SCOTTISH
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PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 1 AUGUST 2024 @ 1000 HRS

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

1   CHAIR'S WELCOME

2   APOLOGIES FOR ABSENCE

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

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

5   MINUTES OF PREVIOUS MEETING: 2 MAY 2024 (*attached*)   *S Ballingall*

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

6   ACTION LOG (*attached*)   *Board Support*

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

7   CHANGE PORTFOLIO/MAJOR PROJECTS
7.1   Programme Projects Highlights Report (*attached*)   *G Buchanan*
7.2   Rostering Project Dossier *(attached)*   *E Tinto/*
                                                                          P McGovern

The Committee is asked to scrutinise these reports.

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

8   GENERAL REPORTS
8.1   Portfolio Office Progress Report (*attached*)   *C Montgomery*
8.2   Audit and Inspection Action Plan Update (CCMS) (*attached*)   *D Lockhart*

The Committee is asked to scrutinise these reports.

**9   POLICE SCOTLAND AND SFRS CORPORATE SERVICES
        COLLABORATION REVIEW – END REPORT** (*attached*)   *M McAteer*

The Committee is asked to scrutinise the report.

10   RISK
10.1   Portfolio Office Risk Report (*attached*)   *G Buchanan*

The Committee is asked to scrutinise the report.

11   COMMITTEE ROLLING FORWARD PLANNING   *S Ballingall*
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
        19 September 2024.

        The next full public Committee meeting is scheduled to be held on
        Thursday 7 November 2024.

Reports For Information Only
•   Safe and Well Project Closing Report (*attached*)

PRIVATE SESSION

14   MINUTES OF PREVIOUS PRIVATE MEETINGS:
14.1   Thursday 2 May 2024 (*attached*)   *S Ballingall*
14.2   Thursday 13 June 2024 – Special (*attached*)   *S Ballingall*

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.*

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

| 16 | **PEOPLE, PAYROLL, FINANCE AND TRAINING PROJECT UPDATE** *(attached)* | *L Gaja/ P McGovern* |

The Committee is asked to scrutinise the report.

| 17 | **NEW MOBILISING SYSTEM UPDATE** *(attached)* | *D Lockhart/ D Wilson* |

The Committee is asked to scrutinise the report.

| 18 | **SFRS CHANGE MATURITY, CAPACITY AND CAPABILITY JULY 2024** *(attached)* | *C Montgomery* |

The Committee is asked to scrutinise the report.

| 19 | **COMMITTEE QUARTERLY PERFORMANCE 2024/25 Q1** *(attached)* | *C Montgomery* |

The Committee is asked to scrutinise the report.

| 20 | **SERVICE DELIVERY MODEL PROGRAMME CLOSING REPORT** (*attached*) | D Lockhart |

The Committee is asked to scrutinise the report.

| 21 | **STRATEGIC SERVICE REVIEW PROGRAMME UPDATE** *(attached)* | *S Stevens/ L Forrest* |

The Committee is asked to scrutinise the report.

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

PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 2 MAY 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)
Angiolina Foster (AF)	Therese O'Donnell (TO'D)

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
Andrew Mosley (AM)	Project Manager (Item 8.3 only)
Derek Wilson (DW)	Area Commander, Service Development (Item 19 only)
Lorna Forrest (LF)	SSRP Programme Manager (Item 20 only)
Lyndsey Gaja (LG)	Interim Director of People (Item 21 only)
Paul McGovern (PMcG)	Programme Manager (Item 21 & 22 only)
Stephen Wood (SW)	Deputy Assistant Chief Officer (Item 22 only)
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
Seona Hart, Fire Brigades Union
Douglas Balfour, Home Office

1   WELCOME

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

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

2   APOLOGIES

Brian Baverstock, Deputy Chair

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 16), *SFRS Change Maturity, Capacity and Capability* (Item 17), *People, Payroll, Finance and Training* (Item 21), *Rostering* (Item 22), *New Mobilising System Periodic Update* (Item 19), *Service Delivery Model Programme (SDMP) Development Stage Position* (Item 18) and *Strategic Service Review Programme* (Item 20), 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: 15 FEBRUARY 2024

5.1 The minutes of the previous meeting were agreed, subject to one minor typographical error, as an accurate record.

5.1.1 **Subject to a minor typographical error, the minutes of the meetings held on 15 February 2024 were approved as a true record of the meeting.**

5.2 <u>Matters Arising</u>

5.2.1 There were no matters arising.

6 ACTION LOG

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

Action 7.1.8 Programme Project Highlight Report (16/02/2024): SS advised that the information document relating to SDMP/CRIM/ORH analysis would be circulated before the next meeting (August 2024). SS and FT to discuss further outwith the meeting.

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

7 COMMITTEE STATEMENT OF ASSURANCE

7.1 FT presented the Committee Statement of Assurance for approval and noted that further revisions were required to emphasise the New Mobilising System (NMS) project and the Strategic Service Review Programme (SSRP).

7.2 **Subject to further revision relating to NMS and SSRP being made, the Committee approved the Committee Statement of Assurance.**

8 CHANGE PORTFOLIO/MAJOR PROJECTS

8.1 **Programme Project Highlight Report**

8.1.1 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.

8.1.2 In regard to People, Payroll, Finance and Training (PPFT), it was noted that the project's overall health was reporting Red. The Committee noted that a better understanding of the relationship between PPFT and any potential shared services opportunities was required. This would be discussed further under Agenda Item 21.

8.1.3 In regard to the Rostering project, the Committee noted that this was reporting Amber for Quality and Skills & Resources and sought to understand what remedial actions were being taken. CM advised that there should be mitigating actions in the plan, however due to a timing issue, the most recent updates may not have been received.

8.1.4   The Committee requested further clarity within the mitigating actions with further detail on timescales and milestones within future reports.

ACTION: CM/GB

8.1.5   **The Committee scrutinised the report.**

(D Wilson joined the meeting at 0940 hrs)

8.2   New Mobilising System Dossier

8.2.1   DL presented the NMS Project dossier to the Committee for scrutiny. The following key points were highlighted:

- NMS dossier was produced following the production of the outline business case and outlined the reasons for the delayed presentation to the Committee.
- Number of different artifacts developed for the project and various plans brought together to support the dossier.
- Additional support and professional project management aligned to the project.
- No previous dossier had been developed for the project.
- Continuous process of updating all artifacts within the projects.

8.2.2   The Committee acknowledged the current situation with the project. DL advised that in terms of governance, producing a project dossier and submitting for scrutiny was important. DL confirmed that if any further changes were required to the project dossier, it would be resubmitted to the Committee for scrutiny.

8.2.3   **The Committee scrutinised the report.**

(D Lockhart and D Wilson left the meeting at 0945 hrs)
(A Mosley joined the meeting at 0945 hrs)

8.3   Emergency Services Mobile Communications Programme Project Change Request and Dossier

8.31   AM presented the revised Emergency Services Mobile Communications Programme (ESMCP) project Change request and dossier to the Committee for scrutiny.   The following key points were highlighted:

- Proposal to align ESMCP and the In Vehicle Systems (IVS) project due to the synergy between the 2 projects and outlined the benefits for the project and Service in doing so.
- Significant positive change for the Service.
- Replacement of all front end hardware on vehicles, including Airwave radios (R5), mobile data terminals and GETAC tablets.
- Mobile data terminals and GETAC tablets will be replaced with a single device (Panasonic CF33) and updated software (Modas). Work was ongoing in relation to obtaining a code of connection which is a security requirement from the Home Office, and any implications following the recent ruling against Airwave.
- Outline of the benefits to the projects and Service in bringing the ESMCP and IVS projects together.

8.3.2   With regard to the revised extended delivery timescale (December 2029), the Committee queried whether there was an updated road map, the implications and risks associated with the extended timescale and reasons why the timescale had increased by 3 years. AM reminded the Committee that this was a UK Home Office led project which the Service had no control over. However, this presents an opportunity for the Service, due to the work currently ongoing, and would enable the Service to be in a stronger position going forward. This would allow the Service to progress with the IVS and ESMCP trial devices and remain ahead of other UK FRS's. Another benefit of installing the Airwave R5 would allow the Service to be an early adopter of the Emergency Services Network (ESN).

8.3.3   AM reminded the Committee that the delay would also allow the NMS to be installed and fully embedded. AM noted that the Service could not move to ESN without NMS being in place. AM further noted the regular communications and tracking between the ESMCP and NMS projects.

8.3.4   The Committee noted their concerns regarding combining projects that were not fully within the control of the Service. AM reiterated the positive opportunities for the Service to make significant progress. SO'D noted that there was opportunity within this space, which formed part of enabling infrastructures and that a diagram would be developed to show the interconnections and socialise across the Service. The Committee requested development of the diagram that defines the timeline and interdependencies between ESMCP, IVS and the NMS.

ACTION: SO'D

8.3.5   The Committee queried whether there were any implications for the NMS Project and the shelf life and withdrawal or potential continuation of maintenance of the existing platform. SO'D noted that the delay in ESMCP was helpful as this would allow the Service to deliver and embed the NMS in order to connect to ESMCP.

8.3.6   AM informed the Committee that Airwave were already replacing their hand held, voice and in vehicle radios to ensure that they remained viable until 2029. AM reiterated that the delay was helpful however the Service needed to maximise the opportunity.

8.3.7   The Committee sought clarification on the implications from the end of maintenance contracts on existing mobilising systems and whether it was known if suppliers would continue to support these old systems. SO'D noted that there was still a hard deadline and this remains a significant risk to the Service. To be discussed further in the private session.

8.3.8   The Committee queried how assurances could be provided that the work being undertaken would still be compatible with the new system when it is eventually available. SO'D reminded the Committee that the Service were working with the Home Office and Scottish Government on a funded pathfinder project, ESN Data First. The Service continues to work with those driving the project i.e. Home Office, and it is incumbent upon them to ensure the software is still compatible.

8.3.9   AM provided a brief explanation of the level of risk facing the Service and the wider UK emergency services network. AM offered his assurance that the Service were not being complacent and would remain alert to any changes in the future.

8.3.10   Financial detail and plans to be developed and included in project dossiers going forward.
ACTION: SO'D/CM

8.3.11   **The Committee scrutinised the report.**

(A Mosley left the meeting at 1010 hrs)

9   GENERAL REPORTS
9.1   Portfolio Progress Update
9.1.1   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). The following key points were highlighted:
  • Funding identified to recruit 9 additional roles to support both the Portfolio Office and SSRP. These additional roles were Planning and Resourcing Lead, Reporting and MI Lead, Senior Business Analysts, Business Change and Implementation Manager, Senior Project Managers, People Manager and Programme Officer.

- Outline of changes within the Portfolio Office capabilities and progress within the change community practice area.
- Continuing to develop the peer review works with other UK FRS and draft terms of reference were now available.
- Next iteration of Financial Report would be presented in private session.
- Outline of the business architecture analysis and service improvement teams work in relation to the strategy, working processes/practices, links with design authority and impact assessments for change.

9.1.2 The Committee noted that the peer review draft terms of reference required further development. CM to revise and circulate ahead of the next meeting (August 2024).

ACTION: CM

9.1.3 The Committee noted that the process of prioritisation would be discuss further in the private session.

9.1.4 The Committee welcomed the progress being made in relation to internal resourcing and recruitment and recognised the subsequent increased leadership/management required. As a result, the Committee noted the need for assurances to be given on the impact, efficacy and value for money for the investment in this area.

9.1.5 The Committee requested an opportunity to contribute to the scope of the Internal Audit relating to Change Management.

ACTION: SO'D/CM

The Committee scrutinised the report.

9.1.6

9.2 **Committee Quarterly Performance Report Q4 2023/24**

9.2.1 CM presented the performance report to Committee for scrutiny and advised that the reporting had been paused to allow the financial report to be redefined. CM advised that the statement within the covering report was incorrect as the methodology was not flawed. CM explained the issues and challenges with retrieving data, lack of business case etc. CM noted that the intention was to re-baseline measures and link this back to the KPIs.

9.2.2 The Committee noted that the covering report was contradictory to the verbal update provided. The Committee voiced their concerns regarding the lack of clarity, unknown timescales, being unsighted on performance data and the impact of this on the Committee's ability to undertake proper scrutiny.

9.2.3 CM advised the Committee that as the new portfolio is developed, it will be linked to SSRP etc. and all projects will be re-baselined.

9.2.4 The Committee noted that it would have been helpful if the timescale relating to the review of portfolio reporting had been included within the covering report so that the Committee were aware of when reliable reporting would be available.

9.2.5 CM advised the Committee of the proposal to update and re-baseline KPIs for the next report. CM and FT to discuss further outwith the meeting.

ACTION: CM

9.2.6 **The Committee scrutinised the report.**

10   RISK
10.1   **Portfolio Office Risk Report**
10.1.1   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.

10.1.2   Brief discussion took place on the need for greater understanding of risk, increased focus and consideration of risk throughout the meeting and the identification of emerging risk themes.

10.1.3   The Committee requested a workshop be arranged to discuss the provision and analysis of the risk register.

                                                                        ACTION: FT/BST

10.1.4   **The Committee scrutinised the report.**

10.2   **Committee Aligned Directorate Risks**
10.2.1   CM presented the Aligned Directorate Risks report to the Committee to provide an outline of the identified Directorate risks and controls.

10.2.2   **The Committee scrutinised the report.**

11   COMMITTEE ROLLING FORWARD PLAN
11.1   **Committee Forward Plan**
11.1.1   The Committee noted the Forward Plan.

11.2   **Items for consideration at Future IGF, Board and Strategy Day Meetings**
11.2.1   There were no items identified.

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

12   REVIEW OF ACTIONS
12.1   KM confirmed that 5 formal actions were recorded during the meeting.

13   DATE OF NEXT MEETING
13.1   A special private meeting was scheduled for Wednesday 13 June 2024.

13.2   The next full meeting is scheduled to take place on Thursday 1 August 2024.

13.3   There being no further matters to discuss, the public meeting closed at 1033 hrs.

         (The meeting broke at 1033 hrs and reconvened at 1040 hrs)
         (D Lockhart rejoined the meeting at 1040 hrs)

PRIVATE SESSION

14   MINUTES OF PREVIOUS PRIVATE MEETING:
14.1   **Thursday 15 February 2024**
14.1.1   The minutes of the meeting held on 15 February 2024 were approved as a true record of the meeting.

14.2   **Monday 18 March 2024**
14.2.1   The minutes of the meeting held on 18 March 2024 were approved as a true record of the meeting.

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

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

16   FINANCIAL REPORTING – CHANGE PORTFOLIO
16.1   SO'D presented the reformatted financial report to the Committee which outlined the financial impacts of the Change Portfolio over the medium term.

16.2   **The Committee scrutinised the report.**

17   SFRS CHANGE MATURITY, CAPACITY AND CAPABILITY APRIL 2024
17.1   CM presented an update report to the Committee providing a high-level view of the Service's change capacity and capabilities.

17.2   **The Committee scrutinised the report.**

18   SDMP PHASE 2 DEVELOPMENT STAGE POSITION STATEMENT
18.1   DL presented the report to the Committee providing an update regarding the completion of the Development Phase of the programme.

18.2   **The Committee scrutinised the report.**

(D Wilson joined the meeting at 1150 hrs)

19   NEW MOBILISING SYSTEM PERIODIC UPDATE
19.1   DL presented the report to the Committee providing an overview of the NMS Project delivery and progress to date, and the next steps for scrutiny.

19.2   **The Committee scrutinised the report.**

(The meeting broke at 1220 hrs and reconvened at 1230 hrs)
(D Lockhart and D Wilson left the meeting at 1220 hrs)
(L Forrest joined the meeting at 1230 hrs)

20   STRATEGIC SERVICE REVIEW PROGRAMME
20.1   SS presented a report to the Committee providing a high level overview update of the Strategic Service Review Programme (SSRP) including key risks, enabling and interdependent activities and engagement.

20.2   **The Committee scrutinised the report.**

(L Forrest left the meeting at 1255 hrs)
(L Gaja and P McGovern joined the meeting at 1255 hrs)

21   PEOPLE, PAYROLL, FINANCE AND TRAINING PROJECT UPDATE
21.1   PMcG presented a report to the Committee providing an overview of the People, Payroll, Finance and Training (PPFT) project progress and relevant next steps.

21.2   **The Committee scrutinised the report.**

(F Thorburn and L Gaja left the meeting at 1315 hrs)
(S Wood joined the meeting at 1315 hrs)
(S Ballingall commenced chairing the meeting at 1315 hrs)

22   ROSTERING PROJECT UPDATE
22.1   SW presented a report to the Committee providing an overview of the Rostering project progress and relevant next steps.

22.2   **The Committee scrutinised the report.**

CHANGE COMMITTEE – ROLLING ACTION LOG

Background and Purpose

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

The status of Actions are categorised as follows:

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

Actions/recommendations

Currently the rolling action log contains 10 actions.   A total of 4 of these actions has been completed.

The Committee is therefore asked to approve the removal of the 4 actions noted as completed (Blue status), note 4 actions categorised as Green status and note 2 actions categorised as Yellow status on the action log.

CHANGE COMMITTEE
ROLLING ACTION LOG

Committee Meeting: 10 August 2023						
Agenda Item	**Actions Arising**	**Lead**	**Due Date**	**RAG Status**	**Completion Date**	**Position Statement**
8.1.2	**Portfolio Office Progress Update:** Provide a revised monitoring report that tracks portfolio office progress to the committee, to also include information on how its use is embedded with non-specialist colleagues.	CM	November 2023			**Updated (09/11/2023):** Interim report Portfolio Office progress highlights: • New format Portfolio Office Report for Change Committee in development and will include Portfolio KPIs (Time, Cost, Cumulative Benefits), Portfolio Office ToM, and Objectives. • Health Check process is being piloted with People, Payroll, Finance and Training (PPFT). • Stage Gate Assurance process to be piloted with the Rostering project early November and assured through Design Authority. • Third meeting of SFRS Change Community of Practice scheduled for November. • Work underway on new annual planning process that covers the demand process/pipeline, prioritisation and complexity model. • Review of CPIG and CPPG Portfolio Governance meetings underway – single CPGG meeting likely outcome.

						• Ongoing recruitment for a number of roles including SSR Programme Manager; Business Architecture, Analysis and CSI Manager; NMS Senior Project Manager, Project Manager and Senior Business Analyst. • Service Review Programme vison and blueprint approach being developed. Resourcing OBC and programme plan also in development. **Update (15/02/2024):** New format Portfolio Office Report provided, detailing progress against the key capabilities and roles within the department. **Update (02/05/2024**): Portfolio Office Report provided, detailing progress against the key capabilities and roles within the department. **Update (01/08/2024**): Portfolio Office Report provided, detailing progress against the key capabilities and roles within the department.

