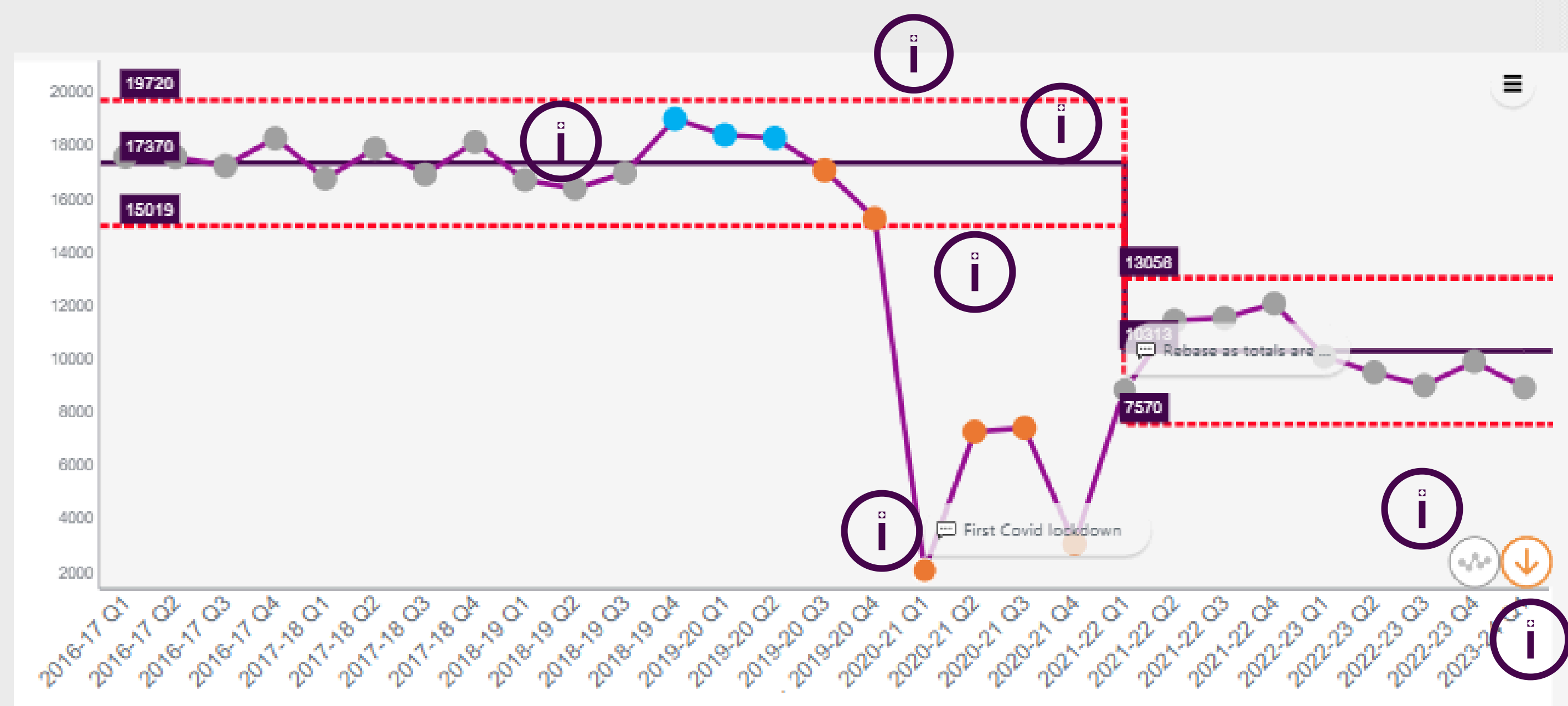
This report presents data over time for each of the quantitative performance measures as detailed in the [Performance Management Framework 2023-24](#), broken down into the Strategic Plan Outcomes. The Contents page (next) provides direction as to where you can find certain information.

### 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.



Above: anatomy of a SPC chart

### 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 following scenarios apply, the change needs to be investigated and an explanation provided. Over time this lets us analyse performance in a meaningful way.

- An **ORANGE** data point indicates special cause variation of particular concern and needing action. For example, whenever a data point falls outside of a control limit, 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:

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

### Data source for this report:

Details of each data source can be found on the Index page. Some of these are automated whilst others are manual.

