

PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 7 NOVEMBER 2024 @ 1000 HRS

BRAIDWOOD SUITE, SCOTTISH FIRE AND RESCUE SERVICE HEADQUARTERS, WESTBURN DRIVE, CAMBUSLANG, G72 7NA / 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: 1 AUGUST 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 PROPOSED DRAFT TERMS OF REFERENCE - STRATEGY AND CHANGE COMMITTEE (attached)

S Ballingall

This item is for discussion only.

8 CHANGE PORTFOLIO/MAJOR PROJECTS

8.1 Programme Projects Highlights Report (attached)

G Buchanan

8.2 Closing Reports – Web-iHub Design Project (attached)

G Buchanan

The Committee is asked to scrutinise these reports.

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

9 GENERAL REPORTS

9.1 Audit and Inspection Action Plan Update (CCMS) (attached)

A Watt

The Committee is asked to scrutinise this report.

10 COMMITTEE QUARTERLY PERFORMANCE 2024/25 Q2 (attached)

C Montgomery

The Committee is asked to scrutinise the report.

11 SFRS CHANGE MATURITY, CAPACITY AND CAPABILITY (attached)

C Montgomery

The Committee is asked to scrutinise the report.

12 RISK

12.1 Portfolio Office Risk Log (attached)

G Buchanan

The Committee is asked to scrutinise these reports.

13 COMMITTEE ROLLING FORWARD PLANNING

S Ballingall

- 13.1 Committee Forward Plan (attached)
- 13.2 Items for Consideration at Future IGF, Board and Strategy Day meetings

14 REVIEW OF ACTIONS

Board Support

15 DATE OF NEXT MEETING

The next Special private meeting is scheduled to be held on Wednesday 18 December 2024.

The next full public Committee meeting is scheduled to be held on Thursday 6 February 2025.

PRIVATE SESSION

16 MINUTES OF PREVIOUS PRIVATE MEETINGS:

16.1 Thursday 1 August May 2024 (attached)

S Ballingall

16.2 Monday 19 August 2024 – Special (attached)

S Ballingall

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

17 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.

18 PEOPLE, PAYROLL, FINANCE AND TRAINING PROJECT UPDATE

(attached)

L Gaja

P McGovern

The Committee is asked to scrutinise the report.

19 NEW MOBILISING SYSTEM UPDATE (attached) A Watt/ D Wilson

The Committee is asked to scrutinise the report.

20 STRATEGIC SERVICE REVIEW PROGRAMME UPDATE (attached) A Watt/ L Forrest

The Committee is asked to scrutinise the report.

21 PORTFOLIO FINANCE AND PERFORMANCE REPORT (attached) C Montgomery

The Committee is asked to scrutinise the report.

SCOTTISH

FIRE AND RESCUE SERVICE

Working together for a safer Scotland

Agenda Item 5

PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 1 AUGUST 2024 @ 1000 HRS

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

PRESENT:

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

Paul Stollard (PS)

IN ATTENDANCE:

Stuart Stevens (SS) Deputy Chief Officer

Liz Barnes (LB) Interim Deputy Chief Officer Corporate Services

Curtis Montgomery (CM) Head of Portfolio Office Gillian Buchanan (GB) Programme Manager

Sarah O'Donnell (SO'D) Director of Finance and Contractual Services

David Lockhart (DL) Assistant Chief Officer, Director of Prevention, Protection and

Preparedness (Items 8.2, 17 and 20 only) Interim Director of People (Item 16 only)

Lyndsey Gaja (LG) Interim Director of People (Item 16 of Emma Tinto (ET) Project Manager (Item 7.2 only)

Paul McGovern (PMcG) Programme Manager (Item 7.2 & 16 only)

Kate Whitelaw (KW) Project Manager (Item 17 only)

Lorna Forrest (LF) SSRP Programme Manager (Item 20 only)

Heather Greig (HG)

Board Support Executive Officer

Debbie Haddow (DH) Board Support/Minutes

OBSERVERS

Joan Nilsen, Portfolio Office Seona Hart, Fire Brigades Union Raymond King, Group Commander

1 WELCOME

- 1.1 The Chair opened the meeting and welcomed those in attendance, particularly Paul Stollard to his first meeting, and those participating via MS Teams. The Chair offered his thanks to Fiona Thorburn, former Chair of the Committee, for her contributions and dedication throughout her tenure.
- 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