Committee Meeting: 9 November 2023						
Agenda Item	**Actions Arising**	**Lead**	**Due Date**	**RAG Status**	**Completion Date**	**Position Statement**
9.2.2	**Committee Aligned Directorate Risks** In regard to differing risk criteria between project and service risks, further information/ discussions on the nuance to be taken at the Audit and Risk	**CM**	**February 2024**			**Update (15/02/2024**): Portfolio Office are now a stand alone function reporting directly to the Interim Deputy Chief Officer for Corporate Services. A meeting is

	Assurance Committee					scheduled with the Risk & Audit Manager to discuss an approach to the Portfolio Management risk report. **Update (02/05/2024**): Change Committee Risk Report provided. SSRP risk register now in development – see highlight report. **Update (01/08/2024**): Following a meeting between the Interim Deputy Chief Officer – Corporate Services, Head of Portfolio Office and the Risk & Audit Manager, it has been agreed to set up a portfolio level risk register which will be developed over the next quarter. It is anticipated that the report will be managed via the Change Portfolio Progress Group.

Committee Meeting: 15 February 2024

Agenda Item	Actions Arising	Lead	Due Date	RAG Status	Completion Date	Position Statement
7.1.8	**Programme Project Highlight Report** 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**		**July 2024**	**Update (02/05/2024**): Ongoing - A document will be circulated in due course to Change Committee. **Complete (01/08/2024**): Information on SDMP/CRIM and ORH was provided to all Board members during Board Strategy Day on 25 July 2024.

Committee Meeting: 2 May 2024						
Agenda Item	Actions Arising	Lead	Due Date	RAG Status	Completion Date	Position Statement
8.1.4	**Programme Project Highlight Report** Committee request further clarity within the mitigating actions with further detail on timescales and milestones.	**CM/GB**	**August 2024**		**July 2024**	**Complete (01/08/2024**): Highlight reports now provided narrative around the mitigations along with timelines
8.3.4	**ESMCP Project Change Request and Dossier:** Committee request development of diagram that defines the timeline and interdependencies between ESMCP, in-vehicle solutions and the new mobilising system.	**SO'D**	**November 2024** ~~August 2024~~			**Update (01/08/2024**): This work is underway and a draft will be available for the Committee at the November mtg.
8.3.10	**ESMCP Project Change Request and Dossier:** Financial detail and plans to be developed and included in project dossiers going forward.	**SO'D**	**August 2024**		**July 2024**	**Update (01/08/2024**): Portfolio Office are working with the Finance team and stakeholders to review the current business case process. Following discussions, the review will now also include the use of financial detail though the change lifecycle.
9.1.2	**Portfolio Office Progress Update:** The Committee noted that the peer review draft terms of reference required further development. CM to revise and circulate ahead of the next meeting (August 2024).	**CM**	**August 2024**		**July 2024**	**Complete (01/08/2024):** The PMO network containing Manchester, London, Tyne and Wear, West Midlands, Kent and Dorset & Wiltshire fire services are due to meet on 10 July. At this stage the group have agreed in principle to become involved in future project peer reviews. At this stage, as the NMS project are also involved in a separate peer review network activity, no further actions are planned.

9.1.5	**Portfolio Office Progress Update:** Committee request opportunity to contribute to the scope of the Internal Audit relating to Change Management.	**SO'D/ CM**	**August 2024**			**Update (01/08/2024):** A meeting took place between the Interim Deputy Chief Officer – Corporate Services, Head of Portfolio Office and Auditor, where the scope of the change management audit was discussed. The suggestion from Change Committee to look at wider change capacity and capability across SFRS, as well as each of the individual projects and programmes, was discussed and the auditor will consider these and feed back their suggested scope for review/approval in due course.
9.2.5	**Committee Quarterly Performance Report Q4 2023/24:** CM advised the Committee of the proposal to update and re-baseline KPIs for the next report. CM and FT to discuss further outwith the meeting.	**CM**	**August 2024**			**Update (01/08/2024):** The revised format of the financial report is currently being developed and will include the existing portfolio KPIs. This is currently progressing through internal governance and it is anticipated it will be discussed at the next Change Portfolio Investment Group meeting on 31 July.
10.1.3	**Portfolio Office Risk Report:** Committee request a workshop be arranged to discuss the provision and analysis of the risk register.	**FT/BST**	**August 2024**			**Update (01/08/2024):** Still to be arranged

SCOTTISH FIRE AND RESCUE SERVICE

Change Committee

Report No: C/CC/31-24

Agenda Item: 7.1

Report to:	**CHANGE COMMITTEE**
Meeting Date:	**1 AUGUST 2024** (DATA AS OF: 16/07/24)
Report Title:	**PROGRAMME PROJECT HIGHLIGHTS REPORT**

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

1	**Purpose**
1.1	The purpose of this report is to provide the Change Committee (CC) with a wider overview of the identified following areas – Risk, Interdependencies, Costs and Capacity to Deliver.

2	**Background**
2.1	The Portfolio Office (PO) will update the CC with available information associated with this programme during the reporting period.

3	**Main Report/Detail**
3.1 3.1.1	**Interdependencies** The capacity from the Training, Safety and Assurance, ICT across various projects remains an interdependency.
3.1.2	There are key dependencies and interdependencies with the People Payroll Finance and Training (PPFT), Rostering, SSRP, Emergency Services Network and New Mobilising System projects.
3.2 3.2.1	**Capacity to Deliver** Full stakeholder engagement along with continuous monitoring of resource availability and allocation will be essential to ensure SFRS have the appropriate level of capacity to deliver all major change projects. The Portfolio Function will seek to develop Capacity Planning capabilities and embed across the change portfolio.
3.2.2	Potential impact on retirements and Pension update.
3.3 3.3.1	**Project Performance Showing Red or Amber** **New Mobilising System** showing Amber for Time, Amber Costs. Amber for Time as while the supplier feedback indicates a delivery of Phase 1 by December 2025 is achievable, this has a strong dependency on date of contract award. Following approval from the SFRS Board on the YPO DPS as a procurement route, this enables procurement to progress to award quickly. The invitation to tender was launched on 12 June 2024 and closes on 16 July 2024, followed by a short bid evaluation period. Amber for Costs based upon cost envelopes provided by suppliers (will be confirmed prior to award). There is the potential for costs to increase due to reduced implementation timelines or reduced competition.
3.3.2	**Emergency Services Network - In Vehicle Systems** showing Amber for Time and Skills & Resources due to recruiting of vehicle fitters, retirements and maternity leave.

3.3.3	**PPFT showing red for overall health** during this period of exploring collaboration options. **Time has been held at red** due to there being no timescales confirmed with Scottish Government Shared Services Programme (SGSSP), however, discussions are taking place at Project Board (05/07/2024) to be able to bring options and recommendations to CPPG following the recent SGSSP Workshops. **Skills & Resources remains at red** due to the urgent requirement for a Senior Business Analyst (SBA), and **Quality remains at amber** due to the lack of Senior Business Analyst expertise to ensure quality of Scottish Government Shared Services solution fit. **Costs are amber** due to ongoing uncertainties over delays.
3.3.4	**Rostering** showing Amber for Quality and Skills & Resources due to no SBA assigned to the project and the ongoing recruitment process for a Senior Project Manager since the resignation of the Project Manager in May.
4	**Recommendation**
4.1	The CC is asked to: a) Scrutinise the contents of the current report. b) Consider the risk mitigation actions within the report and provide feedback as necessary.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk** Resourcing impact due to potential retirements due to Pension update.
5.2 5.2.1	**Financial** There is no direct finance impact arising from this report.
5.3 5.3.1	**Environmental & Sustainability** There are no direct key environmental & sustainability implications arising from this report.
5.4 5.4.1	**Workforce** As detailed in section 3.1.
5.5 5.5.1	**Health & Safety** There are no direct Health and Safety implications associated with this report.
5.6 5.6.1	**Health & Wellbeing** There are no direct Health and Wellbeing implications associated with this report.
5.7 5.7.1	**Training** There are no direct Training implications associated with this report.
5.8 5.8.1	**Timing** As detailed in section 3.1.
5.9 5.9.1	**Performance** As detailed in section 3.1.
5.10 5.10.1	**Communications & Engagement** There are no direct key performance implications arising from this report.
5.11 5.11.1	**Legal** There are no direct key legal implications arising from this report.

5.12	**Information Governance**
5.12.1	A Data Protection Impact Assessment is not required as there is no personal/sensitive information on this cover paper.

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

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

6	**Core Brief**
6.1	Not applicable

7	**Assurance (Board/Committee Meetings ONLY)**	
7.1	**Director:**	Liz Barnes, Interim Deputy Chief Officer
7.2	**Level of Assurance: (Mark as appropriate)**	~~Substantial~~/**Reasonable**/~~Limited~~/~~Insufficient~~
7.2	**Rationale:**	To provide maximum business value and to monitor progress, the project costs, time, quality and resources are reviewed based on a red and amber escalation RAG status, including key dependencies and interdependencies.

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

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

Links to Strategy and Corporate Values
We are fully accountable and maximise our public value by delivering a high quality, sustainable and rescue service for Scotland.

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Change Committee	*1 August 2024*	*For Scrutiny*

PROJECT HIGHLIGHT REPORT
Period - 04 June to 01 July 2024

SCOTTISH FIRE AND RESCUE SERVICE

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
Strategic Outcome Alignment	Outcome 2	Outcome 3	Outcome 5	Outcome 6					Revised Project End Date	dd/mm/yyyy		Rev 1

Project Update

Progress in this reporting period

- Invitation to Tender - Delivery of Phase 1 by Dec '25 remains achievable but has a strong dependency on date of contract award. Extensive supplier engagement has been conducted by the project team throughout June to prepare for the The Yorkshire Purchasing Organisation Dynamic Purchasing System (YPO DPS).The YPO DPS went live on the 12th June with an end date of the16th July. Procurement, Legal, Project Team and Technical Advisor responded rapidly to supplier clarification questions, which closed on 28th June. Upon ITT closure the UIG evaluation panel will carry out an evaluation period to review bids to identify a preferred supplier, which enables procurement to progress to award quickly. Targeting to award contract by end of August.

- Data workstream - (standardisation of operational procedures & business rules). Status summary, all complete, now moving to data maintenance only.

- Business readiness activities - The Senior Business Analyst is nearing completion with the development of the as-is user journeys. Sessions scheduled with OC staff to validate and identify manual workarounds within the process. Targeting to sign off the as-is journey by end of July. OC Progress on data standardisation is now complete and business readiness decisions is near completion, this will greatly assist implementation upon award of contract.

- Comms & Engagement workstream - Team information has been gathered to publish to iHUB by mid July. The project are carrying out a staff satisfaction survey with OC staff, to gain valuable insights into the day-to-day use and challenges of our existing systems, this will assist in identifying opportunities to improve processes within the NMS and measure success post implementation. Lessons learned sessions took place with key stakeholders to gather feedback focusing on the open procurement, a show & tell is scheduled for 2nd July. Update on iHUB published 25th June to communicate the latest update on the procurement and staff satisfaction survey.

- Resourcing - All standing resources now in post..

Planned activities for next reporting period:
- Identify preferred supplier on YPO DPS to move towards award of contract.
- Finalise remaining business readiness activities as per plan
- As part of Benefits tracking, the project will receive feedback through the staff satisfaction survey with selected OC staff.
- A draft of the The Full Business Case (FBC) to be available in readiness for final supplier information to be included to enable internal review and approval prior to contract award.
- Procurement activity to finalise award of contract for Technical Advisor support through Phase 1 & 2
- SG PPPA engagement and preparation for investment decision review

Pathway to Green / Next Steps

SIGNIFICANT MILESTONES:

TIME: (REMAINS AMBER) Supplier feedback engagement indicates delivery of Phase 1 by Dec '25 remains achievable but has a strong dependency on date of contract award. The YPO DPS went live 12th June and will complete by 16th July which enables procurement to progress to award quickly. The YPO timeline to award of contract will support implementation by Dec 25.

COST: (REMAINS AMBER) Potential suppliers have provided cost envelopes and these have been used to develop the Financial Case of the OBC. The budget has been based on the cost envelopes. Additional detail on supplier costs will not be received until tender bids have been submitted and reviewed. Full Business Case being developed. There is the potential for costs to increase due to reduced implementation timelines or reduced competition.

SKILLS / RESOURCE: (REMAINS GREEN): All posts now allocated.

Project Governance & Mgmt. Control

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

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

Significant Milestone Forecast	Progress	Status	Planned	Latest Predicted Date
L1 - ITT launch	100%	Complete	10/06/2024	12/06/2024
L1 - Tender evaluation completes	0%	Future Task	15/01/2024	24/07/2024
L0 - Award of contract	0%	Future Task	28/02/2024	30/08/2024*
L0 - Go/No-Go Decision	0%	Future Task	25/07/2024	
L0- Full Business Case approved	25-50%	In Progress	30/07/2024	30/08/2024
L1 - Scottish Government Gateway review	0-25%	In Progress	16/08/2024	

Critical Path - Project Stage Completion

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

Critical Risk, Issue & Dependencies

Dependency BRAG	Key Inter-Dependency	From (Giver)	To (Receiver)	Due Date (From)	Due Date (To)
On Track	Airwave Code of Connection (CoCo) approval required by SFRS from Airwave in relation to the NMS Airwave connection whether on SFRS premises of supplier premises of hosted solution	Airwave	SFRS	30/06/2025	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	ICT	NMS	30/06/2025	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	30/12/2024	TBC - prior to first release

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	Date Identified	Risk Owner	By When
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.	Phase 1 Project Team vacancies filled, Functional Team resourcing developed, cannot be concluded until onboarding and engagement with supplier re implementation requirements. SRO has engaged with stakeholders to support resourcing plan through staff release as required. Supplier engagement sessions carried out.	12/10/2023	SRO	31/07/2024
16	NMS033 - There is a risk that if any steps to fully approve the Full Business Case (FBC) are delayed this will result in delays to contract award, implementation and Go Live by Dec 2025 deadline	Forecast dates for outcome decision and award to progress through required governance. Where existing dates are unsuitable 'special' meetings have been requested to present outcome decision and award through required governance	15/01/2024	Project Lead	31/07/2024
15	NMS043 - There is a risk that if no compliant/successful bids are received for the second procurement that the only viable option will be direct award under extreme urgency which may increase the likelihood of legal challenge	Capture all relevant evidence to support decision making on selected supplier. SFRS Legal engaged with External Legal to obtain guidance and advice in relation to any potential direct award, evidence gathering requirements, potential areas of challenge to prepare for.	10/06/2024	SRO	16/07/2024

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

Financial & Benefit Tracking

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

General Benefit Tracking

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

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

Financial Benefit Tracking

Cashable Benefits Identified		Non-Cashable Benefits Identified	
YES	£ Total Value	YES	£ Total Value
£ Variation to BC as %	Realisation Completion Date	Realisation Completion Date	
	dd/mm/yyyy	dd/mm/yyyy	

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

SCOTTISH FIRE AND RESCUE SERVICE

Project Name	ESMCP/IVS	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

ESMCP
1. General Election may impact upon Lot 2 timescales. FBC anticipated late summer. Planning Session with Programme required re plan shown at PB 07/24
2. Training and Operations Post through Job Evaluation (Questionaire and Interview).

ESN DATA FIRST
1. R5 Vehicle Fitting Tender published on Public Contracts Scotland on 28/6/24.
2. 10 trial EE SIMs that can access the 800mhz masts now in SFRS, 9 Highland 1 Slamannan, deployed into the Samsung Tablets initially. Positive feedback from end users.
3. Work ongoing around device storage and logistics and assets tools to use during rollout. Process map developed
4. National Fleet Coordinator role is now advertised with closing date due for 9th July. Interviews expected to conclude 24th July.

IVS
1. Contract awarded to **3TC** for MODAS Premium software - awaiting final acceptance to begin work with them, Delays in sign off caused by Computacentre. Meanwhile, internal discovery and planning session held on 28th May followed by a supplier session on 3rd June to progress software rollout plan.
2. An end to end project rollout plan will be created based on the outcome of these sessions and further detailed dialogue with 3TC. A plan to have the SFRS technical elements in a ready state is being worked on.

Pathway to Green / Next Steps

ESMCP
The pathway to green is via a staged plan starting with a R5 device in the red operational fleet supporting data on an enhanced commercial EE SIM (800mhz), 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.
Airwave devices will be removed and disposed of as part of the Firelink contract.
ESN station coverage checks using Assure are now complete.

ESN Data First
Cost: Funding in place (Complete year one).
Resources: Identify and contract a suitable Vehicle device Fitting Company Contract issued 28/6/24 closes 31/7/24.
Establish Service Management systems and processes with Handsfree Group, SFRS now has access to the HFG SM portal. Meeting planned between the SFRS Service Desk Management and team and the HFG team.
Appoint Fleet Lead to coordinate this work. Post advertised closes 9/7/24, interviews following week.

Project Governance & Mgmt. Control

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

Significant Milestone Forecast	Progress	Status	Planned	Latest Predicted Date
Migration to ESN Data First	75-100%	In Progress	30/8/2023	30/09/2024
Data coverage testing (Assure) Station building coverage checks.	100%	Complete	31/12/2023	30/06/2024
Installation Company employed	50-75%	In Progress	11/01/2024	31/08/2024
Commence transition to ESN	0%	Future Task	06/01/2027	
Airwave/ Data First Installation	0%	Future Task	11/10/2024	
Deployment of 3TC MODAS software				

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, however this will become an issue as we approach the transition to ESN from Airwave. Contact being maintained between Project teams. SFRS cannot transition to ESN on current C&C systems.	NMS	SFRS/ESN	01/01/2013	01/07/2025
At Risk	IVS - Software procurement decision made by Board and CPIG . Delays in the implementation of the Software will result in delays for the Airwave upgrades, R5 and CF33 installs. Work ongoing with the supplier and internal SFRS ICT leads to ensure no avoidable delays are encountered.	IVS	SFRS/ESN	01/11/2023	01/09/2024

Risk RAG/Score	Top 3 Delivery Risks	Mitigation Plan	Date Identified	Risk Owner	By When
9	Procurement going to tender for Vehicle fitting company. Risk in having a lengthy process to follow, no response and delays in software holding up installs once procured.	Fitting Company contract been issued to market, closing date for responses 31/7/24.	30/05/2024	Programme Manager	30/08/2024
16	There is a risk that retirements and maternity leave impacts on the core ESMCP team resulting in a lack of resilience in the short to medium term.	Fleet Liaison Role advertised on **16/6/24** closing date **9/7/24** BA role applicants so far unsuitable ongoing work with agency. Training and Operations role, Job Evaluation phase complete.	15/02/2024	Programme Manager	30/07/2024
16	There is a risk that the delay in the delivery and implementation of the MODAS software will hold back the hardware installation of the CF33, Airwave Voice device and the R5. This may also increase installation costs.	Meetings were held on 28th May with internal stakeholders and 3rd June with supplier 3TC to mitigate this risk and move forward to a expedited route. This will require a well organised progressive approach to pull the transition date back. Full support of ICT leadership team in place. This will reduce this risk score once mobilised.	16/05/2024	Programme Manager	30/08/2024

Issue Impact	Top 3 Delivery Issues	Corrective Action	Date Identified	Issue Owner	By When
Medium	Logistics of vehicle device fitting along with availability of fitting company and logistics associated to vehicle availability	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.R5 Installations paper approved at April PB. Contract for fitting company advertised on 28/6/24, closes 31/7/24.	01/01/2021	Programme Manager/Head of Fleet	30/08/2024
Very 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. Options Paper went to April Board and CPIG . Approved, now issue with Delivery date of software.	01/10/2023	Programme Manager / IVS Project Manager	01/09/2024
High	Availability of testing and development resource from SFRS (ICT) , 3TC and Motorola / Airwave	Delayed delivery timescales for the software is impacting upon the availability of resources for both hardware and software development and fits. A fairly aggressive timeline will need to be pursued with some resource availability challenges overcome. Work ongoing re wider ICT team availability.	30/05/2024	Programme Manager / IVS Project Manager	01/09/2024

Financial & Benefit Tracking

General Benefit Tracking

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

Provisional Financial Tracking
Reporting period:

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

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 Name	Rostering	SRO	DACO Stephen Wood	Project Manager	Emma Tinto	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

• Meetings with Gartan around implementation plan and signing of the contract continue. Comments have come back from Gartan around the terms and conditions and the sign off should take place in the next few weeks once holidays complete.
• Stakeholder engagement sessions are now completed.
• Job Description for onboarding a Watch Commander to the team is ready.
• Communication Strategy and Plan being developed as well as Change Plan Milestones which are almost ready for review by the Project Board.
• Change Impact Assessment being developed and some written guidance to supplement which is almost ready to be undertaken by the Project Team.
• A list of enabling Policies and Procedures across SFRS Directorates has been compiled by the Project Team to assist the Directorates to prioritise their workload accordingly and support the required changes.