### Frequency of update:

This report will be updated quarterly.

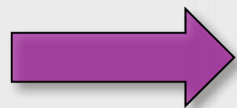
Source: [making-data-count-getting-started-2019.pdf \(england.nhs.uk\)](#)





**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



Effective Governance and Performance



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

**KPI 43 Portfolio Delays**



Less than 10% slippage from baseline completion date

**OWNER:** Head of Portfolio Office

**SUMMARY**

The KPI owner and BI team agree that the current methodology for this KPI is flawed should be withdrawn to avoid misleading the reader. A review for future reporting is underway.

**PURPOSE:** The percentage variance of the forecast completion dates against the baseline completion dates for all projects, aggregated over the change portfolio.

This KPI has been withdrawn

**KPI 44 Portfolio Overspend**



Less than 5% slippage from baseline cost

**OWNER:** Head of Portfolio Office

**SUMMARY**

The KPI owner and BI team agree that the current methodology for this KPI is flawed should be withdrawn to avoid misleading the reader. A review for future reporting is underway.

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

This KPI has been withdrawn

**KPI 45 Portfolio Cashable Benefits**



Increase between reporting period

**OWNER:** Head of Portfolio Office

**SUMMARY**

The KPI owner and BI team agree that the current methodology for this KPI is flawed should be withdrawn to avoid misleading the reader. A review for future reporting is underway.

**PURPOSE:** The aggregate cashable benefits realised across the change portfolio (in GBP)

This KPI has been withdrawn

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:

You can use the navigational buttons on the left-hand/top of each page to return to the home page, go to the next page, return to the previous page, go to the Help page, or go to the About page.

### 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.

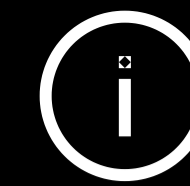
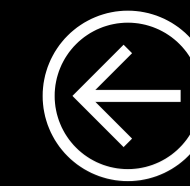
### Interpreting statistics and trends:

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.

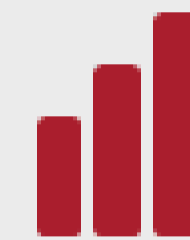
### Usage:

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](mailto:bi@firescotland.gov.uk)



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MANAGEMENT  
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BUSINESS  
**INTELLIGENCE**

Created by Business Intelligence

Any issues or questions with this report please contact

[bi@firescotland.gov.uk](mailto:bi@firescotland.gov.uk)