Tim Wright, Board Member

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

3.1 The Committee agreed that the *People, Payroll, Training and Finance* (Item 16), *Financial Reporting – Change Portfolio* (Item 16), *New Mobilising System Periodic Update* (Item 17), *SFRS Change Maturity, Capacity and Capability* (Item 18), *Quarterly Performance Q1 2024/25* (Item 19), *SDMP Closing Report* (Item 20) and *Strategic Service Review Programme* (Item 21), would be heard in the private session due to 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: 2 MAY 2024

- 5.1 The minutes of the previous meeting were agreed as an accurate record.
- 5.1.1 The minutes of the meeting held on 2 May 2024 were approved as a true record of the meeting.

5.2 **Matters Arising**

5.2.1 There were no matters arising.

6 ACTION LOG

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

Action 8.1.2 Portfolio Office Progress Update (10/08/2023): Agreed to close.

Action 9.2.2 Committee Aligned Directorate Risks (09/11/2023): CM updated the Committee on the proposed changes to risk reporting which would be brought to the next meeting.

Action 8.1.4 Programme Project Highlight Report (02/05/2024): GB advised that this action was to ensure that additional narrative was included within the highlight reports, and this was now in place.

Action 8.3.4 (ESMCP Project Change Request and Dossier (02/05/2024): SO'D advised the Committee that a prototype report was still in development and would share with the Committee members off table. It was agreed that the Due Date would remain as August 2024 and the diagram would be circulated as soon as it became available.

Action 8.3.10 ESMCP Project Change Request and Dossier (02/05/2024): SO'D provided a brief update on the work to review and refresh the current business case process.

Action 9.1.2 Portfolio Office Progress Update (02/05/2024): The Committee sought clarity on whether these meetings would continue without any terms of reference. CM advised that the Manchester led consortium peer review have agreed, in principle, that any upcoming projects could be brought forward, and terms of reference would be developed. The Committee cautioned on the lack of structure or clear articulation on the purpose or outcomes sought from these meetings.

6.2 The Committee noted the Action Log, and the closure of actions were agreed.

7 CHANGE PORTFOLIO/MAJOR PROJECTS

- 7.1 Programme Project Highlight Report
- 7.1.1 GB presented the Programme Project Highlight Report to the Committee which provided a wider overview of the identified risks, interdependencies, costs and capacity to deliver.
- 7.1.2 The Committee scrutinised the report.

(E Tinto and P McGovern joined the meeting at 1015 hrs)

7.2 Rostering Project Dossier

- 7.2.1 ET presented the Rostering project dossier to the Committee for scrutiny. The following key points were highlighted:
 - Brief overview of the project that will deliver a modern and efficient rostering and availability system via a digital solution.
 - Dossier outlined the justification for the project, benefits, dependencies, and overview
 of approach to the system and delivery as well as integration and business change
 methodology.
 - High level outline position at present pending the contract being finalised.
- 7.2.2 Noting the high-level nature of the dossier, the Committee commented on the misalignment between the timelines of key milestones and core assumptions. In particular, the alignment with leave years and the expiry of existing systems (December 2025). ET advised that the project plan was being developed and due diligence would be carried out on any previous assumptions to ensure and evidence that they are being accurately presented. The Committee requested that should any adjustments be required to the existing assumptions, that these were explicitly highlighted in future updates. ET noted and confirmed that this would be reported, as necessary.
- 7.2.3 The Committee sought clarification on the term "contract in transaction". ET provided a brief explanation noting that due to periods of annual leave the contract had not yet been signed. However, ET advised that the supplier and the Service were fully aligned, and planning work had commenced to avoid any time being lost whilst awaiting the contract being signed.
- 7.2.4 ET advised that the contract covered the statement of requirements, expectations of what the supplier would be required to do/work towards and the implementation plan.
- 7.2.5 In regard to the milestones with TBA delivery dates, ET explained the reasoning behind not making assumptions on any potential dates. ET informed the Committee that the new systems would be in place prior to the decommissioning of the existing system. This would afford the Service a period of dual running which would help manage risks of transferring between systems. The Committee, noting the reasons given, felt that the inclusion of approximate dates would have been helpful.
- 7.2.6 The Committee queried the contingency and/or option for continued support beyond the end of the existing contract. ET advised that throughout the life cycle, the project would be constantly monitored during each phase and close management of risks would be undertaken. PMcG advised that the maintenance contract for the existing system would end in December 2025, however, support would still be available until 2027.
- 7.2.7 The Committee noted the assumption of an "off the shelf" Gartan solution and requested to be kept informed of any additional changes being requested and any impact on the timescale. ET noted this request and PMcG advised that Gartan is the current provider for the On Call availability systems so this afforded the Service some comfort should there be any delays.