Project Governance & Mgmt. Control

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

Significant Milestone Forecast	Progress	Status	Planned	Latest Predicted Date
Terms and Conditions of contract negotiations	100%	Complete	31/05/2024	30/06/2024
Contract sign off	75-100%	In Progress	31/03/2024	31/07/2024
Preparation for Supplier onboarding	75-100%	In Progress	10/06/2024	31/07/2024
Onboard full project team	50-75%	In Progress	30/04/2024	15/07/2024
Supplier onboarding	0%	Future Task	tbc	
Initiate Design Phase	0%	Future Task	tbc	
DSSS gate	0%	Future Task	tbc	

Pathway to Green / Next Steps

• On track
• Skills and resources remains at Amber because there is no Senior Business Analyst (SBA) currently available to the project.
• Quality remains at Amber because this is related to achievement of benefits. Without a Senior BA resource being available to the project this would be a challenge. Lack of Senior BA resource has been flagged as an issue.
• Overall Health remains Amber for reasons as noted above
• DSSS actions will commence once we are in implementation phase and once the contract with gartan is signed.

Critical Path - Project Stage

Gate 0 - INTAKE		Gate 1 - PLANNING		Gate 2 - DELIVERY		Gate 3 - CLOSURE	
Planned Completion	Actual Completion	Planned Completion	Actual Completion	Planned Completion	Actual Completion	Planned Completion	Actual Completion
02/02/2024	18/03/2024	31/10/2024		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. Enablers paper being prepared for July CPPG	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	31/03/2025
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 temporary positions and may seek career advancement in other areas of the organisation. Current Project Manager is a contractor with only a 3 month contract until end of August 2024	Seek approval of contract extension of project. Approval given for contract extensions to 31/03/2025. Recruitment ongoing for a Senior PM. Resource Strategy	22/01/2024	DACO Stephen Wood	31/03/2025
Issue Impact	Top 3 Delivery Issues	Corrective Action	Date Identified	Issue Owner	By When
High	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 Senior Business Analyst. Role has gone out to advert following recruitment process.	27/02/2024	DACO Stephen Wood	31/08/2024

Financial & Benefit Tracking

General Benefit Tracking

			Benefit Profiles Created	Benefit Profile Created Date	Benefit Realisation Plan Created	Benefit Realisation Plan Created Date
			YES	07/09/2023	NO	

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

Financial Benefit Tracking

	Cashable Benefits Identified		Non-Cashable Benefits Identified	
	YES	£631,415	YES	£2,357,776
£ Variation to BC as %	Realisation Completion Date	01/12/2026	Realisation Completion Date	01/12/2026

Approach to Financial Benefit Realisation:
Benefits profiles have been agreed by the project board at 50% benefit realisation. A benefit realisation plan is in development.

FBC approved at CPIG 18/03/2024.

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		31/01/2027		Rev 1

Project Update

- SFRS / Scottish Government Shared Services Programme (SGSSP) Onboard reported received by SFRS & distributed among internal stakeholders
- Updated Statement of Requirement received from SGSSP with updated RAG status
- Report concludes high degree of compatibility between SFRS and SGSSP and outlines potential next steps for SFRS
- Internal review sessions held with Finance and People Directorate stakeholders to collate feedback and gather outstanding clarification questions
- Oracle demo of Inventory module held with attendees from Asset Management Department
- Meeting arranged for 2nd July with UIG and additional stakeholders to agree feedback to go forward to Project Board and internal governance groups
- Project Team playback sessions of 'as-is' process maps continuing to progress well with People and TSA Directorates
- Need to identify process owners for processes agreed at Project Board

Project Governance & Mgmt. Control

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

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

Significant Milestone Forecast	Progress	Status	Planned	Latest Predicted Date
Recommendation following review of SGSSP collaboration opportunity (CPIG)	50-75%	In Progress	30/04/2024	24/07/2024
Outline Business Case - update and approval	50-75%	Future Task	30/09/2024	
Scottish Government DAO Assurance Gate (TAF)	0-25%	Future Task	30/09/2024	
Re-baselined Detailed Project Plan	75-100%	In Progress	31/08/2023	24/07/2024
Publish final version of PID	0-25%	Future Task	31/12/2024	
Process Map sign off with Departments	25-50%	In Progress	31/03/2024	31/07/2024

Pathway to Green / Next Steps

- Take business feedback and SGSSP Onboarding report to Project Board for review and consideration of next steps
- Arrange demo of Learning and Development from Oracle Fusion
- Understand commercial model and indicative timelines relating to SGSSP collaboration opportunity
- Make a recommendation on the suitability of onboarding with the SGSSP to CPPG and CPIG
- Update the Outline Business Case based on information on the above options and the recommended way forward
- Outline Business Case then to be taken through governance and a decision made on the way forward for the project
- All RAG statuses maintained from previous month:-
  - Overall health is Red during this period of exploring collaboration options and until recommendation is made
  - Time status is Red until an agreed timeline is in place
  - Skills & Resources is Red following raising of Senior Business Analyst issue and lack of Project Manager.
  - Quality is Amber because of lack of Senior Business Analyst expertise to ensure quality of SGSSP solution fit.
- Current Period Delivery Trend increased to vertical as there is now good progress with SGSSP and internal stakeholders

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
Oct-2024*		Dec-2024*		Jan-2025*		Jan-2027*	

*Provisional dates subject to business decision on direction for project and detailed planning

Issue & Inter-Project Dependencies

Dependency BRAG	Key Inter-Dependency	From (Giver)	To (Receiver)	Due Date (From)	Due Date (To)
On Track	Cross System processes and data integration between Rostering, NMS and PPFT Projects	Rostering/NMS	PPFT	02/10/2023	06/10/2025
On Track	Go live of SG Shared Services Programme Oracle Fusion on October 1st and period of hyper care	External project	PPFT	08/11/2023	30/09/2024
On Track	Outcomes of the SSRP programme may impact the ways of working and business requirements that are spec'ed in the project	SSRP	PPFT	01/07/2023	31/12/2024

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. Recruitment of a Senior Project Manager is underway by Portfolio Office	30/11/2023	Lyndsey Gaja	31/08/2024
12	The temporary position of key project members risks stability of the PPFT project	Scoring reduced to 12 as short term risk is being minimised by contract extensions up to end of December 2024	20/09/2022	Lyndsey Gaja	31/12/2024

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	Recruitment for Senior Business Analyst underway. 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

Financial & Benefit Tracking

People, Payroll, Finance & Training (PPFT)

General Benefit Tracking

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

Previous Year(s)		Current Year		Future Year(s)	Total Cost		Variation	Financial Benefit Tracking			
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				
								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:
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.

SCOTTISH FIRE AND RESCUE SERVICE
Change Committee

SCOTTISH **FIRE AND RESCUE SERVICE**
Working together for a safer Scotland

Report No: **C/CC/32-24**

Agenda Item: **7.2**

Report to:	**CHANGE COMMITTEE**						
Meeting Date:	**1 AUGUST 2024**						
Report Title:	**ROSTERING PROJECT DOSSIER**						
Report Classification:	**For Scrutiny**	**SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**					
		A	B	C	D	E	F	G

1	**Purpose**
1.1	To provide the Change Committee (CC) with the Rostering Project Dossier for scrutiny.

2	**Background**
2.1	The Rostering Project is looking at the ways of working and supporting technologies that are used throughout the Service to manage and ensure required levels of rostering and availability for uniformed wholetime, on call and elements of support staff.
2.2	The Dossier to sit as part of its project governance documentation suite, explaining the justification for the project, outlining the benefits and giving an overview of its approach to system delivery and integration.

3	**Main Report / Detail**
3.1	Project Dossier includes: • Overview of the requirement for a new, more efficient, rostering and availability system. • Outline of the objectives, scope and approach for the project. • Project team and overall governance structure and reporting mechanisms. • Risk, issue assumptions and dependencies. • Delivery and business change high level milestones. • Outline of key stakeholder(s) and groups.

4	**Recommendation**
4.1	The Change Committee are asked to scrutinise the Project Dossier.

5	**Key Strategic Implications**
5.1 5.1.1	**Risk** A risk log has been created and is reviewed on a monthly basis.
5.2 5.2.1	**Financial** Financial implications have been considered and are presented as part of the monthly Rostering Project Board meeting
5.3 5.3.1	**Environmental & Sustainability** This is considered as part of the Dossier content and within the work of the project.

5.4 5.4.1	**Workforce** This is considered as part of the Dossier content and within the work of the project.	
5.5 5.5.1	**Health & Safety** This is considered as part of the Dossier content and within the work of the project.	
5.6 5.6.1	**Health & Wellbeing** This is considered as part of the Dossier content and within the work of the project.	
5.7 5.7.1	**Training** Training implications have been considered as part of the outcome of the project and are being worked through in some depth in terms of how to engage with staff and stakeholders.	
5.8 5.8.1	**Timing** Timeline is on track in line with current status and according to plan.	
5.9 5.9.1	**Performance** This is considered as part of the Dossier content and within the work of the project.	
5.10 5.10.1	**Communications & Engagement** A formal Communications Strategy is in development and a plan is being realised with our partners in the Corporate Comms team.	
5.11 5.11.1	**Legal** Legal are very involved in the build up to contract signing and regular meetings indicate no worrying exceptions.	
5.12 5.12.1	**Information Governance** This is considered as part of the Dossier content and within the work of the project.	
5.13 5.13.1	**Equalities** This is considered as part of the Dossier content and within the work of the project.	
5.14 5.14.1	**Service Delivery** This is considered as part of the Dossier content and within the work of the project.	
6	**Core Brief**	
6.1	Not applicable	
7	**Assurance (SFRS Board/Committee Meetings ONLY)**	
7.1	**Director:**	Stephen Wood
7.2	**Level of Assurance: (Mark as appropriate)**	~~Substantial~~/**Reasonable**/~~Limited~~/~~Insufficient~~
7.3	**Rationale:**	Controls are in place but need reasonable improvement. As the project moves into the delivery phase activity on planning and the formation of workstreams will require a due diligence check as part of best practice.
8	**Appendices/Further Reading**	
8.1	Appendix A - Updated Dossier to reflect current project status and timeline.	
Prepared by:	Emma Tinto, Project Manager	
Sponsored by:	Stephen Wood, DACO (Project Sponsor)	
Presented by:	Emma Tinto, Project Manager	

Links to Strategy and Corporate Values

Outcome 2 – Communities are safer and more resilient as we respond effectively to changing risks.
- o 'Improving how we manage calls from the public and deploy our resources to emergency incidents'.
- o 'Providing the right technology and equipment to keep Firefighters safe.'

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

Outcome 5 – We are a progressive organisation, use our resources responsibly and provide best value for money to the public.
- o 'Improving levels of service performance whilst providing value for money to the public'.
- o 'Managing major change projects and organisational risks effectively and efficiently'

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

Governance Route for Report	Meeting Date	Report Classification/ Comments
Change Committee	*01 August 2024*	*For Scrutiny*

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SCOTTISH FIRE AND RESCUE SERVICE

Portfolio Office

PROJECT DOSSIER

Agenda Item: 7.2

Project Name:	**Rostering Project**
Project Start Date:	**01/01/2022**
Project Finish Date:	**31/12/2025**
Project Manager:	**Emma Tinto**
Executive Lead:	**DACO Stephen Wood**
Version:	**1.0**
Reason for Revision:	**Not applicable**

1	**BUSINESS NEED - describe why there is a need to undertake the project**
1.1	The Rostering Project is looking at the ways of working and supporting applications that are used throughout the Service to manage and ensure required levels of rostering and availability primarily for wholetime and On Call but also some elements of support staff who provide 24-hour standby, i.e. Property Officers, Transport Officers, ICT, Media and Scientific Advisors.
	The current ways of working and systems that support rostering and availability have been in place for many years, and in the majority of cases since before Fire Service reform in 2013.
	The Rostering Project will use business change methodologies to support the implementation of a modern and efficient rostering and availability system that will drive best practise allowing the organisation to adopt new ways of working. It will provide a solution that meets the changing needs of our workforce based on location and skills ultimately delivering safer communities.

2	**SMART PROJECT OBJECTIVES – describe the objectives of the project (what will it do)?**
2.1	The central objective of the Rostering Project will be to define and implement a new way of working for the Service's rostering and is characterised by more efficient processes. This will be underpinned by a new application that is inherently more integrated and that removes the need for duplication of effort and maintenance of workarounds.
	Upstream integration with the replacement mobilisation system will be a main objective of the project to ensure that accurate and timely information continues to be available and enable mobilisation decisions. Integration with other systems will ensure that up to the minute information required on availability, skills competencies, joiners and leavers, or absence is available to the rostering and availability application.
	Elimination of many of the workarounds will follow from the improved integration however other workarounds exist because there is a lack of functionality within current applications. The objective has been to source a solution that will fill gaps in functionality and be part of a continuous improvement piece working towards an overall seamless target model. One area that has been identified for example is the lack of suitable self-service tools for wholetime personnel that are available off site.

Consideration will be given to the current way of working which deals with Wholetime and On-Call rostering as separate business processes; this can be seen to potentially limit operational flexibility as it institutionalises the separation of Duty Systems. As the Service looks to modernise its Operational response in the face of an evolving national risk profile, greater operational flexibility will be a key theme of the Rostering Project.

The future operating model will also ensure that proper consideration is given to the complete employee lifecycle from recruitment, through training to rostering for operational duties.

A procurement has taken place, and a contract is now in the process of being awarded to Gartan Technologies for a single rostering and availability application.

3	SCOPE - describe the boundaries of the project
3.1	a) Identify a suitable Project Executive and establish a Project Board with representation from affected areas across the business that will report to the Change Portfolio Progress Group (CPPG). The project will develop all key documentation and records required such as risk register, highlight reports, dossier etc. **COMPLETED** b) Agree the scope of the project deliverables and areas of interest. This includes the potential to use future application(s) for support staff availability, trainers within the Training Directorate and the processes and supporting systems for retained payments. **COMPLETED** c) Develop a business case that captures the benefits of future solution(s) and provides associated financial assessments. **COMPLETED** d) Develop an output-based Statement of Requirements that will be used in a procurement process to select a solution. **COMPLETED** e) Work with the nominated Procurement Category Lead throughout the procurement process through to contract award. **COMPLETED** f) Define the resource required to deliver the project and establish a dedicated project team which will include a Business Analyst and Project Manager and further resources with subject matter experts allocated directly from the Directorates. Some of these resources will be required to work on the project full-time and some part-time. **ONGOING** g) Ensure that improved ways of working are the purpose of the project and that it is not simply a technical replacement or software upgrade exercise. **ONGOING** h) Establish if there is a requirement for Technical Assurance Reviews conducted by the Scottish Government's Digital Assurance Office and if so, manage the project through these stages (DSSS). **ONGOING** i) Work with colleagues in Corporate Communications to develop an overarching communications strategy and stakeholder engagement plan to ensure that the views and needs of stakeholders across the business are fully understood and reflected in the outputs of the project. **ONGOING** j) Implement the procured application following the contract award, working closely with suppliers to develop a detailed implementation plan. **ONGOING**