<b>Report to:</b>	<b>CHANGE COMMITTEE (CC)</b>																																																							
<b>Meeting Date:</b>	<b>2 MAY 2024 (DATA AS OF: 7 APRIL 2024)</b>																																																							
<b>Report Title:</b>	<b>PORTFOLIO OFFICE RISK LOG COVER PAPER</b>																																																							
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>					<u>A</u>	<u>B</u>																																																
		<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>																																																		
<b>1</b>	<b>Purpose</b>																																																							
1.1	The purpose of this report is to provide the Change Committee (CC) with an overview of the identified risks that could impact on the various programmes of work being monitored by the Portfolio Office.																																																							
<b>2</b>	<b>Background</b>																																																							
2.1	The risk tracking process used by the Portfolio Office is designed to monitor risks that could potentially impact on the successful delivery of projects across the Service including business as usual.																																																							
2.1.1	The risk information within this report has been collated via the submission of project update risk logs.																																																							
<b>3</b>	<b>Main Report/Detail</b>																																																							
3.1	The table below shows the total number of Risks being monitored through the Portfolio Office that are showing a current red risk or risk of 15 or more.																																																							
3.2	Risk Report can now be found in <a href="#">PBI0048A - Organisational Risk Report Board Summary - Power BI</a> under <b>Project Risks</b> and filter to CPPG on the contents page.																																																							
3.3	<table border="1"> <tr> <td colspan="7">TOTAL = 9</td> </tr> <tr> <td>New/ Increased Rating</td> <td colspan="6">New: NMS040 @ 20, PPFT009 @ 16 Increased: NMS026 was 16 now 20, NMS027 was 9 now 20, NMS028 was 9 Now 16, NMS033 was 12 now 16</td> </tr> <tr> <td>Decreased</td> <td colspan="6"></td> </tr> <tr> <td>Closed/ Removed</td> <td colspan="6">IHub002,003,004,009,010,011 – Internet now live.</td> </tr> <tr> <td>PROJECT</td> <td>NMS</td> <td>SDMP</td> <td>ESN</td> <td>iHub</td> <td>PPFT</td> <td>Rostering</td> </tr> <tr> <td>Rating 20</td> <td>3</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Rating 16</td> <td>2</td> <td>0</td> <td>2</td> <td>0</td> <td>1</td> <td>1</td> </tr> </table>							TOTAL = 9							New/ Increased Rating	New: NMS040 @ 20, PPFT009 @ 16 Increased: NMS026 was 16 now 20, NMS027 was 9 now 20, NMS028 was 9 Now 16, NMS033 was 12 now 16						Decreased							Closed/ Removed	IHub002,003,004,009,010,011 – Internet now live.						PROJECT	NMS	SDMP	ESN	iHub	PPFT	Rostering	Rating 20	3	0	0	0	0	0	Rating 16	2	0	2	0	1	1
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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	<p>Portfolio Office Projects Risk Report Current risks</p> <table border="1" data-bbox="300 353 1473 1328"> <thead> <tr> <th>Risk ID</th> <th>Status</th> <th>Risk Description</th> <th>Risk Owner</th> <th>Strategic Outcome ID</th> <th>Risk Rating</th> <th>Target</th> <th>Previous Risk Rating</th> </tr> </thead> <tbody> <tr> <td>NMS026</td> <td>Treat</td> <td>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</td> <td>Project Lead</td> <td>5</td> <td>20</td> <td>6</td> <td>16</td> </tr> <tr> <td>NMS027</td> <td>Treat</td> <td>There is a risk of impact to operational capability if project timelines are not met by Dec 2025 and SFRS remains reliant on fragile existing systems</td> <td>Head of Operations</td> <td>5</td> <td>20</td> <td>6</td> <td>9</td> </tr> <tr> <td>NMS040</td> <td>Treat</td> <td>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</td> <td>SRO</td> <td>2</td> <td>20</td> <td>16</td> <td></td> </tr> <tr> <td>ESMCP009</td> <td>Treat</td> <td>Recruitment and retention of vehicle fitting staff There is a risk that the service will not be able to recruit and retain Vehicle Fitters for the period of the transition. 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4.1	<p>The CC is asked to:</p> <ul style="list-style-type: none"> <li>a) Scrutinised the contents of the current report</li> <li>b) Consider the risk mitigation actions within the report and provide feedback as necessary.</li> </ul>																																																																																
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5.7 5.7.1	<b>Training</b> There are no direct training implications associated with this report.
5.8 5.8.1	<b>Timing</b> There are no direct timings implications arising from this report.
5.9 5.9.1	<b>Performance</b> There are no direct key performance implications arising from this report.
5.10 5.10.1	<b>Communications &amp; Engagement</b> There are no direct communication and engagement implications arising from this report.
5.11 5.11.1	<b>Legal</b> There are no direct key legal implications arising from this report.
5.12 5.12.1	<b>Information Governance</b> A Data Protection Impact Assessment is not required as there is no personal/sensitive information on this cover paper.
5.13 5.13.1	<b>Equalities</b> An Equalities Impact Assessment is not required as there is no personal/sensitive information on this cover paper.
5.14 5.14.1	<b>Service Delivery</b> There are no direct key Service Delivery implications arising from this report.
<b>6</b>	<b>Core Brief</b>
6.1	Not applicable
<b>7</b>	<b>Assurance (Board/Committee Meetings ONLY)</b>
7.1	<b>Director:</b> Liz Barnes, Interim Deputy Chief Officer
7.2	<b>Level of Assurance: (Mark as appropriate)</b> Substantial/ <b>Reasonable</b> /Limited/Insufficient
7.3	<b>Rationale:</b> Resource and time is an ongoing risk for the organisation and we use our resources to review and manage risk mitigation, this includes new, removed, updated and closed risks.
<b>8</b>	<b>Appendices/Further Reading</b>
8.1	Further Reading: - <a href="#">Risk Management Policy and Framework.</a>
<b>Prepared by:</b>	Joan Nilsen, Programme Officer
<b>Sponsored by:</b>	Liz Barnes, Interim Deputy Chief Officer
<b>Presented by:</b>	Gillian Buchanan, Portfolio Manager
<b>Links to Strategy and Corporate Values</b>	
The Portfolio Office links into The Risk Management Framework, forms part of the Service's Governance arrangements and links back to Outcome 5 of the 2022-25 Strategic Plan.	