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- 7.2.8 The Committee sought clarification on the resourcing required to deliver the project, which was noted as ongoing. ET advised that the project team was still being brought together to take the project forward and good progress was being made.
- 7.2.9 In relation to project benefits, the Committee were reminded that these were outlined within the business case.
- 7.2.10 ET advised that the Project Executive was DACO Stephen Wood.
- 7.2.11 The Committee requested that once the contract had been finalised, the assumptions for timelines and deadlines were to be confirmed.

ACTION: PMcG/ET

7.2.12 The Committee scrutinised the report.

(E Tinto and P McGovern left the meeting at 1035 hrs) (D Lockhart joined the meeting at 1035 hrs)

8 GENERAL REPORTS

- 8.1 Portfolio Progress Update
- 8.1.1 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:
 - Update on recent/ongoing recruitment process for 10 posts.
 - Recruitment processes for both the Planning and Resource Lead and Reporting and MI Lead posts were not successful. Revised recruitment strategy would now be undertaken.
 - Meeting scheduled with PPM system supplier, to discuss and progress automated workflows/reports.
 - Update on the development of career pathways within the Portfolio Office.
- 8.1.2 The Committee queried whether the remuneration was an obstacle when attracting applicants. CM noted that this may be a factor and reiterated the proposed dual recruitment approach to attract a wider pool of applicants.
- 8.1.3 The Committee questioned the impact of not being able to successfully recruit. CM noted that there was an impact, the challenges with internal recruitment processes and external marketplace. CM further noted that this recruitment was a priority for the Portfolio Office and anticipated having approximately 50% of the vacancies filled within the coming weeks.
- 8.1.4 The Committee scrutinised the report and agreed the removal of this standing agenda item from the Forward Plan.
- 8.2 Audit and Inspection Action Plan Update (Command and Control Mobilising System)
- 8.2.1 DL presented a report to the Committee providing a progress update, as at May 2024, on the actions relating to the HMFSI report on the Command and Control Mobilising System.
- 8.2.2 The Committee scrutinised the report.

9 POLICE SCOTLAND AND SFRS CORPORATE SERVICES COLLABORATION REVIEW – END REPORT

- 9.1 MMcA presented the report updating the Committee on the conclusion of the development of an Outline Business Case (OBC) to identify collaboration opportunities in corporate services for Police Scotland (PS) and SFRS. The following key points were highlighted:
 - Update report following recent Board discussions and meetings with the Cabinet Secretary for Justice and Veterans relating to the OBC undertaken jointly with PS.
 - Outline of the scope of the OBC noting that the decision was made that the command and control functions would be considered separately.
 - Agreement on success criteria, evaluation, scoring and delivery of options.
 - Mutual challenge and consensus session of all options with PwC and SFRS resulted in Moderate Option 1 being the preferred way forward as part of the OBC.
 - Broad conclusion of a viable option in terms of further collaboration between PS and SFRS, however, acknowledged the change already underway which meant that there was a shifting baseline on the figures within the OBC. In conclusion, the preferred option, if taken forward, would not deliver any short term benefits and would not resolve all financial challenges facing both organisations.
 - Outline of discussions from both the Scottish Police Authority (SPA) and SFRS Boards.
 - Joint meeting with Cabinet Secretary for Justice and Home Affairs and the Minister for Victims and Community Safety to update on the OBC and present the consensus position from both Boards. Subsequently, written correspondence had been received to acknowledge the work undertaken and reasonable rationale behind the decisions and recommendations from both Boards not to progress with the full business case.
 - Briefing session has also taken place with representative bodies.
 - Outline of next steps include continuing to progress collaboration opportunities and new initiatives. These would be considered by the Reform Collaboration Group programme board for prioritising and then by the Reform Collaboration Group for inclusion within in the programme of work.
 - Outcomes of the Corporate Services Review programme and the OBC findings would provide opportunities to share learning and identify potential future opportunities for collaboration.
- The Committee, noting the Board's oversight of this area, sought clarity on why this was being presented for scrutiny. MMcA noted that the potential change elements and corporate services review would form part of the SSRP review which was within the Committee's remit.
- 9.3 The Committee requested clarity on how the Reform Collaboration Group would report into the SFRS governance structure and how the Committee would oversee the PS/SFRS collaboration actions.