	k) Agree with senior stakeholders an implementation road map that clearly establishes what processes will be supported and what modules will be live from in progress day one and what will be deployed subsequently in a planned approach. **ONGOING** l) Develop a test strategy and ensure that all components are tested to required levels before a recommendation to go live is made. **ONGOING** m) Develop a data strategy for data that is in scope of the project to ensure that all required data is cleansed and migrated. **ONGOING** n) Develop a training strategy that ensures that all users are proficient in their use of the application in advance of go live. **ONGOING** o) Work with the supplier (Gartan Technologies) and the ICT Department to ensure that required integrations to other systems are tested and implemented in particular as this relates to the People & Finance system(s) and Command and Control system. **ONGOING** p) Conduct all necessary analysis across the business to understand, to sufficient detail only, current, and future business processes, to establish the extent of change required for the implementation of the future application. **ONGOING** q) Ensure that process customers are fully engaged in the design and implementation of the application, including front line firefighters and that the project does not only engage with back-office practitioners and managers. **ONGOING** r) Decommission all legacy systems and terminate any contracts that are no longer required. **ONGOING**
4	**PROJECT APPROACH - describe how the change will be delivered (the who, the what and the how)**
4.1	Please see the below figure as this details the Portfolio Stage Gate Assessment Process:
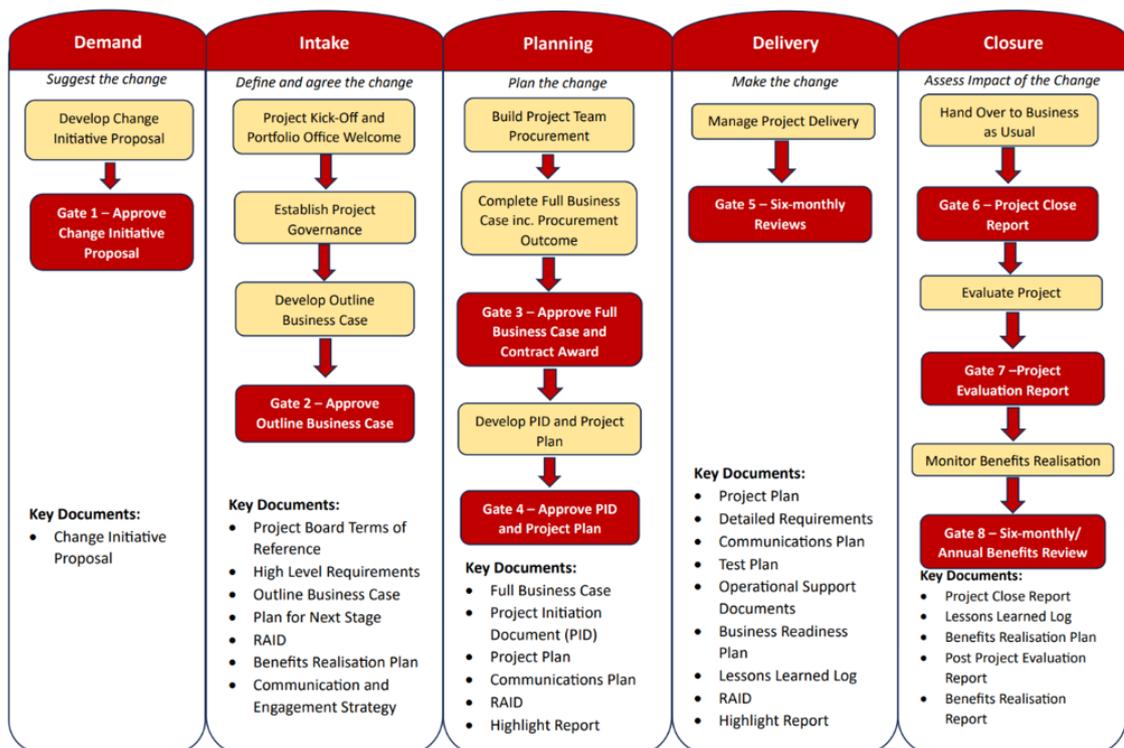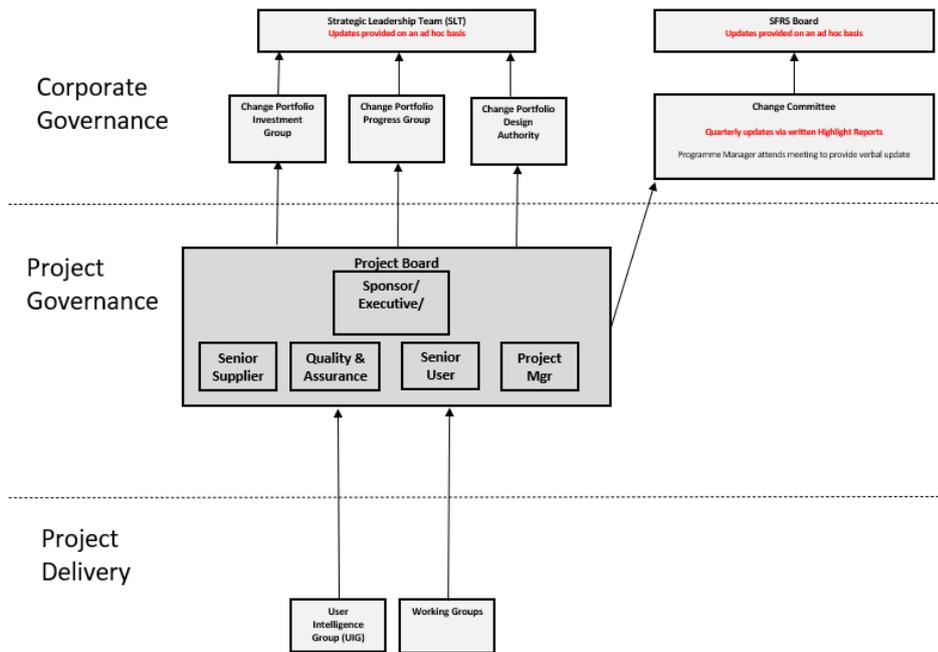
A project executive has been assigned to the project and will be accountable for the deliverable of its outputs i.e. future system and its implementation. A dedicated Project Manager has been appointed and a future Senior Business Analyst will be appointed to the Project.

A Project Board has been established to oversee the project, and this will report to CPPG on progress, escalating any risks or issues as appropriate.

The new system from Gartan Technologies will be completely Cloud Hosted Software as a Service and there will be no footprint on internal SFRS data centres.

Integration is a key objective of the project, SFRS's ICT Department will provide the integration platform and expertise to deliver integration between systems. Please see the final requirements document for background for more detail on integrations.

5	**ASSUMPTIONS - what have you assumed during the scoping of the project?**
5.1	A constraint on the project will be the expiration of legacy contracts. The contracts with the current suppliers of the existing wholetime rostering solution and on-call availability solution are due to expire in December 2025.

There is also a potential constraint on when a rostering application(s) should go live, ideally at the start of the leave year to avoid lengthy dual running periods and complicated cut overs.

It has been assumed that the Gartan solution will be completely off the shelf and that there will be no bespoke customisation to meet specific SFRS requirements. While there will be configuration required of the Gartan application, SFRS will adopt industry standard processes used by other organisations worldwide.

It is assumed that directorates will allocate resources from their staff to work on the project at both design and implementation stages. It is assumed that budget will be made available to meet the costs associated with any backfilling of posts. It is assumed that

	any resources working on the Project will do so at their current pay grade and there will not be any increase. It is assumed that there will be budget allocation to the Rostering Project sufficient to allow for the core Project Team staff costs and solution costs of the future application. It is further assumed that subsequent SaaS licencing and support costs will come from annual Resource budgets for the duration of the contracts that are put in place.
6	**EXCLUSIONS - what will not be included in the scope of this project?**
6.1	a) Corporate policy (Enablers for Change) – Updating of policies and procedures is out of scope for the Rostering Project. This is a separate larger piece of work. This has been highlighted and escalated as a dependency to the Rostering Project and as an important piece of work to be actioned within SFRS's overall strategic transformation. b) Definition and implementation of future Duty Systems – the SDMP Programme outcomes will define future rostering patterns that provide the required level of operational cover; the Rostering Project will ensure that these are understood, and that future application(s) are flexible enough to support those patterns. c) Harmonisation of terms and conditions – the Rostering Project will ensure that future application(s) are flexible enough to support existing terms and conditions as they stand at the time of implementation and any future harmonisation of these. d) Benefits Realisation - while the business case that will be written as an output of the project will contain detailed benefits and a benefit realisation plan will be developed, realisation of those benefits will be a responsibility of the SRO and relevant department managers once the project has closed.
7	**HIGH LEVEL REQUIREMENTS - what changes will be required to systems, processes, information or teams for the project to be successful?**
7.1	
8	**OUTPUTS - What new capabilities will be delivered?**
8.1	a) An integrated rostering and availability solution with all system operations protocols and staff training required to ensure utilisation of its full functionality. b) Fall-back disaster recovery processes to ensure business continuity and resilience.

c) Elimination of workarounds required for operators as a result of standardisation.
d) Centralised data capture and storage for access across the organisation as required.
e) Self service capabilities for end users.
f) Improved resilience and functionality with reduced defects, use of failover, and fall-back arrangements.
g) A Central Staffing team with clearly documented governance and responsibility for On-Call Service. Trained to specialise in On-Call Outputs.
h) E-Learning platform and material or process developed for new Rostering solution

9	**MILESTONES (INCL. ANTICIPATED DELIVERY DATES) - describe key activities and dates along with a target end date**	
9.1	**Milestone**	**Anticipated Delivery Date**
	Evaluation - Complete.	31/01/2024
	Full Business Case to CPIG - Complete	20/02/2024
	Contract Award - Complete	31/03/2024
	Contract Signed – IN TRANSACTION	31/06/2024
	Change Impact Assessment (CIA) - Complete	31/07/2024
	Change Plan	31/10/2024
	Communications Management Strategy – In Place	31/10/2024
	Stakeholder Management Strategy – In Place	31/12/2024
	Skills Assessments - Complete	31/12/2024
	Training Activity Commence	01/03/2025
	Business Readiness activity – In Place	01/06/2025
	Implementation - Complete	**31/08/2025**
	Phased Roll Out - Complete	TBA
	Training / Aftercare - Complete	TBA
	Post Implementation Review (PIR) / Lessons Learned	TBA
	Project Documentation Handoff / Transferred to Owners	TBA
	Project Close	TBA
10	**DEPENDENCIES - is the project dependent on any other activity to be successful?**	

10.1	**DEP001 / Outcomes of SDMP** Rostering Project to ensure statement of requirements meet flexibility required from SDMP. Maintain engagement during design, implementation, and testing phases. **(OPEN / HIGH)** **DEP002 / Outcomes of On Call Improvement** Rostering Project to ensure statement of requirements meet flexibility required from On call improvement programme. Maintain engagement during design, implementation and testing phases. GC Les Mason is a member of the Project Board. **(OPEN / HIGH)** **DEP004 / PPFT (People/Payroll/Finance/Training** Cross system processes and data integration between Rostering and PPFT Project (Downstream integration). **(OPEN / HIGH)** **DEP009 / Hardware** Station monitors and appliance monitors (Station/Appliance/Handheld). Rostering Project to ensure new vehicle technologies are capable of handling SaaS nature of new solution. **(OPEN / LOW)** **DEP010 / FCS Finance and Procurement** Project needs to be guided and kept informed of procurement route/procedures by Procurement Category Lead. **(OPEN / HIGH)**

DEP013 / Page One
Linked to Gartan - Allows on call personnel to book on/off via landline/SMS. Rostering Project will establish requirement during design phase. **(OPEN / MEDIUM)**

DEP028 / SSRP (Service Delivery Review strand)
Strategic Service Review Programme - outcomes of this programme (Service Delivery Review strand in particular) may impact the business rules that are required within a new rostering system. (**OPEN / MEDIUM)**

DEP029 / NMS Project
New Mobilising System Project - ensure that the business rules engine sits in the correct place and that the integration is designed for optimal efficiency. **(OPEN / MEDIUM)**

DEP030 / People Directorate (Staff Ts & Cs)
Corporate / Strategic People Directorate to ensure harmonisation of Ts & Cs for on-call personnel to enable full benefits of the Rostering Project as outlined in the OBC.
 (OPEN / HIGH)

DEP031 / People Directorate (Policy & Procedure)
Enablers paper and the need for review and revision of Policy documentation
Corporate / Strategic People Directorate and Service Delivery to review and revise Policy and guidance documentation to enable full realisation of benefits. **(OPEN / HIGH)**

DEP032 / ICT Workplan
ICT / Analyst   Rostering project is on the ICT Work Plan which allows ICT resources to be available to the Project. **(OPEN / HIGH)**

11	STAKEHOLDERS - who will be involved or affected by the change?
11.1	

12	**CONSULTATION AND ENGAGEMENT - who has been consulted about the change?**	
12.1	The draft project Stakeholder Engagement Strategy is currently in development and will be available for the Board to approve in due course. A stakeholder map is available via the Rostering SharePoint site but with the caveat that it is due to undergo a refresh as part of Business Change development. A link will be included in due course	
13	**COMMUNICATION - is there a communication plan and what are the main actions?**	
13.1	The draft project Communications Strategy is currently in development and will be available for the Board to approve in due course. A communication plan is in development and will be brought to the board in due course for sign off. A link will be included in due course.	
14	**LEGAL - are there any legal considerations?**	
14.1	A contract (based on the Scottish Government standard template) has been drafted and accepted by the Supplier as part of the tender process. Work is currently underway by Legal to finalise the contents of the contract with the Supplier (this simply involves completing Supplier specific provisions and the more practical parts of the Contract to ensure it reflects the services to be provided). The contract will govern the relation between SFRS and the Supplier. A representative from Legal will sit on the Project Board as the Contract moves forward, offering advice where necessary. Ad-hoc meetings will be arranged with a representative from Legal if any issues arise. The Project Team will have to be mindful of the contract terms when moving forward to ensure SFRS's obligations are met throughout the term – the Project Team will liaise with Legal where necessary to discuss any such obligations.	
15	**CASE FOR CHANGE (INCL. DATE OF SUBMISSION, DATE OF APPROVAL ETC)**	
15.1	**Submission date:**	Outline Business Case submitted to CPIG - June 2023
	Approval date:	v1.4
	Approved by:	June 2023
	Comments:	When this project was established, it was recognised that: a) Significant staff resources are required to make the current systems work effectively, including performing off-system work arounds and manually 'integrating' them through re-keying of data. b) Separate Wholetime and On Call systems do not allow for a single view of Dual / Multi Contract Staff. This causes duplication and does not allow for duty systems to be managed and maintained within a single solution.

		c)	Currently it is difficult to plan for the most effective and efficient crewing scenarios.
		d)	There is a lack of ability to introduce new ways of working and any associated opportunities for future proofing.
		e)	Inadequacy of functions within systems results in Central Staffing and Service Delivery Areas using spreadsheets for 80% of their working tasks.
		f)	The impact of firefighters moving stations, watch or role has a knock-on effect on their holiday entitlement and placeholder shifts which requires further calculations using spreadsheets.
		g)	Manual keying / processing of data leads to bottlenecks i.e., delays in receiving Skills Competency updates – which can result in issues determining if an appliance is available. This is both for Wholetime and On Call staff.
		h)	Manual key / processing of data leads to duplication of effort, errors, inconsistency, and gaps e.g. expiration of skills, sickness absence forms and expected sickness absence return dates.
		i)	Lack of detail on the ridership of crews on mobilisation made available to Operations Control affects resource awareness.
		j)	Differences between the set-up and inconsistency in usage and data of each On Call system means the databases cannot be merged for reporting purposes. They also cannot be considered to link to other systems within the organisation such as Payroll, Training, Learning Skills and Development etc.
		k)	Automation and reduction in manual re-keying tasks would reduce the administrative burden that On Call staff currently have. They manually need to enter information on call outs, drill nights, booking leave and individual availability. This could provide savings in administration claims but also free up staff to train.
		l)	There is little scope to future proof the current systems in the current versions. This is due to the ongoing research and recommendations into responding options, relationships between duty systems and variable contract options.
		m)	The current systems and contractual arrangements do not allow any scope for future contractual flexibility.
		n)	The current system for wholetime staff is being withdrawn by the supplier in 2027, no updates will be available after 2025.
16	**RISK - capture the key risks**		
16.1	The top three current risks: **RP010 / Business Readiness** There is a risk that new systems and processes are not fully adopted because of a lack of alignment of policies as well as poor change management planning and communication resulting in a failure to deliver benefits. **(RED / HIGH)**		

	RP019 / Data Migration 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. **(AMBER / MEDIUM)** **RP025 / Stability of Project Resourcing** 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 temporary positions and may seek career advancement in other areas of the organisation. **(AMBER / MEDIUM)** Top Issue:
16.2	**I01 / Lack of Business Analyst Resource** Lack of a Senior Business Analyst resource will impact on engagement with supplier and may lead to delays in implementation. **(OPEN / URGENT)**
16.3	Risk and Issue Register: Please see the link to the live risk and issues log for the Rostering Project on the SharePoint site. This is a live document which will keep changing as the project evolves through its lifecycle.
17	**ACCEPTANCE CRITERIA - what are the main things users require and expect?**

17.1	The Project Brief outlines acceptance criteria at a high level:
	   a) All mandatory requirements are delivered in full and those desirable requirements that are accepted to be provided.
	   b) Delivers minimum levels of performance both in terms of system and wrap around services.
	   c) Delivery of full implementation service to enable Go Live of future system including design, build, training, and testing.
	   d) Sufficient data migration from legacy solutions to ensure continuity of service. Items/artefacts which underpin evaluating acceptance are:
	   a) Agreed Statement of Requirements.
	   b) Technical design documentation.
	   c) Implementation plan.
	   d) Test plan.
	   e) Full integration design document.
	   f) Training plan.
	   g) Data strategy including data migration activities.
	   h) Detailed design specification.
	   i) Roles and responsibilities within project, SFRS and supplier/s.
	   j) Integration catalogue and spec

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

18.1	The top four benefits as outlined in the Full Business Case:
	   1) Availability to Central Staffing of live and timely data will lessen the impact of Appliances being off the run waiting on a detached duty arriving or the incurrence of overtime for someone to hang back.
	
	   2) On Call staff who are available are paid an element of their retainer fee. However, they may not be turned out due to the station crewing levels. On Call Programme solution of dual mobilising and banked hours can assist with this.

	3) If a Roster Reserve balance is less than a full shift then it may be transferred to Area. These hours maybe used for fire safety visits etc but also may be written off. These hours are not logged anywhere. This breach would still require to be filled so the full shift would then be covered using overtime.
	4) Rostering of On Call staff will reduce / eliminate the need for attendance payments.
19	**DISBENEFITS - will there be any negative outcomes of the project?**
19.1	As benefits become realised it is considered that the outcomes stated in this document will be positive for the Service.

Disbenefits will be a significant impact on BAU in terms of training time and indirect costs with training all uniformed officers. This will be explored further with the Project Board once Training proposals are firmed up. |
20	**PROJECT SUCCESS CRITERIA - what are the measures the project is aspiring to deliver?**
20.1	a) The project is completed on time based on the approved project plan. b) Project complete within the given budget based on approved business case. c) The project fulfils all the scope based on the approved business case. d) The project meets the business needs based on the specification of requirements and quality acceptance by the business. e) The SFRS Board is satisfied with the outcome of the project. f) The project team is upskilled, and gains experience and learnings are captured and shared with the Portfolio Office for dissemination across the organisation. g) The documentation of the project is fit for purpose and is helpful in the future.
21	**PERFORMANCE MEASURES - are there any KPIs to help monitor progress?**
21.1	Performance will be measured using various metrics including: a) Timely delivery of Project milestones to time, cost and quality against the agreed delivery plan - metrics TBC b) Adherence to Portfolio Office Stage Gate Reviews, as well as strategic obligations as set out as per SFRS policy and procedure. c) Adherence to Stop / Go assurance points - both internally via Design Authority and Change Committee. Metric: The percentage of phases failing to move through stage gate governance first time.

The project KPIs will be further considered at Full Business Case stage prior to supplier onboarding and the commencement of implementation. |
| **22** | **PROJECT TOLERANCES - is there a percentage of tolerance around timescales or cost?** |
| 22.1 | The project will have a contingency budget aligned with the resource allocation provision each financial year. Project level tolerances are issued by the Portfolio Office and managed by the Project Manager.

The resource costs of this project over a 2-year period are £1,038k and will be managed within £104k of this figure. This represents 10% of the total and is consistent with the SFRS internal practices in relation to business case applications and funding. |
| **23** | **Project Management Team Structure – who is in the Team** |
| 23.1 | The Rostering Project Team roles and responsibilities can be found set out in a table in |

the Management Case of the Rostering Project Outline Business Case.

24	**PROJECT ROLE DESCRIPTIONS - who conducts which activity?**
24.1	The Rostering Project Team roles and responsibilities can be found set out in a table in the Management Case of the Rostering Project Outline Business Case.