OFFICIAL

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

## SCOTTISH FIRE AND RESCUE SERVICE

## Change Committee



Report No: C/CC/19-24

Agenda Item: 10.2

<b>Report to:</b>	<b>CHANGE COMMITTEE</b>							
<b>Meeting Date:</b>	<b>2 MAY 2024</b>							
<b>Report Title:</b>	<b>RISK UPDATE REPORT</b>							
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
<b>1</b>	<b>Purpose</b>							
1.1	The purpose of this report is to provide the Change Committee (CC) with an overview of the current risks highlighted by Directorates.							
<b>2</b>	<b>Background</b>							
2.1	The purpose of the risk register is to inform decision making through Scrutiny and Assurance processes, providing additional awareness of the risks we face and the actions required to minimise these risks.							
2.2	The Audit and Risk Assurance Committee (ARAC) is responsible for advising the Board and the Accountable Officer on the adequacy and effectiveness of the Service's arrangements for risk management and has oversight of the Strategic Risk Register.							
2.3	The Strategic Leadership Team (SLT) has responsibility for the identification and management of risk and will ensure that Risk Registers present a fair and reasonable reflection of the most significant risks impacting upon the organisation. The SLT will champion the importance of risk management in supporting the achievement of the Service's strategic outcomes and objectives.							
2.4	Risk Registers are prepared in consultation with the Board and SLT and are managed collectively by the SLT, with each Directorate Risk allocated to an identified Head of Function. These Responsible Owners provide information on the current controls in place and identify additional actions still required.							
<b>3</b>	<b>Main Report/Detail</b>							
3.1	<b>Risk Overview</b>							
3.1.1	The risk register is a management tool that provides assurance to the Service and its scrutiny bodies that the significant risks of the organisation have been identified, managed and are subject to ongoing monitoring, review and discussion.							
3.1.2	Following discussion within SLT all Directorate risks will be aligned to the Strategic Plan with only those risks rated 15 or above to be included within reporting templates. This will allow scrutiny to be focused on the most significant risks impacting upon Directorates and consideration of related control actions.							

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

Strategic Outcomes		Directorate Risks				Total
		VH	H	M	L	
Outcome 1	Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.					0
Outcome 2	Communities are safer and more resilient as we respond effectively to changing risks.	4	5	2		11
Outcome 3	We value and demonstrate innovation across all areas of our work.	1	1	4		6
Outcome 4	We respond to the impacts of climate change in Scotland and reduce our carbon emissions.			1		1
Outcome 5	We are a progressive organisation, use our resources responsibly and provide best value for money to the public	4	6	3		13
Outcome 6	The experience of those who work for SFRS improves as we are the best employer we can be.	2	3	2		7
Outcome 7	Community safety and wellbeing improves as we work effectively with our partners		1			1
		11	16	12		39

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	Directorate Risks				Total
	VH	H	M	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
					39

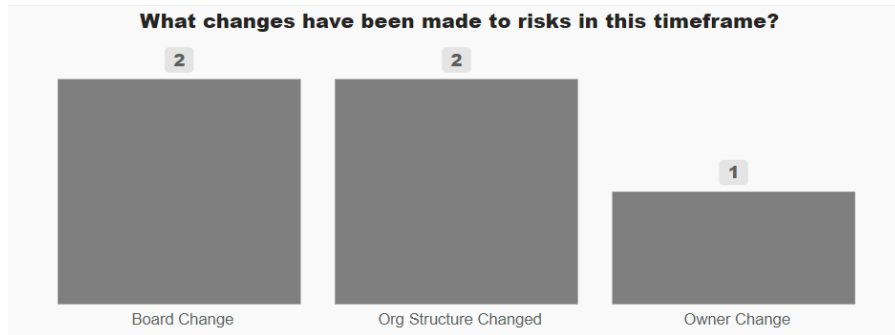
3.1.6 Further work is required in relation to the development of relevant themes, ensuring they aid discussions by accurately reflecting the common areas of risk identified. By focusing on these themes, the Service can look more widely across risk areas rather than focusing on single risks. Consideration 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 - [Risk Dashboard](#).