ACTION: MMcA

- In relation to correspondence from the Minister of Public Finance, seeking assurance on efficient delivery of public services from all public bodies, the Committee questioned how this would be tied into governance and benchmarking. MMcA advised that the benchmarking data requested was currently being collated and would be provided to Scottish Government.
- 9.5 MMcA confirmed that an update on benchmarking work with Fire and Emergency New Zealand was scheduled for a future Strategy Day.
- 9.6 SO'D advised the Committee of the response that had been submitted which provided a wider view of how the Service was contributing to the agenda through front line service reform, collaboration, etc. SO'D noted that ahead of the Justice Committee sessions (4 September), there should be some time with the Board on the approach to this. MMcA noted that, in previous years as part of the spending review, Scottish Government have

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requested information on past and future savings. SO'D further noted that the Chief Officer had provided an update to the Board at the July Strategy Day on the initial scenarios associated with the financial position provided to Scottish Government.

- 9.7 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 The Committee commented on the potential that some risks have escalated into issues and queried the next steps. Meeting to be arranged between SJB and CM to discuss risk/issues, Portfolio Office risks, dynamism and quarterly reporting and the way forward.

 ACTION: SJB/CM
- 10.1.3 In regard to the risk status "treat", SO'D clarified that this was accurate and was the same as mitigate. CM advised the Committee of his discussions with the Audit and Risk Manager relating to the categories, measuring and management of risk.
- 10.1.4 With reference to the action log, the Committee reiterated the benefits of scheduling a risk workshop to raise understanding. The Committee noted that when a risk becomes an issue, further thought should be given to any new risks that are created. The Committee commented on the need to understand how risks are being dynamically managed to enable adequate scrutiny to be undertaken.
- 10.1.5 The Committee sought to understand what steps would be taken to reduce the risk to an acceptable level. SO'D noted that discussions relating to risk appetite had taken place at the Audit and Risk Assurance Committee. Once the risk appetite had been established and applied, this would enable focused scrutiny of the actions being sufficient to achieve the target levels.
- 10.1.6 CM reminded the Committee that the highlight reports provided links to action and mitigation plans for risks within each project/programme. CM noted that there were detailed action plans and that they were managed effectively through the project boards.
- 10.1.7 The Committee queried the role of the quarterly report and whether this was sufficient to ensure adequate scrutiny or assurance.
- 10.1.8 The Committee scrutinised the report.
- 11 COMMITTEE ROLLING FORWARD PLAN
- 11.1 Committee Forward Plan
- 11.1.1 The Committee noted the Forward Plan and the earlier agreement to remove standing agenda item, Portfolio Office Progress Report, from all future meetings.
- 11.2 <u>Items for consideration at Future IGF, Board and Strategy Day Meetings</u>
- 11.2.1 The Chair noted the following items for wider consideration:
 - Remit of the new Committee
 - Assurance on Capability and Capacity
 - Risk (evolution and trying to understand the current position)
- 11.2.2 The Committee noted the Forward Plan.
- 12 REVIEW OF ACTIONS
- 12.1 Three (3) formal actions were recorded during the meeting.

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13 DATE OF NEXT MEETING

- 13.1 Special private meetings were scheduled for Monday 19 August 2024 and Thursday 19 September 2024.
- 13.2. The next full public meeting is scheduled to take place on Thursday 7 November 2024.
- 13.3 There being no further matters to discuss, the public meeting closed at 1115 hrs.