Name	Role	Team	Division	Work Pattern
Paul McGovern	Programme Manager	Portfolio Team	HQ staff	Mon – Fri
Emma Tinto	Project Manager	Portfolio Team	HQ staff	Mon - Fri
Pauline Kirkcaldy	Programme Management Officer	Portfolio Team	HQ staff	Mon - Thur
Stephen Wood	DACO	Project SRO	Uniformed Commander	Full time / rotating hours
Paul Grant	Station Commander	Project Support / SME	Uniformed Commander	Full time / rotating hours
TBA	Watch Commander	Project Support / SME	Uniformed Commander	Full time / rotating hours
Katie Kean	Admin Support - Ops	Project Support / SME	Supports Uniformed Staff	2 days a week (term time only)
Liam McKendrick	Central Staffing team Leader	Central Staffing	HQ staff - seconded	Full Time (will check this)
Jack Gallagher	Central Staffing	Central Staffing	HQ staff - seconded	Mon - Thur
Gemma Gillin	Admin Support (Ops Bus. Support)	Part time admin support	HQ staff (Starts July 2024)	Part time (to share with Katie)

25	**PROJECT TEAM MEETING SCHEDULE - when does the project team meet?**
25.1	The Project Team meet daily to discuss and update the Team Planner (Kanban Board) and have longer meetings fortnightly. There are also multi stakeholder collaboration meetings to be held as part of the delivery pathway.

The Project Team holds ad hoc show and tell/learning sessions with frontline staff, a full Communications Plan will detail out this work as the project matures as will appropriate |

	detailed training plans
26	**EQUALITY & HUMAN RIGHTS IMPACT ASSESSMENT - conduct your assessment and document the outcome.**
26.1	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.
27	**DATA PROTECTION IMPACT ASSESSMENT - conduct your assessment and document the outcome.**
27.1	A Data Privacy Impact Assessment (DPIA) has been completed for new data elements and any identified learning factored into the implementation, decommissioning and maintenance phase of project. This will be updated to reflect altered timeframes and any new considerations and will be reviewed and updated at regular intervals in the project lifecycle.
28	**Appendices/Further Reading**
	None attached

Prepared by:	Emma Tinto
Sponsored by:	DACO Stephen Wood
Presented by:	DACO Stephen Wood

Links to Strategy & Corporate Values

Outcome 2 – Communities are safer and more resilient as we respond effectively to changing risks.
- *'Improving how we manage calls from the public and deploy our resources to emergency incidents'*.
- *'Providing the right technology and equipment to keep Firefighters safe.'*

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

Outcome 5 – We are a progressive organisation, use our resources responsibly and provide best value for money to the public.
- *'Improving levels of service performance whilst providing value for money to the public'.*
- *'Managing major change projects and organisational risks effectively and efficiently'*

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

Governance Route for Report	**Meeting Date**	**Comment**
Rostering Project Board	06/06/2024	For review of draft
Rostering Project Board	04/07/2024	Approved
Change Portfolio Progress Group	16/07/2024	Approved
Change Committee	01/08/2024	For Scrutiny

SCOTTISH FIRE AND RESCUE SERVICE
Change Committee

Report No: C/CC/33-24

Agenda Item: 8.1

Report to:	**CHANGE COMMITTEE**						
Meeting Date:	**1 AUGUST 2024**						
Report Title:	**PORTFOLIO OFFICE PROGRESS REPORT – JULY 2024**						
Report Classification:	**For Scrutiny**	**SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**					
		A	B	C	D	E	F	G

1	**Purpose**
1.1	The purpose of this report is to provide 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 iteration of the report are marked in red.

2	**Background**
2.1	Between 17-19 February 2020 an Independent Assurance Team from Scottish Government's Programme and Project Management Centre of Excellence carried out a Gateway Review of the SFRS Programme Office. The findings of this review were reported to SMB on 2 April 2020. The Gateway Review Action Plan was created to track the progress of recommendations from the findings. It was agreed by CC 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 CC and via a published Portfolio Office roadmap on an ongoing basis.

3	**Main Report/Detail**
3.1	This report provides a summary of the capabilities and progress against the agreed service structure for the Portfolio Office. It provides the detail on the Portfolio Office capabilities, structure and roles that will be critical to the successful implementation of the Portfolio Office strategy, target operating model and ways of working.
3.2	The Portfolio Office Structure, Services, Future State and Target Operating Model was presented to, and discussed by, the Strategic Leadership Team (SLT) on 7 December 2022.
3.3	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 (SSRP) (previously RSR), with the caveat that budget would need to be identified to support the change.
3.4	The diagrams below represent: 1. The Portfolio Office structure as of December 2022. 2. Portfolio Office strategy – the four service pillars. 3. The current transitional state of the Portfolio Office.