3.1.8 Following changes within the corporate structure, work on developing a number of new registers is being progressed:

- Risks SDD001 and SDD009, relating to ICT, SDMP and the Portfolio Office, are identified within Appendix A and are currently being reviewed in line with new structures, with new registers currently being prepared.
- Risks taken from previous registers, whilst realigned to current Directorates, still retain previous ID references. Work is required within the risk dashboard to reflect new reference numbers and this will be changed within future reports.

3.1.9 Following review in February the following changes have been made to risks over the last quarter. The changes reflect the realignment of risk to new Executive Boards and the changes made to the corporate structure.

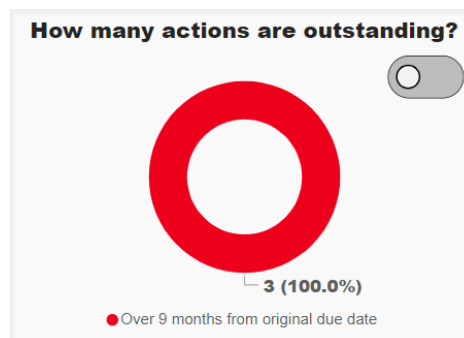


3.2 **Control Actions**

3.2.1 Without immediate action being taken on progressing identified controls, risks are likely to remain static. Discussions with Directorates will focus on identifying actions required within the current financial year with a RAG status incorporated within reports, aligned to the agreed process for Internal Audit, to identify progress made. This will focus scrutiny on priority areas, allowing responsible officers to provide assurance updates.

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

3.2.2 In relation to the 2 risks aligned to the Change Committee, Appendix A provides details of the three control actions relating to risks rated 15 or above. These relate to SDD001 and SDD009.



3.2.3 **SDD001** - Development of market allowance business cases, recruitment and implementation of posts to improve the recruitment to vacant posts and ensure the retention of existing ICT staff.

- This action will be marked as complete at the next update with a new action added in relation to the development of a new ICT structure. All risks and actions in relation to ICT will be aligned to the Finance and Contractual Services risk register and will form part of an FCS risk workshop on Monday 15 April.

3.2.4	<p><b>SDD009</b> - Development of business cases, recruitment and implementation of posts, Partnership working across the service and continued professional development (CPD) of Strategic Change related roles.</p> <ul style="list-style-type: none"> <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>
<b>4</b>	<b>Recommendation</b>
4.1	<p>The Change Committee is asked to:</p> <ul style="list-style-type: none"> <li>Scrutinise the information presented within the report.</li> </ul>
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	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	<b>Health &amp; Safety</b>
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5.6	<b>Health &amp; Wellbeing</b>
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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	<b>Information Governance</b>
5.12.1	DPIA completed - No. The report provides a summary of risks identified by Directorates. Each Directorate will ensure that any relevant DPIA is completed as required.

5.13 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	<b>Service Delivery</b> Any implications arising from the report will be managed by the relevant Directorate.	
<b>6</b>	<b>Core Brief</b>	
6.1	Not applicable	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Sarah O'Donnell, Director of Finance and Contractual Services
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	<del>Substantial/Limited/Insufficient:</del> <b>Reasonable:</b> There is room for improvement in the identification of the right risks, controls and the completion of mitigating actions within identified timescales.
7.2	<b>Rationale:</b>	The report is based upon information identified by each Directorate and I have confidence that the information is correctly reported based upon these returns.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A – Significant Risks	
<b>Prepared by:</b>	David Johnston, Risk and Audit Manager	
<b>Sponsored by:</b>	Sarah O'Donnell, Director of Finance and Contractual Services	
<b>Presented by:</b>	Curtis Montgomery, Head of Portfolio Office	
<b>Links to Strategy and Corporate Values</b>		
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:		
<b>Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.</b>		
<ul style="list-style-type: none"> <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>		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Change Committee</i>	<i>02 May 2024</i>	<i>For Scrutiny</i>