(The meeting broke at 1115 hrs and reconvened at 1130 hrs)

PRIVATE SESSION

14 MINUTES OF PREVIOUS PRIVATE MEETING:

- 14.1 **Thursday 2 May 2024**
- 14.1.1 The minutes of the meeting held on 2 May 2024 were approved as a true record of the meeting.
- 14.2 **Thursday 13 June 2024**
- 14.2.1 The minutes of the meeting held on 13 June 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 PEOPLE, PAYROLL, FINANCE AND TRAINING PROJECT UPDATE
- 16.1 LG presented a report to the Committee providing an update of the People, Payroll, Finance and Training (PPFT) project.
- 16.2 The Committee scrutinised the report.
- 17 NEW MOBILISING SYSTEM UPDATE
- 17.1 DL presented the report to the Committee providing an overview of the New Mobilising System (NMS) Project delivery and progress to date, and the next steps for scrutiny.
- 17.2 The Committee scrutinised the report.
- 18 SFRS CHANGE MATURITY, CAPACITY AND CAPABILITY JULY 2024
- 18.1 CM presented an update report to the Committee providing a high-level view of the Service's change capacity and capabilities.
- 18.2 The Committee scrutinised the report.
- 19 Change Committee Quarterly Performance Report Q1 2024/25
- 19.1 CM presented the performance report to Committee for scrutiny of the first quarter performance of **KPIs 43 45** for fiscal year 2024-25.
- 19.2 The Committee scrutinised the report.
- 20 SERVICE DELIVERY MODEL PROGRAMME CLOSING REPORT
- DL presented the Committee with the closing reports for the Service Delivery Model Programme (SDMP) and 3 individual projects.
- 20.2 The Committee scrutinised the report.

21 STRATEGIC SERVICE REVIEW PROGRAMME

- 21.1 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.
- 21.2 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 8 actions. A total of 5 of these actions has been completed.

The Committee is therefore asked to approve the removal of the 5 actions noted as completed (Blue status), note 2 actions categorised as Green status and note one action categorised as Yellow status on the action log.

CHANGE COMMITTEE ROLLING ACTION LOG

Committe	ee 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 Assurance Committee	СМ	February 2024			Update (15/02/2024): Portfolio Office are now a stand alone function reporting directly to the Interim Deputy Chief Officer for Corporate Services. A meeting is scheduled with the Risk & Audit Manager to discuss an approach to the Portfolio Management risk report. 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 Deput Chief Officer – Corporate Services, Head of Portfolio Office and the Risk & Audit Manager, it has been agree to set up a portfolio level risk regist which will be developed over the next quarter. It is anticipated that the report will be managed via the Change Portfolio Progress Group. Update (07/11/2024): An overarching portfolio risk register is being developed and workshops ar being planned with senior stakeholders to identify owners and agree scoring for each risk. The

			register will then be presented to CC for scrutiny.

Committe	ee Meeting: 2 May 2024					
Agenda Item	Actions Arising	Lead	Due Date	RAG Status	Completion Date	Position Statement
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		October 2024	Update (01/08/2024): This work is underway and a draft will be available for the Committee at the November mtg. Further Update (01/08/2024): Prototype to be shared off table and circulated when available. Complete (07/11/2024): A more detailed document than initially anticipated has now been developed and shared with the Chair, who has proposed that this be presented to the full Board at a Strategy Day. A slot has been secured for the November Strategy Day.
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		October 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. Complete (07/11/2024): Committee's proposals have been incorporated and the scope now agreed and is scheduled to commence December 2024.
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.	СМ	August 2024	October 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. Complete (07/11/2024): The new format Performance and KPI report has been agreed and is included in this months CC agenda.
10.1.3	Portfolio Office Risk Report: Committee request a workshop be arranged to discuss the provision and analysis of the risk register.	SJB FT/BST	August 2024	October 2024	Update (01/08/2024): Still to be arranged. CLOSED (06/11/2024): Meeting held between SJB and CM to discuss risk and a revised format would be presented at the November meeting. No workshop was required at this time.

Agenda Item	Actions Arising	Lead	Due Date	RAG Status	Completion Date	Position Statement
7.2.11	Rostering Project Dossier: The Committee requested that once the contract had been finalised, the assumptions for timelines and deadlines were to be confirmed	PMcG/ ET	November 2024			Update (07/11/2024): Timelines for contract to be signed have been met. Now officially in the design phase until January 2025. Deadline to complete the data gathering section of this phase have been met in a timely fashion. The blueprint for the scale and sett of delivery workstreams to carry the Rostering Project to completion are still working within expected timescales although securing appropriate resources has been a long standing identified risk within the project. The Rostering team have been liaising with the Portfolio Office to secure adequate resource to support the design work and we are awaiting the outcome of interviews for a Senior Business analyst which are currently taking place. Project team are planning to implement the system based on current policies and procedures. Work on "enabling policy changes" has been picked up by PO? and progress on these, plus implementation of On Call Ts&Cs, will directly impact on the realisation of both cashable and efficiency benefits.