1. **Portfolio Office Structure** (December 2022)

```
                        ┌──────────────┐                ┌──────────────┐
                        │ Head of      │ - - - - - - - →│ Support      │
                        │ Portfolio    │                │ Officer X 1  │
                        │ Office x 1   │                └──────────────┘
                        └──────┬───────┘
      ┌─────────────┬──────────┴─────────┬──────────────────────┐
┌─────▼──────┐ ┌────▼──────┐      ┌──────▼───────┐      ┌────────▼────┐
│ Centre of  │ │ Portfolio,│      │ Service      │      │ Programme   │
│ Excellence │ │ Manager x1│      │ Improvement  │      │ Manager X 1 │
│ Manager x1 │ └────┬──────┘      │ Manager x 1  │      └──────┬──────┘
└────────────┘      │             └──────┬───────┘             │
          ┌─────────┤                    │                     │
    ┌─────▼─────┐   │                    │                     │
    │ Assistant │   │                    │                     │
    │ Team      │   │                    │                     │
    │ Leader X1 │   │                    │                     │
    └───────────┘   │                    │                     │
              ┌─────▼──────┐      ┌───────▼──────┐      ┌───────▼──────┐
              │ Portfolio  │      │ Performance  │      │ FT Project   │
              │ Officers   │      │ Improvement  │      │ Manager X 1  │
              │ x 3        │      │ Lead x 1     │      │ (PTFAS)      │
              └────────────┘      └──────────────┘      └──────────────┘
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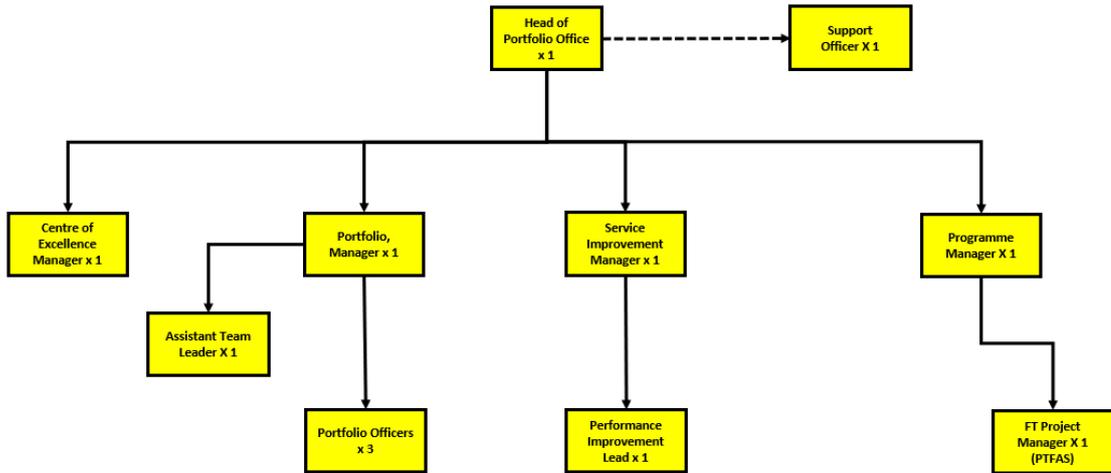
2. **Portfolio Office strategy – four service pillars** (agreed in principle December 2022)

PORTFOLIO OFFICE

Effective Governance

| Centre of Excellence (CoE) | Portfolio Management, Governance and Assurance | Business Architecture, Analysis and Service Improvement | Programme and Project Delivery |

OUR PEOPLE
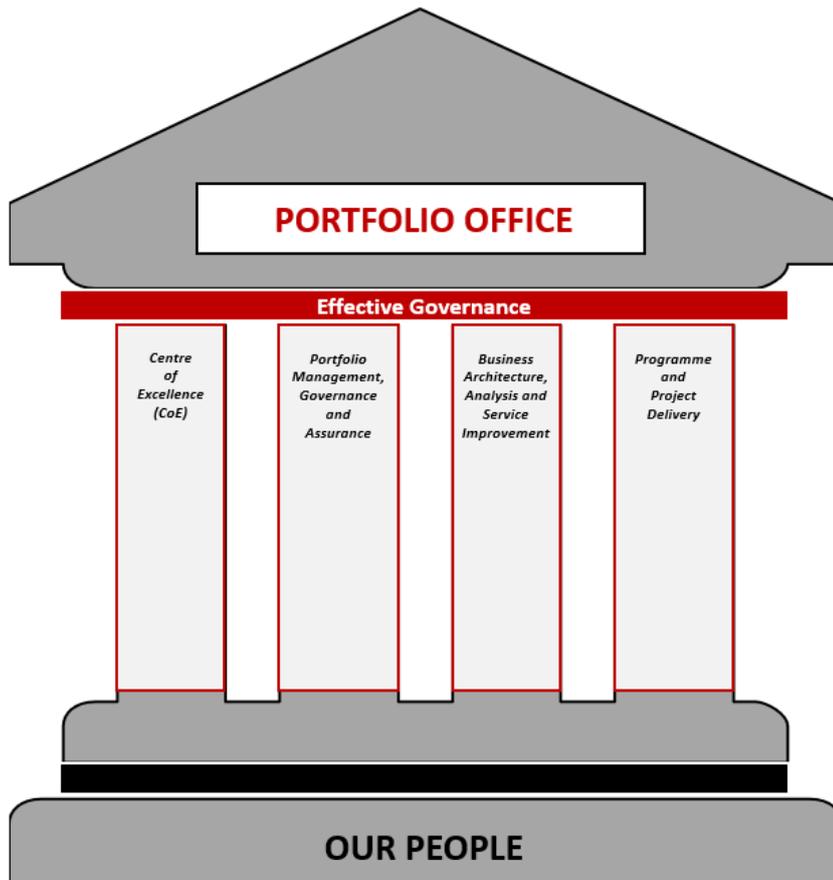
3. Portfolio Office Transition State (July 2024)
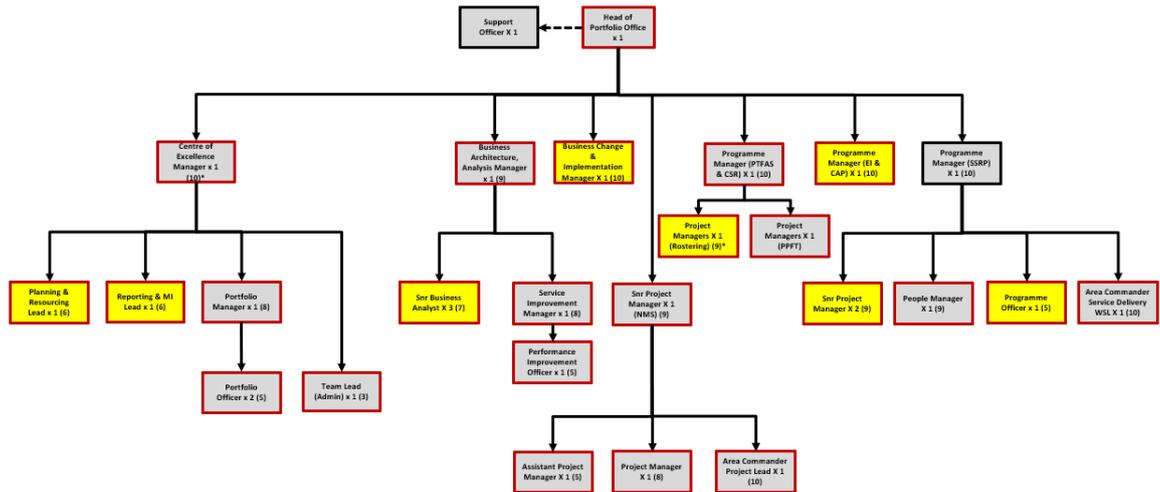
3.5   The next phase of recruitment includes the roles marked in yellow. The intention is that these roles will form core capabilities within the Portfolio Office and also support the Strategic Service Review Programme. These roles have all been approved and are progressing through the recruitment process*

- Planning & Resourcing Lead x 1
- Reporting & MI Lead x 1
- Snr Business Analyst X 2
- Business Change & Implementation Manager X 1
- FT Senior Project Manager X 2
- FT Programme Officer x 1
- Senior Project Manager (Rostering) X 1
- *Programme Manager - Enabling Infrastructure & Cultural Action Plan X 1 (Approved at CPIG, Programme Manager JD to be updated).

4. Portfolio Office Capabilities – Implementation update

Capability	Not started	Define	Develop	Implement	Improve / Embed.	Comments and actions
Change Strategy						
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")	▮	▮	▮			SSRP Roadmap iteration 1.4 complete. To be developed further to include wider SFRS change.
Business & Process Architecture	▮					Business Architecture Manager appointed.
Centre of Excellence						
Frameworks, tools and practices						
Change Lifecycle Framework	▮	▮	▮	▮	▮	Portfolio Office support capabilities. Lifecycle process currently being reviewed to improve user experience and additional supporting documentation.
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 NMS 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 have agreed in principle to become involved in future roject peer reviews.
PPM Systems						
PPM System	▮	▮				Following approval at CPIG, it has been agreed to implement the PPM system currently being used in ICT/DaT across the strategic portfolio.
Risk Dashboard Integration	▮	▮				
People and Training						
Career pathways	▮					
Training strategy	▮					
Change Community of Practice	▮	▮	▮	▮		
Change Lifecycle training	▮	▮	▮	▮		Modules now on the LMS.
Reporting						
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 due course.
Dependency & Inter-Dependency Reporting	▮					
Risk Reporting	▮	▮	▮	▮	▮	Risks and issues being reported within Highlight reports.
Capacity Reporting	▮					
Demand and Prioritisation Reporting	▮					
CoE Roles						
Reporting & MI Lead Role	▮	▮	▮			
Planning & Scheduling Lead	▮	▮	▮			
Portfolio Management, Governance and Assurance						
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	▮					
Business Architecture, Analysis & CSI						
Business Architecture, Analysis & CSI Strategy	▮	▮	▮			Currently in development and will include service improvement as part of the strategy.
Service Improvement Plans	▮					
Project and Programme Delivery						
Programme Management Roles	▮	▮	▮	▮		
Project Management Roles	▮	▮	▮			
Business Change & Implementation Manager	▮	▮	▮			

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

5	Key Strategic Implications
5.1 5.1.1 5.1.2 5.1.3 5.1.4 5.1.5	**Risk** **Critical Success Factors** 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. 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. **Risk Spotlight** *Extract from Portfolio Office Resourcing Spotlight presented at Change Committee Q1 2022:* *This risk should be considered as a live issue that has materialised as a result of organisational constraints that limit critical resource capacity and capability both within the Portfolio Office and across SFRS functions, which includes the necessity to further develop and build the skills and competencies that are required of a Strategic Change function within the current organisation structures.* *The capacity, skills and competencies are essential to provide enablement in the effective management of highly complex and valuable projects. Additionally, the management team are looking at how best to build and develop the skills and competencies within the current portfolio team structure and across the SFRS with a view to implementing capability and improving delivery performance. (A CPD approach however could have limited impact and potentially take longer)* *Please note that initial discussions have taken place with the internal auditor to discuss scope for the future audit of SFRS' controls over change management.*
5.2 5.2.1	**Financial** There are no direct key financial implications arising from this report.
5.3 5.3.1	**Environmental & Sustainability** There are no direct key environmental & sustainability implications arising from this report.
5.4 5.4.1	**Workforce** Discussions ongoing regarding the key workforce implications arising from the transition to new structure.
5.5 5.5.1	**Health & Safety** There are no direct key health and safety implications arising from this report.
5.6 5.6.1	**Health & Wellbeing** There are no direct key health and wellbeing implications arising from this report.
5.7 5.7.1	**Training** There may be training implications for staff moving into changed or new roles.
5.8 5.8.1	**Timing** Timing of the transition to the future state is being affected by the availability of budgets to support new roles.

5.9	**Performance**
5.9.1	Performance measures are contained within the KPI section.

5.10	**Communications & Engagement**
5.10.1	There are no direct key communication and engagement implications arising from this report.

5.11	**Legal**
5.11.1	There are no direct key legal implications arising from this report.

5.12	**Information Governance**
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	**Equalities**
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	**Service Delivery**
5.14.1	There are no direct key Service Delivery implications arising from this report.

6	**Core Brief**	
6.1	Not applicable	

7	**Assurance (SFRS Board/Committee Meetings ONLY)**	
7.1	**Director:**	Liz Barnes, Interim Deputy Chief Officer (Corporate Services)
7.2	**Level of Assurance: (Mark as appropriate)**	~~Substantial~~/**Reasonable**/~~Limited/Insufficient~~
7.3	**Rationale:**	Development of organisational capabilities.

8	**Appendices/Further Reading**
8.1	Not applicable.

Prepared by:	Curtis Montgomery, Head of Portfolio Office
Sponsored by:	Liz Barnes, Interim Deputy Chief Officer (Corporate Services)
Presented by:	Curtis Montgomery, Head of Portfolio Office

Links to Strategy and Corporate Values
Outcome 4 – we are fully accountable and maximise our public value by delivery a high quality, sustainable fire and rescue service for Scotland.

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Change Portfolio Investment Group	*Ex-committee*	*For Scrutiny*
Change Committee	*1 August 2024*	*For Scrutiny*

SCOTTISH FIRE AND RESCUE SERVICE
Change Committee

Report No: C/CC/34-24

Agenda Item: 8.2

Report to:	**CHANGE COMMITTEE**
Meeting Date:	**1 AUGUST 2024**
Report Title:	**AUDIT ACTION PLANS AND CLOSING REPORTS UPDATE: COMMAND AND CONTROL MOBILISING SYSTEM**

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

1	**Purpose**
1.1	The purpose of this report is to provide the Change Committee (CC) with an update on relevant audit and inspection action plans.
1.2	At this meeting, the Committee are asked to scrutinise the progress of the action plan relating to HM Fire Service Inspectorate (HMFSI) report on: • The Scottish Fire and Rescue Service (SFRS) Command and Control Mobilising System.
1.3	There are no closing reports to consider.

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

3	**Main Report/Detail**
3.1	The SFRS's Command and Control Mobilising System report was published by HMFSI in March 2023. The action plan contains a total of six actions and is attached as Appendix A.

3.2	The action plan is progressing well. Five of the six actions have been completed. However, the remaining action has moved from green to amber.
3.3	CC members are asked to note the following: • **Action 3**: An initial revised due date from April 2024 to July 2024 has been provided as there has been slippage in the original timeline due to resourcing (*see 3.6).
3.4	It is anticipated that the remaining action will be completed by the next reporting period.
3.5	The overall RAG rating for this action plan is **amber** and is estimated at 95% complete. (Percentage completions for individual actions are an estimate provided by the action owner leading to the overall average percentage).
3.6	*The revised due date was provided in May 2024 in advance of the progress update being presented to the CB on 24 June 2024.*

4	**Recommendation**
4.1	The CC is invited to scrutinise the progress of the actions contained within the HMFSI Action Plan for the Scottish Fire and Rescue Service's Command and Control Mobilising System, attached as Appendix A.

5	**Key Strategic Implications**
5.1 5.1.1	**Risk** There are no risks associated with the recommendations of this report.
5.2 5.2.1	**Financial** There are no financial implications associated with the recommendations of this report.
5.3 5.3.1	**Environmental & Sustainability** There are no environmental implications associated with the recommendations of this report.
5.4 5.4.1	**Workforce** There are no workforce implications associated with the recommendations of this report.
5.5 5.5.1	**Health & Safety** There are no health and safety implications associated with the recommendations of this report.
5.6 5.6.1	**Health & Wellbeing** There are no health and wellbeing implications associated with the recommendations of this report.
5.7 5.7.1	**Training** There are no training implications associated with the recommendations of this report.
5.8 5.8.1	**Timing** Each HMFSI Action Plan will be reported to the CB on a quarterly cycle until completion.
5.9 5.9.1	**Performance** This process supports robust challenge and scrutiny of our performance against HMSFI recommended improvements.
5.10 5.10.1	**Communications & Engagement** There is no implication associated with the recommendations of this report.

5.11	**Legal**	
5.11.1	The arrangements for independent inquiries into the state and efficiency of the SFRS are a statutory requirement as laid out in Section 43 of the Fire Scotland Act 2005.	
5.12	**Information Governance**	
5.12.1	A Data Protection Impact Assessment (DPIA) is not required for this report as there is no sensitive information to consider.	
5.13	**Equalities**	
5.13.1	An Equality and Human Rights Impact Assessment (EHRIA) is not required for this report. These will be captured by Directorate and LSO EHRIAs.	
5.14	**Service Delivery**	
5.14.1	There are no service delivery implications associated with the recommendations of this report.	
6	**Core Brief**	
6.1	Not applicable	
7	**Assurance (SFRS Board/Committee Meetings ONLY)**	
7.1	**Director:**	David Lockhart, Director of Prevention, Protection and Preparedness
7.2	**Level of Assurance: (Mark as appropriate)**	~~Substantial~~/**Reasonable**/~~Limited/Insufficient~~
7.3	**Rationale:**	Following receipt of Audit Reports, Action Plans are developed in conjunction with Directorates and approved via the Strategic Leadership Team and the nominated Executive Committee of the Board. Quarterly reporting is made to the Corporate Board and nominated Executive Board until full completion of the Action Plan.
8	**Appendices/Further Reading**	
8.1	Appendix A - HMFSI Action Plan: The Scottish Fire and Rescue Service's Command and Control Mobilising System	

Prepared by:	AC Derek Wilson, New Mobilising System Project / Louise Patrick, Planning and Partnerships Coordinator
Sponsored by:	ACO David Lockhart, Director of Prevention, Protection and Preparedness / Senior Responsible Officer for New Mobilising System Project
Presented by:	ACO David Lockhart, Director of Prevention, Protection and Preparedness / Senior Responsible Officer for New Mobilising System Project

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

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Corporate Board	*24 June 2024*	*For Recommendation*
Change Committee	*1 August 2024*	*For Scrutiny*

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

	Updated
	May-24

HMFSI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	RAG
The system procurement process itself is expected to take around nine months. The Service considered different procurement route options and has opted for what it believes to be the most appropriate in light of the prevailing issues of desired timescale and risk of challenge. There is also the potential to use supplier pre-qualification within an existing Emergency Services command and control systems framework, to accelerate the procurement process.	3	**Undertake a procurement process to secure a new Command and Control Mobilising System.**	Project Lead	Apr-24	Jul-24	In Progress	21 February 2024: A Prior Information Notice (PIN) was published to the Open market on 10/11/23 to make the market aware of the imminent SFRS NMS ITT publication via the open route. A desktop review of the revised ITT documentation was carried out by the Scottish Government Digital Assurance Office with e-mail confirmation on 11/12/23 that all essential recommendations had been met and the project could move to the next delivery stage. The NMS ITT was published to the open market on 11/01/24 and is open for 60 days with a tender response deadline of 13/03/24. The bid evaluation will take place mid-March into April (timescales depend upon number of bids) and award of contract is expected in May (exact date may vary based upon number of bids to be evaluated). **22 May 2024: At the suppliers' request the clarification question deadline was extended which pushed out the New Mobilising System Invitation to Tender (ITT) closure date to 28/03/24. At closure, no bids were received. SFRS requested feedback from all suppliers who had registered an interest and has analysed their responses to adapt its approach. A revised procurement route (not available at the time of the initial invitation to tender) is being expedited. Based upon supplier feedback, implementation by the December 2025 deadline remains achievable for some suppliers. The previous contract notice has been closed, suppliers updated, and a new notice published. Contract of award is expected in July 2024 following a short procurement and evaluation period. A contingency option is being developed concurrently.** **This action has moved from green to amber due to the slip in timescales, however, work is progressing to complete by the July 2024 due date.**	80%		**Amber**

SCOTTISH FIRE AND RESCUE SERVICE
Change Commitee

Report No: C/CC/35-24

Agenda Item: 9

Report to:	CHANGE COMMITTEE						
Meeting Date:	1 AUGUST 2024						
Report Title:	POLICE SCOTLAND AND SFRS CORPORATE SERVICES COLLABORATION REVIEW – END REPORT						
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9					
		A	B	C	D	E	F	G

1	Purpose
1.1	To update the Change Committee (CC) on the conclusion of the development of an Outline Business Case (OBC) to identify collaboration opportunities in corporate services for Police Scotland (PS) and the Scottish Fire and Rescue Service (SFRS).

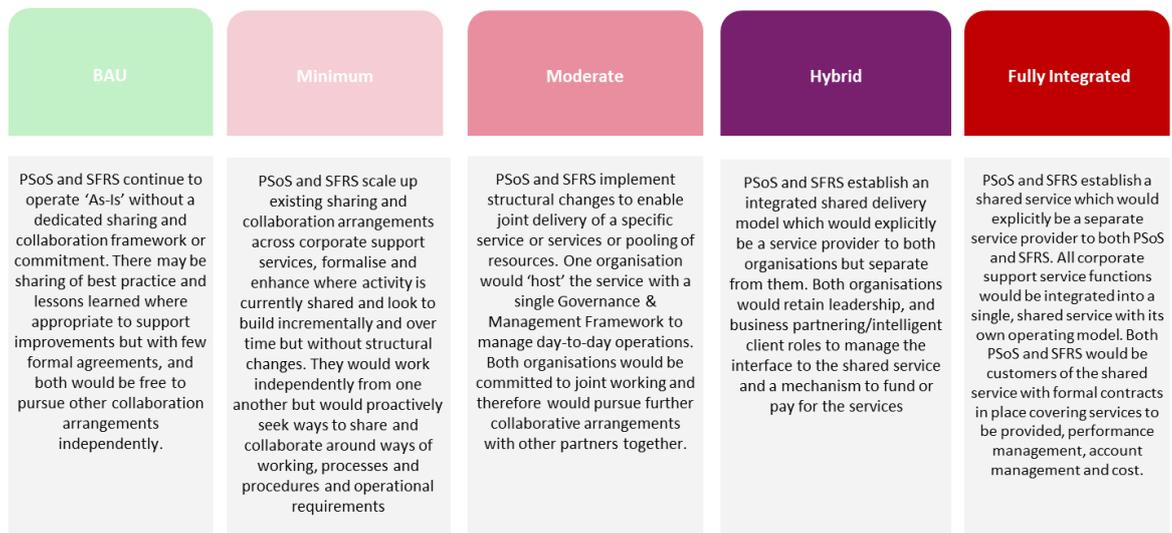| 2	Background
2.1	During 2022, in response to the budget pressures arising from the Resource Spending Review (RSR), the then Cabinet Secretary for Justice and Veterans requested that the SFRS and PS jointly explore opportunities to make budget savings through collaboration across Corporate Service areas. In May 2023 a joint scope was agreed by both organisations to take this forward and in July 2023 a procurement exercise to secure professional support to develop an Outline Business Case (OBC) went live.
2.2	The Invitation to Tender (ITT) was issued on 28 July 2023 and five responses were received. Following a joint evaluation exercise PricewaterhouseCoopers (PwC) were appointed and a formal letter of contract award was made on 3 November 2023.
2.3	**Project Initiation**
2.3.1	Both PS and SFRS appointed a senior officer to act as the Single Point of Contact (SPOC) for PwC and to liaise between their project lead and both organisations. The project initiation meeting between PwC and the SPOCs took place on 7 November 2023.
2.4	**Project Governance**
2.4.1	To ensure both Boards of the Scottish Police Authority (SPA) and SFRS retained oversight of the work to develop the OBC an Oversight Group (OG) was formed comprising of SFRS and SPA Board members. The OG was chaired by Fiona Thorburn the Deputy Chair of SFRS Board. The OG role throughout was to: • Provide process assurance on the project delivery to the parent Boards; • Ensure that the strategic case within the OBC was strategically aligned to the core outcomes and strategic objectives of SFRS and PS; • Support the process of developing a long list of OBC options and the criteria for shortlisting those options; • Oversee the delivery of the final OBC.
2.4.2	A SFRS/ PS/ SPA Executive Board was also established to provide a joint oversight of the principles, objectives and parameters for the OBC. A regular series of meetings with staff representative bodies for both SFRS and PS took pace throughout the exercise to ensure

that their voices were heard in producing the OBC and that they remained appraised of key stages in its development.

2.4.3 The SPA and SFRS Boards remained responsible for taking the final decisions arising from the OBC.

2.5 **Project Delivery Timeline**
2.5.1 A project delivery timeline and key milestones were developed in conjunction with PS and SFRS and iterated during the project delivery phase; the final project timeline is detailed below:

January 2024	• PwC facilitate 'As Is' workshops and commence 'To Be' workshops. • PwC develop long list of options to be refined to a short list by SFRS and PS.
February 2024	• PwC finalise 'To Be' workshops to consider the outline proposals with Heads of Functions (HoFs), managers and staff from the functions within scope in both SFRS and PS. • PwC draft the OBC proposals to reflect the information gathered.
Late February/ March 2024	• PwC build an analysis of any issues arising into interim report. • PwC conduct Options Appraisal stage with SFRS and PS. • PwC conduct cost benefit analysis & risk appraisal. • PwC draft financial, economic and management cases.
April 2024	• Delivery of draft OBC by PwC.
May 2024	• Delivery of Final OBC by PwC. • SFRS Board and SPA Board consider outcomes of the OBC and agree next steps.
June 2024	• SFRS/ PS brief Cabinet Secretary for Justice and Home Affairs and the Minister for Victims and Community Safety.

3	**Main Report/Detail**

3.1 **OBC Overview**
3.1.1 In undertaking the review both PSoS and SFRS remained strongly focused on delivering on the Christie recommendations on Public Service Reform (PSR) and saw the review exercise as part of that commitment. The review was also undertaken in direct support of the Scottish Government's (SG) key PSR objectives which are:
- To ensure public services remain fiscally sustainable by reducing costs and reducing long-term demand through investment in prevention;
- Improve outcomes, which will improve lives and reduce demand; and
- Reduce inequalities of outcome among communities in Scotland, recognising the need not just for improved outcomes, but a focus in policy and delivery on those most disadvantaged.

3.1.2 The OBC sought to ensure that corporate services in both organisations contributed to the overall efficiency of PS and SFRS and were designed to provide enabling services to front line operations in delivering outcome improvements for communities. The specific purpose of the exercise was to identify Value for Money (VFM) and improvement options by examining collaboration and sharing opportunities.

3.1.3 The OBC utilised His Majesty's Treasury (HMT) 5 Case model to identify and explore opportunities to collaborate and share across the following corporate support services:
1. Contact, Command & Control Centres
2. Digital
3. Estates
4. Finance
5. Fleet
6. People & Development
7. Procurement
8. Stores, Logistics and Equipment
9. Strategy, Planning & Reporting
10. Transformation & Change

3.1.4	In early discussions it was recognised that there were fundamental differences in Command and Control functions in PS and SFRS. It was agreed that it would be more appropriate to explore heightened levels of collaboration rather than integration in that function. All other functions were assessed during several workshops, using total spend, pay and non-pay items, and Full Time Equivalent (FTE) numbers of staff.

3.1.5	Six Critical Success Factors (CSFs) were mutually agreed to evaluate the collaboration options. They were specifically tailored to delivering corporate services within the specific context of national emergency services organisations. The CSFs were:

1. Strategic Alignment
2. Value for Money
3. Scalability

4. Disruption
5. User Centricity
6. Feasibility

3.1.6	Five potential delivery options were assessed against the CSFs, these were.

BAU	**Minimum**	**Moderate**	**Hybrid**	**Fully Integrated**
PSoS and SFRS continue to operate 'As-Is' without a dedicated sharing and collaboration framework or commitment. There may be sharing of best practice and lessons learned where appropriate to support improvements but with few formal agreements, and both would be free to pursue other collaboration arrangements independently.	PSoS and SFRS scale up existing sharing and collaboration arrangements across corporate support services, formalise and enhance where activity is currently shared and look to build incrementally and over time but without structural changes. They would work independently from one another but would proactively seek ways to share and collaborate around ways of working, processes and procedures and operational requirements	PSoS and SFRS implement structural changes to enable joint delivery of a specific service or services or pooling of resources. One organisation would 'host' the service with a single Governance & Management Framework to manage day-to-day operations. Both organisations would be committed to joint working and therefore would pursue further collaborative arrangements with other partners together.	PSoS and SFRS establish an integrated shared delivery model which would explicitly be a service provider to both organisations but separate from them. Both organisations would retain leadership, and business partnering/intelligent client roles to manage the interface to the shared service and a mechanism to fund or pay for the services	PSoS and SFRS establish a shared service which would explicitly be a separate service provider to both PSoS and SFRS. All corporate support service functions would be integrated into a single, shared service with its own operating model. Both PSoS and SFRS would be customers of the shared service with formal contracts in place covering services to be provided, performance management, account management and cost.