## 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
SDD001	5	There is a risk that the Directorate is unable to deliver against stated commitments and ambitions, due to limited resources and capacity whilst responding to concurrent events, and in light of the constraints brought about by the strategic resource spending review. This could result in a lack of ability to deliver, impacting on the support and delivery performance as a Directorate across the wider SFRS.			CC (CPPG)	Director of Service Development	15	4	15
Controls Actions		Original Due Date	Est' Completion Date	Owner	Comment			Action Status	
Development of business cases, recruitment and implementation of posts to allow the population of proposed Directorate Structure in line with organisational need		31/03/2022	31/03/2024	Heads of Function	Business Cases for ICT and SDMP have been completed. Portfolio Office Business Case Target operating model approved in principle with required funding to be identified. Work ongoing to review ICT structure. <b>(Control action to be considered further within PO risk register)</b>			Over 9 months from original due date	
Development of market allowance business cases, recruitment and implementation of posts to improve the recruitment to vacant posts and ensure retention of existing ICT staff.		31/12/2022	31/03/2024	Acting Head of ICT	Market Allowance process completed successfully. Recruitment to vacant posts restarted subject to potential operating model changes and SLT approval. Awaiting outcome of ICT structure review. <b>(Control action completer and to be updated at next review within a FCS risk workshop)</b>			Over 9 months from 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	A consultation exercise has been undertaken with Trade Unions and work is now progressing in relation to a staff consultation exercise.			On Target or 3 months 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	There is a risk of the Directorate being unable to embed Strategic Change capabilities across the SFRS as a result of organisational constraints that limit critical resource capacity and capability both within the Portfolio Office and across SFRS functions, which includes the necessity to further develop and build the skills and competencies that are required of a Strategic Change function. This could result in a number of consequences for SFRS which would include our ability to deliver change on time and within budget and to quality standards	CC (CPPG)	Director of Service Development	15	6	15
Controls Actions		Original Due Date	Est' Completion Date	Owner	Comment		Action Status
Development of business cases, recruitment and implementation of posts, Partnership working across the service and continued professional development (CPD) of Strategic Change related roles will essential in the mitigation of this risk		31/03/2023	31/03/2024	Head of Portfolio	Business Cases for ICT and SDMP have been completed. Portfolio Office Business Case Target operating model approved in principle with required funding to be identified. Further business case requested by acting director of finance for roles support SSRP.  <b>(Control action to be considered further within PO risk register)</b>		Over 9 months from original due date



**CHANGE COMMITTEE ROLLING FORWARD PLAN**

Agenda Item 11.1

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
13 June 2024 (Additional)	•		<u>Standing/Regular Reports</u> <b>General Reports</b> <ul style="list-style-type: none"> <li>New Mobilising System (Written update - PRIVATE)</li> </ul>		
1 AUGUST 2024	<ul style="list-style-type: none"> <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>	<u>Standing/Regular Reports</u> <b>General Reports</b> <ul style="list-style-type: none"> <li></li> </ul> <u>New Business</u> <ul style="list-style-type: none"> <li></li> </ul>	<u>Standing/Regular Reports</u> <b>Projects</b> <ul style="list-style-type: none"> <li>PO Project Dashboard</li> </ul> <b>General Reports</b> <ul style="list-style-type: none"> <li>PO Progress Update</li> <li>New Mobilising System (Written update - PRIVATE)</li> <li>PO Risk Report</li> <li>Strategic Risk Summary and Committee Aligned Directorate Risks</li> <li>Finance Report – Change Portfolio (Private)</li> <li>Organisational Capacity and Capability</li> <li>SSRP (Written Private SS)</li> <li>Quarterly Performance Report</li> </ul> <u>New Business</u> <ul style="list-style-type: none"> <li>HMFSI Audit and Inspection Action Plan Update (CCMS – D Lockhart)</li> <li>SDMP Closing Report</li> <li>Police Scotland Collaboration (Private - written)</li> </ul>	<u>Standing/Regular Reports</u> <b>Change Portfolio/ Major Projects</b> <ul style="list-style-type: none"> <li></li> </ul> <b>General Reports</b> <ul style="list-style-type: none"> <li></li> </ul> <u>New Business</u> <ul style="list-style-type: none"> <li></li> </ul>	<u>Standing/Regular Reports</u> <b>Change Portfolio/ Major Projects</b> <ul style="list-style-type: none"> <li></li> </ul> <b>General Reports</b> <ul style="list-style-type: none"> <li></li> </ul> <u>New Business</u> <ul style="list-style-type: none"> <li></li> </ul>