9.3	Police Scotland and SFRS Corporate Services Collaboration Review: The Committee requested clarity on how the Reform Collaboration Group would report into the SFRS governance structure and how the Committee would oversee the PS/SFRS collaboration actions	ММсА	November 2024		Update (07/11/2024): The RCG are meeting on Thursday 21 November 2024 to discuss Governance. Following this an update will be provided.
10.1.2	Portfolio Risk Report: Meeting to be arranged between SJB and CM to discuss risk/issues, Portfolio Office risks, dynamism and quarterly reporting and the way forward.	SJB/CM	November 2024	August 2024	Complete (07/11/2024): Meeting scheduled between SJB/CM to discuss risk on 5 September 2024. A risk summary report has been produced and was approved for use within project and programme board packs by CPIG 29/11/24.

Agenda Item 7 Report No: C/CC/57-24

Version 1.0 (24/0102024)

STRATEGY AND CHANGE COMMITTEE

Purpose

CCC/DraftToR

The overall purpose of the Committee is to provide scrutiny and challenge of strategic/financial planning and change resource allocation and delivery.

Responsibilities

The primary responsibilities of the Committee are to provide:

- Scrutiny and oversight of strategic, change and financial planning of the organisation.
- Strategic oversight of the Change Portfolio and capital resource allocation ensuring alignment with the Strategic Plan and available delivery capacity and capability.
- Detailed scrutiny and oversight of specific major change projects as directed by the Board.
- Scrutiny and oversight of the Strategic Service Review Programme (SSRP).
- A forum for discussion and scrutiny of material/strategic issues confronted by the Service.



SCOTTISH FIRE AND RESCUE SERVICE

Change Committee



Report No: C/CC/47-24

Agenda Item: 8.1

				Ag	enda i	tem:	8.1				
Report t	io:	CHANGE COMMITTEE									
Meeting	Date:	7 NOVEMBER 2024 (DATA AS OF: 7 OCTOBER /24)									
Report ⁻	Title:	PROGRAMME PROJECT HI	GHLIG	HTS C	OVER	PAPER	₹				
Report Classific	cation:	For Scrutiny	Board/Committee Meetings Ol For Reports to be held in Priv Specify rationale below referring Board Standing Order 9						ate		
			<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	E	<u>G</u>		
1	Purpose										
1.1		e of this report is to provide the fied following areas – Risk, Inte									
2	Backgroun	d									
2.1		o Office (PO) will update the Coduring the reporting period.	C with a	vailable	e inforn	nation	associa	ated wi	th this		
3	Main Repor	t/Detail									
3.1 3.1.1	Interdepend The capacity an interdepe	y from the Training, Safety and	Assuran	ice, IC	Γacros	s vario	us proj	ects re	mains		
3.1.2	Training (Pf	ey dependencies and interdeperty. Rostering, Strategic Seretwork (ESN), and New Mobilis	vice Re	view F	rograr	nme (S					
3.2 3.2.1	allocation w appropriate	Deliver Ider engagement along with column ill be essential to ensure Scottlevel of capacity to deliver all melop Capacity Planning capabil	tish Fire ajor cha	and R inge pr	escue ojects.	Service The Po	e (SFF ortfolio	RS) hav Function	ve the		
3.2.2	Potential im	pact on retirements and Pension	on updat	te.							
3.3 3.3.1	New Mobili timelines wi confirmed u implemental Contracts (S and SFRS is during Octo formal contr Amber for C	formance showing Red or Aidsing System showing Amberthin the suppliers draft projection plan will be agreed. Following the following the following is a strong plan will be agreed. Following Scotland) Regulations 2015 More sued a letter of award on 17 Septer (exact date TBC) however act signature will not impact uponts to be a supplied by the formal contract and th	for Tingler tomplete wing us corolas september the support ICC on being	mentatie at we se of Reubmisser with fee police of the pol	on pla which page and the degulate sion was ormal of the degree of the sion of	n will in will in will a solution 33 deer contraction by a still a sti	not be basel (1)(c) of the basel to the basel that signal by Decorred co	refined pof the libe com ture to any de ember ost envelopments.	d and project Public apliant follow lay to 2025. elope.		

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 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 has remains at red due to the urgent requirement for a Senior Business Analyst, 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 Senior Business Analyst 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 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 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.