3.1.7	Each delivery option was assessed and scored using a PwC designed weighted scoring framework. PS and SFRS scored each option separately and noted their rationales for their scores following which a joint workshop was held. PwC took on the challenge role to ensure consistency in scoring and in building a consensus score. PwC also challenged the underpinning assumptions for each consensus score to ensure they were valid in meeting the overall objectives of the OBC.

3.1.8	Following the consensus assessment the options appraisal concluded that the Moderate Option represented the Preferred Way Forward (PWF). The benefits and costs associated with the 5 options are set out below.

Option	BAU	Minimum	Moderate	Hybrid	Fully integrated
Implementation costs - £m 10 Yr (a)	£0.28	£1.10	£8.05	£48.80	£50.57
Total benefits - £m 10 Yr (b)	£0.02	£8.41	£30.83	£52.98	£96.89
Position at 3 Yrs (benefits to date - costs to date)	-£0.27	£1.78	£1.99	-£13.25	-£6.74

Position at 5 Yrs (benefits to date - costs to date)	-£0.26	£3.75	£9.40	-£7.04	£12.18
Total net benefits £m: 10 yr (c = b-a)	-£0.26	£7.31	£22.79	£4.18	£46.32
Benefit-cost ratio: 10 yr (d - b/a)	£0.06	£7.65	£3.83	£1.09	£1.92
Unquantified risks	●	●	●●	●●●	●●●●

3.1.9 The OBC demonstrates that while the net benefits of the fully integrated option were higher than the PWF, it required significant investment and brought risk to the operational delivery requirements of both organisations. The minimum option while yielding a higher benefit ratio generated a significantly lower quantum of saving. The hybrid option was discarded as it generated a low level of net benefit against high investment. It had similar set up costs to the fully integrated option but generated fewer savings largely because staff transferred to a new delivery vehicle would remain employed on the same Terms and Conditions as their existing employment. The moderate option became the PWF predicting a return-on-investment of £3.83 for every £1 invested. This would yield a net benefit of £22.79m over 10 years from an upfront investment of £8.05m, with benefits realised from year 3 onwards.

3.1.10 The PWF was seen by PS and SFRS to be ambitious but also pragmatic and deliverable, if invested in. It would enable PS and SFRS to mitigate front-line disruption while balancing the demand on change management capacities to support implementation. It also acknowledged the cost reduction in Corporate Services that has been achieved due to the structural reform of both Services in 2013, therefore the net benefits of further integration were less than if those reforms had not occurred. Lastly, the OBC acknowledged that both Services are initiating significant organisational redesign and change programmes that will directly impact on the in-scope functions by improving services and generating efficiencies at a lower risk to front line operations.

3.1.11 The key conclusions reached by the OBC were:
- There was a viable option for PS and SFRS to collaborate and share on a more formal basis.
- Significant change was already underway in both organisations and that will reduce costs and improve effectiveness.
- The PWF is a long-term model for sharing and collaboration not a contributor to short-term budget challenges and represents a reasonable level of ambition at a lower level of risk than more integrated options.
- Funding would be required to deliver the initial infrastructure, set-up costs and ongoing, annual operational costs, requiring SG investment.
- Financial benefits were not anticipated to be 100% cash releasing and may be offset by new demands arising for both Services.
- Increased sharing and collaboration in and of itself would not resolve the long-standing challenges of lack of investment, single year budgeting and increasing pressures on service demand in both organisations.
- A critical next step in delivering the PWF would be the development of a Full Business Case (FBC) to establish certainty regarding the costs, benefits, and risks in delivering the PWF.

3.2 **SPA and SFRS Board Response to the OBC**
3.2.1 The SPA, PS and SFRS welcomed the OBC and were content that the independent analysis in the report met the scope of the exercise. Both Boards agreed on the following.
- The cost/benefit ratio of the PWF while lower than the notional benefits outlined in previous discussions, was arrived at through robust analysis, and presented a

	strong evidence base that meant the OBC benefits were realistic than previous assumptions.
	• The PWF, if implemented, would need to be prioritised against the limited change capacity of both Services. This would generate opportunity costs; essentially time and investment spent on the PWF would be time and investment not available to support front-line reform that would deliver greater financial benefit and improvement to outcomes for communities. As a result, both Boards prefer to prioritise investment in front line service reform rather than corporate service integration.
	• To address SG's commitments to cross portfolio collaboration, consideration would also need to be given to the involvement of non-Justice sector partners. For example, collaboration with the Scottish Ambulance Service (SAS) as a Reform Collaboration Group (RCG) partner. Furthermore, SFRS is exploring with SG how it can onboard to their Enterprise Resource Platform – Oracle – to improve its People and Financial management systems and processes. Both Boards are fully committed to taking forward such 'Once for Scotland' options to deliver improved organisational effectiveness and better VFM.
	• Both PS and SFRS are undertaking their own corporate service reform programmes as part of wider organisational change. Those programmes will offer similar levels of benefit as the PWF without the required investment and with reduced risks to frontline operational delivery. This will still create opportunities for PS and SFRS to collaborate in realising mutual benefits. Both Boards remain strongly committed to this.
	• In the OBC staff workshops several collaboration opportunities were identified that will require little to no investment on a 'no regrets' basis. The RCG as a partnership comprising of SFRS, PS and SAS is committed to incorporating those opportunities into its work programme including extending them to SAS participation.
3.2.2	A joint briefing session with the representative bodies from both SFRS and PS took place on 10 June 2024. An overview of the OBC was discussed as well as some of the key themes emerging from the exercise.
3.2.3	On 20 June 2024 a joint briefing session for the Cabinet Secretary for Justice and Home Affairs and the Minister for Victims and Community Safety took place where the OBC findings and Board responses were discussed. Following the meeting the Cabinet Secretary wrote to both Boards expressing her thanks for undertaking the work and acknowledged the reasons and rationales behind the position both Boards had adopted.
3.3 3.3.1	**Next Steps** Both PS and SFRS are committed to working together to pursue the 'no regrets' options identified as part of the development of the OBC. This work will form a core pillar of the RCG work programme. Progress in delivering the work stream will be reported through the RCG with the SPA and SFRS Boards being kept informed through normal RCG reporting routes.
3.3.2	SFRS will now reinvigorate the Corporate Services Review Programme (CSRP) and the Director of SPPC will take on the role as SRO. A workshop is being organised for September 2024 to review progress to date on the CSRP and reset the direction for the programme in light of the outcomes of the OBC. CSRP will form a key pillar of the organisation wide SSRP Programme and progress will be reported via the SSRP Programme Board. SFRS Board Committee scrutiny of SSRP will continue as planned and progress on the development and implementation of the CSRP will be reported through that mechanism.
4	**Recommendation**
4.1	The Committee is invited to discuss and scrutinise the contents of the report.

5	Key Strategic Implications
5.1 5.1.1	**Risk** The report content provides supporting mitigation for organisational Risk SPPC007 "There is a risk that the services reputation is adversely affected due to a lack effective communication and consultation plans and supporting management processes resulting in a loss of workforce, stakeholder and public confidence" and SPPC013 "There is a risk that the service fails to secure adequate benefits from collaboration and partnership working due to a lack of effective management and the coordination and sharing of information resulting in missed opportunities and in a loss of workforce, stakeholder and public confidence".
5.2 5.2.1	**Financial** There are no financial implications arising from this paper.
5.3 5.3.1	**Environmental & Sustainability** There are no environmental or sustainability implications arising from this paper.
5.4 5.4.1	**Workforce** The Staff Representative Bodies have been briefed on the outcomes of the OBC and will be a key stakeholder in the CSRP work going forward.
5.5 5.5.1	**Health & Safety** There are no health and safety implications arising from this paper.
5.6 5.6.1	**Health & Wellbeing** There are no health and wellbeing implications arising from this paper.
5.7 5.7.1	**Training** There are no training implications arising from this paper.
5.8 5.8.1	**Timing** There are no timing implications arising from this paper.
5.9 5.9.1	**Performance** There are no performance implications arising from this paper. As part of the CSRP new corporate performance metrics will be developed and reported as part of the SFRS Performance Management Framework.
5.10 5.10.1	**Communications & Engagement** A general staff update co-ordinated with PS was released on 10 July 2024 informing all SFRS staff on the final outcome of the OBC process.
5.11 5.11.1	**Legal** There are no legal issues arising from this paper.
5.12 5.12.1	**Information Governance** There are no information governance issues arising from this paper.
5.13 5.13.1	**Equalities** There are no equalities issues arising from this paper.
5.14 5.14.1	**Service Delivery** There are no service delivery issues arising from this paper. However Corporate Support Services are more appropriately designed and delivered to meet the needs of operational services as they evolve to meet the changing risk within communities and will form a core element of the CSRP work.

6	Core Brief	
6.1	Not Applicable.	
7	**Assurance (SFRS Board/Committee Meetings ONLY)**	
7.1	**Director:**	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	**Level of Assurance: (Mark as appropriate)**	~~Substantial~~/**Reasonable**/~~Limited/Insufficient~~
7.2	**Rationale:**	The level of assurance is set at reasonable to reflect the need to develop both the RCG and CSRP work programmes. When both elements are being implemented it is anticipated that the level of assurance will rise to substantial.
8	**Appendices/Further Reading**	
8.1	None	

Prepared by:	Mark McAteer, Director of Strategic Planning, Performance and Communications
Sponsored by:	Mark McAteer, Director of Strategic Planning, Performance and Communications
Presented by:	Mark McAteer, Director of Strategic Planning, Performance and Communications

Links to Strategy and Corporate Values

Strategic Plan 2022-2025; Outcome 3 - We value and demonstrate innovation across all areas of our work.

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Change Committee	*1 August 2024*	*For Scrutiny*
Corporate Board	*26 August 2024*	*For Information*

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<tr><td colspan="2">**SCOTTISH FIRE AND RESCUE SERVICE**
Change Committee</td><td></td></tr>
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Report No: C/CC/36-24

Agenda Item: 10.1

Report to:	**CHANGE COMMITTEE**
Meeting Date:	**1 AUGUST 2024** (DATA AS OF: 16/07/24)
Report Title:	**PORTFOLIO OFFICE RISK REPORT**

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

1	**Purpose**
1.1	The purpose of this report is to provide the Change Committee (CC) with an overview of the identified risks that could impact on the various programmes of work being monitored by the Portfolio Office.

2	**Background**
2.1	The risk tracking process used by the Portfolio Office is designed to monitor risks that could potentially impact on the successful delivery of projects across the Service including business as usual.
2.2	The risk information within this report has been collated via the submission of project update risk logs.

3	**Main Report/Detail**
3.1	The table below shows the total number of Risks being monitored through the Portfolio Office that are showing a current red risk or risk of 15 or above.
3.2	Risk Report can now be found in PBI0048A - Organisational Risk Report Board Summary - Power BI under Project Risks and filter to Change Portfolio Progress Group (CPPG) on the contents page.
3.3	Overview of Risk Ratings 15 and above

Total Project Risks ratings 15 and above at this time = **14**

PROJECT	NMS	SSRP	ESN	PPFT	Rostering
Rating 20	1	4	0	0	0
Rating 15/16	3	1	2	2	1

3.4	Please note that due to timing of Project Board meetings and late delivery of individual reports, versus collation of data required to run reports, the data may be out of sync. *Where this is the case, a verbal update should be given from the Project Sponsor.*

3.5	All current Portfolio Office Projects Risks, rating 15 and above.

Risk ID	Status	Risk Description	Risk Owner	Strategic Outcome ID ▼	Risk Rating	Target	Previous Risk Rating
NMS026	Treat	There is a risk that any extension to the NMS procurement award process will reduce available implementation timescale for the successful supplier resulting in additional supplier and SFRS resourcing being required through Phase 1 implementation	Project Lead	5	20	6	20
SSRP002	Treat	There is a risk that demand of change initiatives outstrips capacity within and across all roles in the organisation, because of lack of prioritisation / visibility of changes or not stopping 'nice to have' activity, resulting in an inability to fully resource initiatives	Programme Manager	3	20	4	20
SSRP003	Treat	There is a risk that the organisation does not identify initiatives that will deliver the required level of benefits in time i.e. cashable and non cashable savings, because of delayed/ineffective planning or poor benefits profiling, resulting in savings for 2024/25 not being realised	Programme Manager	3	20	2	20
SSRP004	Treat	There is a risk that it may not be possible to identify and manage all of the dependencies and interdependencies across workstreams, because of a lack of understanding of scope of SSRP or ineffective planning, resourcing, prioritisation and scheduling	Programme Manager	5	20	6	20
SSRP005	Treat	There is a risk that a lack of specialist roles and availability of key subject matter expert staff to support the programme, because of capacity/budget constraints, may adversely affect the delivery of change, resulting in lack of benefits realisation, elongated timescales and impact quality	Programme Manager	6	20	6	20
ESMCP013	Treat	There is a risk that retirements and maternity leave impacts on the core ESMCP team resulting in a lack of resilience in the short to medium term.	A Mosley/People	6	16	1	16
ESMCP014	Treat	There is a risk that the delay in the delivery and implementation of the MODAS software will hold back the hardware installation of the CF33, Airwave Voice device and the R5. This may also increase installation costs.	Mark Humble	2	16	4	16
NMS033	Treat	There is a risk that if any steps to fully approve the Full Business Case (FBC) are delayed this will result in delays to contract award, implementation and Go Live by Dec 2025 deadline	Project Lead	5	16	4	16
NMS043	Treat	There is a risk that if there are multiple bidders via the chosen procurement route then time required for evaluation and decision will reduce implementation time	SRO	2	16	12	16
PPFT008	Treat	This is a risk that the work currently undertaken to explore collaboration opportunities, having no agreed completion milestone, could lead to the project being delayed significantly.	Lyndsey Gaja	7	16	4	16
PPFT009	Treat	There is a risk that the day to day management of the Project may be negatively impacted because the role of the Programme Manager has been extended to cover this following the departure of the Project Manager. This could result in a reduced level of support and direction for the team.	L Gaja	3	16	6	16
ROST004	Treat	There is a risk that new systems and processes are not fully adopted because of a lack of alignment of policies resulting in a failure to deliver benefits.	Seb O'Dell	3	16	8	16
NMS046	Treat	There is a risk that if no compliant/successful bids are received for the second procurement that the only viable option will be direct award under extreme urgency which may increase the likelihood of legal challenge	SRO	2	15	8	15
SSRP011	Treat	There is a risk of consultation / engagement failure because of not meeting necessary consultation/ engagement timelines, resulting in a failure to deliver required change options to support the aims and objectives of SSRP.	Programme Manager	5	15	4	15

4	**Recommendation**
4.1	The Change Committee is asked to: a) Scrutinise the contents of the current report. b) Consider the risk mitigation actions within the report and provide feedback as necessary.

5	**Key Strategic Implications**	
5.1 5.1.1	**Risk** As section 3.	
5.2 5.2.1	**Financial** There are no direct financial implications associated with this report.	
5.3 5.3.1	**Environmental & Sustainability** There are no direct key environmental & sustainability implications arising from this report.	
5.4 5.4.1	**Workforce** There are no direct key workforce implications arising from this report.	
5.5 5.5.1	**Health & Safety** There are no direct Health and Safety implications associated with this report.	
5.6 5.6.1	**Health & Wellbeing** There are no direct Health and Wellbeing implications associated with this report.	
5.7 5.7.1	**Training** There are no direct training implications associated with this report.	
5.8 5.8.1	**Timing** There are no direct timing implications arising from this report.	
5.9 5.9.1	**Performance** There are no direct key performance implications arising from this report.	
5.10 5.10.1	**Communications & Engagement** There are no direct communications and engagement implications arising from this report.	
5.11 5.11.1	**Legal** There are no direct key legal implications arising from this report.	
5.12 5.12.1	**Information Governance** A Data Protection Impact Assessment is not required as there is no personal/sensitive information in this cover paper.	
5.13 5.13.1	**Equalities** An Equalities Impact Assessment is not required as there is no personal/sensitive information in this cover paper.	
5.14 5.14.1	**Service Delivery** There are no direct key Service Delivery implications arising from this report.	
6	**Core Brief**	
6.1	Not applicable.	
7	**Assurance (Board/Committee Meetings ONLY)**	
7.1	**Director:**	Liz Barnes, Interim Deputy Chief Officer (Corporate Services)
7.2	**Level of Assurance:** **(Mark as appropriate)**	~~Substantial~~/**Reasonable**/~~Limited/Insufficient~~
7.3	**Rationale:**	Resource and time is an ongoing risk for the organisation and we use our resources to review and manage risk mitigation, this includes new, removed, updated and closed risks.

8	Appendices/Further Reading
8.1	Further Reading: - [Risk Management Policy and Framework](#)

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

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

Governance Route for Report	Meeting Date	Report Classification/ Comments
Change Committee	*1 August 2024*	*For Scrutiny*

CHANGE COMMITTEE ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
19 September 2024 (Additional)	•		**Standing/Regular Reports** **General Reports** • New Mobilising System (Written update - PRIVATE)		
7 NOVEMBER 2024 **(**Note for BST only – If any Action Plans in relation to HMFSI Inspection Reports are submitted and closed off, email Business Team and Performance Manager to confirm)	• Chair's Welcome • Apologies • Consideration of and Decision on any Items to be taken in Private • Declaration of Interests • Minutes of Previous Meeting • Action Log • Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Review of Actions • Date of Next Meeting	**Standing/Regular Reports** **General Reports** • **New Business** •	**Standing/Regular Reports** **Projects** • PO Project Dashboard **General Reports** • PO Progress Update • New Mobilising System (Written update - PRIVATE) • PO Risk Report • Strategic Risk Summary and Committee Aligned Directorate Risks • Finance Report – Change Portfolio (Private) • Organisational Capacity and Capability • SSRP (Written Private) • Quarterly Performance Report **New Business** • HMFSI Audit and Inspection Action Plan Update (CCMS) •	**Standing/Regular Reports** **Change Portfolio/ Major Projects** • **General Reports** • **New Business** •	**Standing/Regular Reports** **Change Portfolio/ Major Projects** • **General Reports** • **New Business** •

CHANGE COMMITTEE ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
18 December 2024 (Additional)	•		**Standing/Regular Reports** **General Reports** • New Mobilising System (Written update - PRIVATE)		
6 FEBRUARY 2025 **(**Note for BST only – If any Action Plans in relation to HMFSI Inspection Reports are submitted and closed off, email Business Team and Performance Manager to confirm)	• Chair's Welcome • Apologies • Consideration of and Decision on any Items to be taken in Private • Declaration of Interests • Minutes of Previous Meeting • Action Log • Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Review of Actions • Date of Next Meeting	**Standing/Regular Reports** **General Reports** • **New Business** •	**Standing/Regular Reports** **Projects** • PO Project Dashboard **General Reports** • PO Progress Update • New Mobilising System (Written update - PRIVATE) • PO Risk Report • Strategic Risk Summary and Committee Aligned Directorate Risks /Risk Dashboard • Finance Report – Change Portfolio (Private) • Organisational Capacity and Capability • SSRP (Written Private) • Quarterly Performance Report **New Business** • HMFSI Audit and Inspection Action Plan Update (CCMS) •	**Standing/Regular Reports** **Change Portfolio/ Major Projects** • **General Reports** • **New Business** •	**Standing/Regular Reports** **Change Portfolio/ Major Projects** • **General Reports** • **New Business** •

SCOTTISH FIRE AND RESCUE SERVICE
Change Committee

Report No: C/CC/37-24

Agenda Item: N/A FIO

Report to:	**CHANGE COMMITTEE**
Meeting Date:	**1 AUGUST 2024**
Report Title:	**SAFE AND WELL PROJECT CLOSING REPORT**

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

1	**Purpose**
1.1	To provide the Change Committee with the Closing Report for the Safe and Well (SAW) Project.

2	**Background**
2.1	In September 2023, the Safe and Well Project Board agreed on the business case for the SAW Project.
2.2	It should be noted that the project was initiated prior to the current Service project governance documentation being in place. Therefore, the Closing Report reflects the original project documentation and may differ slightly from current projects in terms of reporting.
2.3	The project end date significantly exceeded the original planned date, however several Change Requests were submitted and approved throughout the Project Lifecycle.
2.4	The main reasons for the elongated timescales can be attributed to Covid 19 pandemic, inclusion of SAW with the widening the role terms and conditions and delivery of the ICT system.

3	**Main Report/Detail**
3.1	Project Plans were monitored regularly to assess impact of resource and capacity challenges against time and quality, with priorities being realigned accordingly to ensure the various projects and overall programme remained on track.
3.2	**Delivery To Time:** Original: August 2022 Actual: September 2022
3.3	**Delivery To Cost**
3.3.1	The original Business Case sought funding for a dedicated Group Commander (GC) and Watch Commander (WC) to support the project.
3.3.2	Due to the complexities and scale of the work required it was agreed SAW should be considered an official Service project and resourcing was allocated. This included: • Project Manager (GC) £263,000 • Watch Commander £197,478

	o Staff Total = £460,478 • Funding for ICT development = £654,671 (this does not include internal resources eg ICT Project Manager) • Laptops - £10,374.40 **Total = £1,125,523 (May 2023)**
3.3.3	In addition, dedicated resourcing was supplemented by a WC and Grade 5 Support Staff member from the Prevention Portfolio (P&P Function). A Finance Business Partner has supported the project throughout, providing guidance and monitoring of any associated spend.
3.4 3.4.1	**Delivery to Quality**: Most of the agreed objectives for the project set out in the original Dossier have been achieved. These have been delivered and based on extensive research and evidence led with cross-Functional support.