## CHANGE COMMITTEE ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
19 September 2024 (Additional)	•		<u>Standing/Regular Reports</u> <b>General Reports</b> <ul style="list-style-type: none"> <li>New Mobilising System (Written update - PRIVATE)</li> </ul>		
7 NOVEMBER 2024	<ul style="list-style-type: none"> <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>	<u>Standing/Regular Reports</u> <b>General Reports</b> <ul style="list-style-type: none"> <li></li> </ul> <u>New Business</u> <ul style="list-style-type: none"> <li></li> </ul>	<u>Standing/Regular Reports</u> <b>Projects</b> <ul style="list-style-type: none"> <li>PO Project Dashboard</li> </ul> <b>General Reports</b> <ul style="list-style-type: none"> <li>PO Progress Update</li> <li>New Mobilising System (Written update - PRIVATE)</li> <li>PO Risk Report</li> <li>Strategic Risk Summary and Committee Aligned Directorate Risks</li> <li>Finance Report – Change Portfolio (Private)</li> <li>Organisational Capacity and Capability</li> <li>SSRP (Written Private SS)</li> <li>Quarterly Performance Report</li> </ul> <u>New Business</u> <ul style="list-style-type: none"> <li>HMFSI Audit and Inspection Action Plan Update (CCMS – D Lockhart)</li> <li></li> </ul>	<u>Standing/Regular Reports</u> <b>Change Portfolio/ Major Projects</b> <ul style="list-style-type: none"> <li></li> </ul> <b>General Reports</b> <ul style="list-style-type: none"> <li></li> </ul> <u>New Business</u> <ul style="list-style-type: none"> <li></li> </ul>	<u>Standing/Regular Reports</u> <b>Change Portfolio/ Major Projects</b> <ul style="list-style-type: none"> <li></li> </ul> <b>General Reports</b> <ul style="list-style-type: none"> <li></li> </ul> <u>New Business</u> <ul style="list-style-type: none"> <li></li> </ul>

**CHANGE COMMITTEE ROLLING FORWARD PLAN**

	<b>STANDING ITEMS</b>	<b>FOR INFORMATION</b>	<b>FOR SCRUTINY</b>	<b>FOR RECOMMENDATION</b>	<b>FOR DECISION</b>
<b>18 December 2024 (Additional)</b>	<ul style="list-style-type: none"> <li>•</li> </ul>		<b><u>Standing/Regular Reports</u></b> <b>General Reports</b> <ul style="list-style-type: none"> <li>• New Mobilising System (Written update - PRIVATE)</li> </ul>		
<b>6 FEBRUARY 2025</b>	<ul style="list-style-type: none"> <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>	<b><u>Standing/Regular Reports</u></b> <b>General Reports</b> <ul style="list-style-type: none"> <li>•</li> </ul> <b><u>New Business</u></b> <ul style="list-style-type: none"> <li>•</li> </ul>	<b><u>Standing/Regular Reports</u></b> <b>Projects</b> <ul style="list-style-type: none"> <li>• PO Project Dashboard</li> </ul> <b>General Reports</b> <ul style="list-style-type: none"> <li>• PO Progress Update</li> <li>• New Mobilising System (Written update - PRIVATE)</li> <li>• PO Risk Report</li> <li>• Strategic Risk Summary and Committee Aligned Directorate Risks /Risk Dashboard</li> <li>• Finance Report – Change Portfolio (Private)</li> <li>• Organisational Capacity and Capability</li> <li>• SSRP (Written Private SS</li> <li>• Quarterly Performance Report</li> </ul> <b><u>New Business</u></b> <ul style="list-style-type: none"> <li>• HMFSI Audit and Inspection Action Plan Update (CCMS – D Lockhart)</li> </ul>	<b><u>Standing/Regular Reports</u></b> <b>Change Portfolio/ Major Projects</b> <ul style="list-style-type: none"> <li>•</li> </ul> <b>General Reports</b> <ul style="list-style-type: none"> <li>•</li> </ul> <b><u>New Business</u></b> <ul style="list-style-type: none"> <li>•</li> </ul>	<b><u>Standing/Regular Reports</u></b> <b>Change Portfolio/ Major Projects</b> <ul style="list-style-type: none"> <li>•</li> </ul> <b>General Reports</b> <ul style="list-style-type: none"> <li>•</li> </ul> <b><u>New Business</u></b> <ul style="list-style-type: none"> <li>•</li> </ul>