3.5	There have been challenges experienced in terms of time and quality, predominantly due to conflicting priorities and capacity of ICT development. To ensure quality was met, timescales were lengthened to support.

4	**Recommendation**
4.1	This report was presented for information only.

5	**Key Strategic Implications**
5.1 5.1.1	**Risk** Risks relating to the implementation of a revised Home Fire Safety Visit have been transferred to a new Risk Register which will be managed by the PPP Directorate as part of BAU with other relevant functions and directorates identified as risk owners, as agreed by CPIG. These include: • Partner Sign-Up Delays • ICT Resourcing • Evaluation
5.2 5.2.1	**Financial** Initially, there was a dedicated Project Manager (GC) and WC funded to support the project. This funding did not remain throughout the project, so there have been some challenges latterly resourcing from existing teams whilst maintaining BAU work.
5.2.2	Funding for the development of ICT software and hardware (for the pilot phase) was provided by capital and resource budget provided via the SAW project and internal ICT budgets. This included the purchase of laptops for CAT members to support the pilot.
5.2.3	Breakdown shown in Section 3.3 above.
5.3 5.3.1	**Environmental & Sustainability** No environmental issues are associated with this paper.
5.4 5.4.1	**Workforce** The project has suffered from several external influences that have lengthened timescales and have hindered direction of travel for implementation. This has also impacted on engagement with internal and external partners.
5.4.2	There have been occasions where other Service projects / priorities have taken away resources from the project. This has been, in part, due to the lack of clear timescales and

		direction of the project implementation, and how it was prioritised against other Service activities.
5.5 5.5.1	**Health & Safety**	No health & safety issues associated with this paper.
5.6 5.6.1	**Health & Wellbeing**	No health & wellbeing issues associated with this paper.
5.7 5.7.1	**Training**	Draft training packages have been designed by P&P. Engagement with TSA has identified a route to roll-out training to all staff who will deliver a revised HFSV as part of the implementation phase.
5.8 5.8.1	**Timing**	There have been challenges experienced in terms of time and quality, predominantly due to conflicting priorities and capacity of ICT development. To ensure quality was met, timescales were lengthened to support.
5.9 5.9.1	**Performance**	High level milestones were identified at the beginning of the project. In addition, a number of thematic workstreams were created to take forward the project, with associated Action Plans and timescales. These plans were utilised to monitor performance of the project, which was scrutinised by the Project Board and latterly, CPPG.
5.10 5.10.1 5.10.2	**Communications & Engagement**	There was a Comms and Engagement plan created at the start of the project with limited delivery due to the inclusion of SAW within the T&Cs discussions. A new Comms and Engagement Plan will form part of the implementation phase.
5.11 5.11.1	**Legal**	No Legal issues associated with this paper.
5.12 5.12.1	**Information Governance**	A Data Sharing Framework has been developed by Information Governance which will help to ensure SFRS has robust methods for sharing information with partners.
5.13 5.13.1	**Equalities**	No Equality issues associated with this paper.
5.14 5.14.1	**Service Delivery**	The creation of a SAW Visit, which builds upon the HFSV model, will incorporate wider health and social care considerations to support those most at risk across Scotland's communities.

6	**Core Brief**
6.1	Not applicable

7	**Assurance (SFRS Board/Committee Meetings ONLY)**	
7.1	**Director:**	David Lockhart, Director of Prevention, Protection and Preparedness
7.2	**Level of Assurance: (Mark as appropriate)**	~~Substantial~~/**Reasonable**/~~Limited/Insufficient~~
7.2	**Rationale:**	Safe and Well is a preventative and improvement initiative.

8	Appendices/Further Reading
8.1	Appendix A – SAW Closing Report

Prepared by:	Cathy Barlow, Deputy Head of Prevention.
Sponsored by:	Director of Prevention, Protection and Preparedness – David Lockhart
Presented by:	Cathy Barlow, Deputy Head of Prevention.

Links to Strategy and Corporate Values

SFRS Strategic plan 2022-2025:
- o Strategic Outcome 1 – Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.
- o Strategic Outcome 2 – Communities are safer and more resilient as we respond to changing risks.
- o Strategic Outcome 3 – We value and demonstrate innovation across all areas of our work.

Governance Route for Report	Meeting Date	Report Classification/ Comments
Project Board	Sept 23	Issued email for comments/approval
Change Portfolio Performance Group	23/01/24	For Approval
Change Portfolio Investment Group	26/06/24	For Scrutiny
Change Committee	01/08/24	For Scrutiny

SCOTTISH FIRE AND RESCUE SERVICE

Change Committee

CLOSING REPORT

Programme Number:

Agenda Item: **N/A FIO**

Project Name:	**SAFE AND WELL**
Project Start Date:	**01 APRIL 2018**
Project End Date:	**SEPTEMBER 2023**
Project Manager:	**CATHY BARLOW – DEPUTY HEAD OF PREVENTION & PROTECTION**
Executive Lead:	**IAIN MACLEOD – DACO PREVENTION & PROTECTION**

1	**Project Delivery Status**
1.1	**Delivery to Time**
1.1.1	Original: August 2022 Actual: September 2022
1.1.2	The project end date significantly exceeded the original planned date, however several Change Requests were submitted and approved.
1.1.3	The main reasons for the elongated timescales can be attributed to; Covid 19 pandemic, inclusion of Safe and Well (SAW) with the widening the role terms and conditions, and delivery of the ICT system.
1.1.4	Project Plans were monitored regularly to assess impact of resource and capacity challenges against time and quality, with priorities being realigned accordingly to ensure the various projects and overall programme remained on track.
1.2	**Delivery to Cost**
1.2.1	The original Business Case sought funding for a dedicated Group and Watch Commander to support the project.
1.2.21.2.3	Due to the complexities and scale of the work required it was agreed SAW should be considered an official Service project and resourcing was allocated. This included: • Project Manager (GC) £263,00 • Watch Commander £197,478 o Staff Total = £460,478
1.2.4	• Funding for ICT development = £654,671 (this does not include internal resources e.g., ICT Project Manager) • Laptops - £10,374.40 **Total = £1,125,523 (as of beginning of May 2023)** In addition, dedicated resourcing was supplemented by a Watch Commander and Grade 5 Support Staff member from the Prevention Portfolio (P&P Function). Finance Business Partner has supported the project throughout, providing guidance and monitoring of any associated spend.

1.3	Delivery to Quality
1.3.1	Most of the agreed objectives for the project set out in the original Dossier have been achieved. These have been delivered and based on extensive research and evidence led with cross-Functional support.
1.3.2	There have been challenges experienced in terms of time and quality, predominantly due to conflicting priorities and capacity of ICT development. To ensure quality was met, timescales were lengthened to support.
1.3.3	It should be noted that the project was initiated prior to the current Service project governance documentation being in place. Therefore, the Closing Report reflects the original project documentation and may differ slightly from current projects in terms of reporting.

1.4	Delivery to Outputs/Milestones		
1.4.1	**Anticipated from Dossier**	**Achieved**	**Reason/Comment**
	Stage One – Research & Design of S&W.		
	Undertake significant research and scoping work to develop and agree the scope and content S&W to be delivered by SFRS	Yes	State of the Nation undertaken along with a review of activity across UK Fire and Rescue Services. Engagement with other Functions and projects.
	Discuss and agree targets and outcomes with partners	Yes	Stakeholder event held with partner to scope out content and opportunities.
	Fully cost S&W programme and delivery for inclusion in budget	Yes	Business Plan created and approved for dedicated staff and ICT costs.
	Consider and put forward business case for the creation of local S&W teams	Yes	This was considered as part of the project but not taken forward.
	Stage Two – Development of S&W Systems and Processes		
	Liaise with partners to agree any required reciprocal training	Yes	Partner agencies have been engaged throughout and subject matter expertise has been utilised to develop training modules for staff
	Training Strategy - development and delivery including all training requirements.	Yes	Training requirements (staff and partners) scoped out and form part of Implementation Plan.
	Basic ICT system build	Yes	Delivered. This did not include the partner elements or recording of detectors.
	Fire Tablet availability	Yes	ICT identified In-Vehicle Systems can be utilised – no requirement to purchase additional hardware for Ops staff.

	Communication Strategy and Internal and External Engagement Plan Design and develop branding for S&W	No	This has been carried forward to implementation phase. Delays due to inclusion of S&W in T&Cs discussions and clarity required on implementation and name.
	Establish Data Sharing agreement as part of the partnership pack	Yes	Data Sharing Framework developed by Information Governance
	Training Implementation Plan - develop and schedule training programme	Yes	Discussions with TSA to scope out how training will be implemented (via TfOC). This forms part of the Implementation Plan. Training packages are reliant on the finalised ICT system which is in later stages of development.
	ICT/P&P system user testing for all requirements built up to July 2020	Yes	Testing complete – however the system was not fully developed by this date. Work ongoing.
	Consider partner secondments both in and out to support S&W development and delivery	Yes	This was considered as part of the project but not taken forward.
	Provide options to replace current external contact centre	Yes	Review of call-handling was undertaken. HFSV requests are now managed internally (as of July '23) with no external contract required.
	Establish National and Local partnerships to support the S&W Visit topics and referral pathways	Yes	Partners identified. These will be engaged with during the implementation phase to ensure they are signed up to the new Data Sharing Framework and ICT system and can access current training.
	Finalised ICT system build	No	ICT system will be finalised in June '24 with a period to remedy any issues identified during the second pilot (July – Aug).
	Suitable performance measures and evaluation criteria for S&W pilot established.	Yes	Initial pilot complete and outcomes captured.
	Deployment of S&W progressive App on to CAT Laptop/Tablet	No	Through discussions with ICT it was agreed not to pursue with this workstream
	Draft S&W Policy and all supporting documents, Procedure, Guidance, Forms, Risk Assessments	Yes	All draft documentation produced
	Stage Three – Pilot of S&W (utilising Plan, Do, Study, Act model)		

	Complete all preparations for extended pilot (pilot action plan)	Yes	Pilot delivered
	Pilot of key elements of S&W	Yes	Pilot delivered
	Evaluate S&W Pilot	Yes	Evaluation and learnings captured
	Present findings of pilot	Yes	Findings captured and presented to CPPG
	Review Stage Four milestones	Yes	Project timeline and Implementation Plan have been produced and circulated
	Stage Four – Roll out of S&W		
	S&W ICT system transitioned to ICT business as usual	NO	THESE ALL-FORM PART OF THE IMPLEMENTATION PHASE WHICH WILL FALL UNDER BUSINESS AS USUAL
	Implement S&W Communication & Engagement strategy		
	Roll out of ICT Training and hardware devices		
	Implement S&W Training implementation plan		
	Roll out of S&W across SFRS		
2	**Benefits**		
2.1	**Anticipated from Dossier**	**Achieved**	**Reason/Comment**
	The creation of a S&W Visit, which builds upon the HFSV model, will incorporate wider health and social care considerations to support those most at risk across Scotland's communities.	**Yes**	The visit is person focussed and considers contributory factors to fire which are related to health and social considerations. Onward referrals and signposting will help to ensure communities are aware and access support from partner agencies.
	SFRS has a strong brand and trusted reputation which helps to access and engage hard to reach communities.	**Yes**	Engagement with partners has highlighted good working relationships and the support to receive and provide referrals, based on reputation. Visits will be more focussed on those at risk, and with SFRS viewed as a supportive organisation, access to those homes will be increased.
	S&W will provide the opportunity to deliver advice and interventions on behalf of our partners and identify people who might benefit from a referral into specialist services.	**Partial**	Due to uniformed terms and conditions, it is not possible to provide advice and interventions on behalf of partners. The visit will however consider health and social aspects that increase the risk of fire, and where possible, automatic onward referrals will be made. Signposting and the

			provision of partner information will also be provided via the safety booklet left with the householders, thus enhancing wider home safety knowledge and key contacts.
	Development of closer and more effective partnership working arrangements with key agencies/organisations.	**Yes**	The project has developed robust information sharing processes to ensure all parties are compliant with GDPR. The referral process has been streamlined and partners are able to track the status of visits. Partner guidance and training has also been developed to support partners and raise fire risk recognition awareness. Processes for onward referrals also strengthens partnership arrangements.

2.2

Anticipated Benefits of the Revised Home Fire Safety Visit

The Project Team provided options for implementation of the SAW project to CPPG with a Business Case for the preferred option presented to CPIG. The agree option was to progress with a revised Home Fire Safety Visit (HFSV), incorporating the benefits and progress made under the SAW project.

The anticipated benefits of a revised roll-out of the HFSV programme are as follows:

- All staff would be delivering a consistent visit with current risk / selection criteria based on information from fire fatalities and serious injury.
- Only those who meet criteria will receive a visit, others will be provided with information (bespoke PDF if arranged online, or booklet if not), therefore more focus on those most at risk from fire and a reduction in overall visit numbers.
- A bespoke electronic recording system will remove dependency on a paper-based system, reducing duplication and improving user experience, along with improving quality of data.
- Easy for staff to signpost or refer to other services for support – there is currently a requirement to do this back at the station or via the Community Action Team.
- Reduction of attending low risk households will free capacity which can be used to increase prevention activity targeted at those most at risk of fire.
- Enhanced education of staff will increase knowledge around emerging risk factors, ensuring SFRS is able to offer wider support through effective partnership working.
- Reductions in vehicle movement, fuel costs and road risks due to revised visit targets. This in turn supports environmental impact reduction.
- Improved partner support and training to ensure referrals meet the criteria, following robust information sharing processes.
- Once other modules have been developed, CSET can be closed, reducing costs and time to maintain and host the ageing system.

3	Disbenefits		
3.1	**Cashable**		
3.1.1	**Anticipated from Dossier**	**Achieved**	**Reason/Comment**
	Resources and capacity of stakeholders	Yes	Access to some stakeholders and subject matter experts has been a challenge due to conflicting Service priorities during the life cycle of the project. The project has in the main, been widely supported throughout by other internal stakeholders.
	Project lead resourcing and capacity	Yes	Initially, there was a dedicated Project Manager (GC) and Watch Commander funded to support the project. This funding did not remain throughout the project, so there have been some challenges latterly resourcing from existing teams whilst maintain BAU work.
	Salaries of project	Yes	A Project Manager (GC) and Watch Commander were funded on a temporary basis which benefitted the project through a dedicated resource to lead and coordinate activities.
	Development of ICT system	Yes	Funding for the development of ICT software and hardware (for the pilot phase) was provided by capital and resource budget provided via the SAW project and internal ICT budgets. This included the purchase of laptops for CAT members to support the pilot.
3.2	**Non-Cashable**		
3.2.1	**Anticipated from Dossier**	**Achieved**	**Reason/Comment**
	Reduced morale with project staff due to timescales	Yes	The project has suffered from a number of external influences that have lengthened timescales and have hindered direction of travel for implementation. This has also impacted on engagement with internal and external partners.
4	**Project Interdependencies**		
4.1	**Project**	**Interdependency**	**Impact**
	SAW	Staff Terms & Conditions.	The inclusion of SAW in the staff terms and conditions significantly affected the timescales and direction of the project.
	SAW	Potential impact of other programmes of work on S&W project.	There have been occasions where other Service projects / priorities have taken away resources from the project. This has been in part due to the lack of clear timescales and direction of the project implementation, and how it was prioritised against other Service activities.

	SAW	Effective communication and engagement strategy, deployed as needed throughout the life of the project.	There was a Comms and Engagement plan created at the start of the project with limited delivery due to the inclusion of SAW within the T&Cs discussions. A new Comms and Engagement Plan will form part of the implementation phase.
	SAW	Development and agreement of appropriate SLA's/ MOU's/ISP's and compliance with General Data Protection Regulations (GDPR).	A Data Sharing Framework has been developed by Information Governance which will help to ensure SFRS has robust methods for sharing information with partners.
	SAW	Involvement and support from external agencies/organisations.	Initially there was wide engagement with partners to help shape the content of the revised visit. Recent involvement has been impacted due to the implementation timescales and direction. Partner engagement will be a key element of the implementation phase, ensuring they are signed up to generate and receive referrals.
	SAW	Availability of funds to support the project.	Funding was provided to support dedicated staff which benefitted the project. Project budget and internal ICT resources have allowed the system to be developed and the procurement of associated hardware.
	SAW	Design, development and implementation of S&W ICT management system including all relevant software/ hardware.	The revised visit cannot be rolled-out without the new system. This is currently 80% complete. Dedicated recourse has been identified in the latter part of the year which will allow outstanding and remedial work to be complete.

	SAW	Development and delivery of suitable training strategy.	Draft training packages have been designed by P&P. Engagement with TSA has identified a route to roll-out training to all staff who will deliver a HFSV as part of the implementation phase.

5	**Lessons Identified**
5.1	**Lessons Identified/Learned**

- Due to timescales, the project has been scrutinised via a range of governance arrangements during its lifespan. As the initial project documentation is very different to current governance processes, this has made reporting and using current guidance and templates quite difficult (including this report).
- The frequency of governance reports and updates to various forums had an impact on the capacity of the Project Manager to deliver on the project.
- Having a dedicated project lead in the early stages of the project was very beneficial due to the scale of the project and interdependencies. However, it can be argued that the Project Manager did not need to be a Group Commander (the original Service position) as this has led to several changes in personnel due to retirals, transfers and promotions.
- At the inception of the project, it was decided the ICT system would be built in-house. There was no consideration to purchase an 'off-shelf' solution. If a suitable system was available to purchase this may have reduced the timescales and associated budgets. The Design Authority now exists which may mean a different approach would be taken if initiated today.
- Due to the length of the project, there have been changes to the ICT Project Manager, Business Analysts and Developers which at times affected progress. The system is very complex so takes a period for familiarisation.
- There have been a number of ICT related challenges associated with the project – outages of the system, resourcing, Gazetteer, WIFI associated issues, identification of mobile devices, and interdependencies with other ICT project which impacted timescales. A more structured assessment of integration requirements may have demonstrated the complexities of the ICT operating environment, creating potentially different focus or outcome.
- It would have been beneficial to have dedicated internal ICT resources for the project, rather than using a Developers from a pool of staff, as these were often taken away to work on other projects / time critical issues.
- Funding an external Developer was beneficial in relation to dedicated capacity but they left prior to the system being complete (largely due to capacity spent on a Framework upgrade) and there were no internal ICT resources allocated to support completion and continuity. This lesson has been learned with closer integration and liaison between PP&P leads and ICT specialists – with detailed resource allocation.
- In addition to the funded posts, P&P dedicated two staff to the project. This has been of real benefit as they have provided continuity throughout and remain integral to the project moving forward.
- The project was impacted by conflicting strategic priorities which has led to wider internal stakeholders not always being available to support.
- Inclusion of SAW within the staff Terms and Conditions had a significant impact on the project.
- The project benefited from effective governance tools and meeting structures which whilst different to the current project management tools, ensured there has been scrutiny on the project since inception.

6	**Outstanding Project Risk**
6.1	The project utilised a Risk Register which was integral to governance arrangements. The Risk Register has been reviewed with a number of risks closed due to the decision from CPIG regarding implementation. Outstanding risks have been transferred to a new Risk Register for the implementation phase which will be managed by P&P as part of BAU with relevant functions and directorates identified as risk owners, as agreed by CPIG. These include: • Partner Sign-Up Delays • ICT Resourcing • Evaluation
7	**Future Projects**
7.1	Implementation of the chosen option (roll-out a revised HFSV) will be taken forward by the PPP Function under BAU. This will require cross-Directorate support. A Project Plan and HFSV Implementation Board have been created to support this work.
8	**Performance Measure**
	High level milestones were identified at the beginning of the project. In addition, number of thematic workstreams were created to take forward the project, with associated Action Plans and timescales. These plans were utilised to monitor performance of the project, which was scrutinised by the Project Board and latterly, CPPG.
9	**Appendices/Further Reading**
9.1	n/a

Prepared by:	Cathy Barlow, Deputy Head of Prevention and Protection
Sponsored by:	DACO Iain Macleod
Presented by:	Cathy Barlow, Deputy Head of Prevention and Protection

Links to Strategy
SFRS Strategic plan 2022-2025: Strategic Outcome 1 – Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm. Strategic Outcome 2 – Communities are safer and more resilient as we respond to changing risks. Strategic Outcome 3 – We value and demonstrate innovation across all areas of our work.

Governance Route for Report	**Meeting Date**	**Comment**
Project Board	Sept 23	Issued email for comments/approval
Change Portfolio Performance Group	Jan 24	For Approval
Change Portfolio Investment Group	26/06/24	For Scrutiny
Change Committee	01/08/24	For Scrutiny

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