F 44	T							
5.11 5.11.1	Legal	البرويا فوصلا	and implications original from this report					
5.11.1	There are no	o direct key is	egal implications arising from this report.					
5.12		Governanc						
5.12.1		•	ct 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	information on this cover paper.						
5.14	Service Del							
5.14.1	There are no	There are no direct key Service Delivery implications arising from this report.						
6	Core Brief	Core Brief						
6.1	Not applicat	Not applicable						
7	Assurance	(Board/Com	mittee Meetings ONLY)					
7.1	Director:		Liz Barnes, Interim Deputy Chief Officer					
7.2	Level of As (Mark as ap		Substantial/Reasonable/Limited/Insufficient					
			To provide maximum business value and to monitor progress,					
			the project costs, time, quality and resources are reviewed					
7.2	Rationale:		based on a red and amber escalation RAG status, including					
			key dependencies and interdependencies.					
8	Appendices	s/Further Re	ading					
8.1	Appendix A:	Combined I	Highlight Report.					
Prepare	d by:	Joan Nilsen	, Programme Officer					
Sponso	red by:	Liz Barnes,	Interim Deputy Chief Officer					
Present	ed by:	Gillian Buch	anan, Portfolio Manager					
Links to	Strategy and	d Corporate	Values					
We are f	ully accountal	ole and maxi	mise our public value by delivering a high quality, sustainable					

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	7 November 2024	For Scrutiny

APPENDIX A SCOTTISH PROJECT HIGHLIGHT REPORT SRO CO Andy Watt Project Manager ate Whitelaw Project Start Date Original Project En Change Rev w Mobilising System (NMS) Strategic Outcome Alignment Outcome 6 Outcome 3 Outcome 5 Project Governance & Mgmt. Contro Invitation to Tender - The Voluntary ex-ante Transparency notice (VEAT) was published to the market on 07 September which commenced the 10 day standstill for any market challenge. No legal challenge was received. SFRS Legal & Procurement teams have engaged with the supplier under Regulation 33(1)(e) of the Public Contracts (Scotland) Regs 20(5). Award letter was issued to the supplier 17 September. SFRS is targeting contract signature during October due to supplier internal governance delay however confirmation has been received from Motorola that any delay to contract signature will not impact upon ICCS implementation by Dec 2025. On boarding scrivity planned to commence from 15th October insepsective of contract signature. YES YES YES Planning Project Governance - The project continues to finalise all actions following the PPPA review which are required to take place pri elivery phase. Preparations are underway for the on-boarding of the supplier (client-side checklist, partnership working arrangem Data workstream - (standardisation of operational procedures & business rules). Status summary, all complete, now data maintenance only Business readiness activities - As is user journeys continue to be reviewed by OC volunteers and will be complete by contract award. Jusiness Analyst is creating a detailed As is and To Be operating model cansas which will be complete prior to contract award. OC Progo or data standardiscinion is now complete, this will greatly assist implementation upon award of contract. Latest Predicted Comms & Engagement workstream - Engagement with the communications team is underway to create communications for the OC staff and their internal communications. Comms have been engaging with the supplier to align with any external comms required. 04/10/2024 Future Task 28/02/2024 L0 - Go/No-Go Decision 75-100% Complete 02/09/2024 Planned activities for next reporting period: - Formal contract signature with chosen supplier - Recruitment of Programme Director 30/09/2024 15/10/2024 Recutalment of Programme Director
Recutal for perm temp WCs to configuration and testing workstream
Continue with preparations and commence supplier or-boarding
Receive and review updated drat project implementation plan
Finalise remaining business readmess activities as per plan
Issue all internal & external communications in relation to ward of contract.
Continue with actions following the outcome of PPPA investment decision re 1 - Onboard of supplier 0% Future Task .0 - Delivery of Integrated Communication Control 31/12/2025 L0 - Delivery of Computer Aided Dispatch element Future Task 30/09/2026 SIGNIFICANT MILESTONES: TIME: (REMAINS AMBER) The project's timeline still remains Amber based upon the draft project implementation plan which has a strong dependency on date of contrac signaturet. Following on-boarding and agreement of a full project implementation plan this will move to Green OST: (REMAINS AMBER) The supplier has provided costs which have been used to develop the Financial Case of the FBC - these fall within e envelope set by SFRS using Regulation 33(1)(c). Upon contract signature this will move to Green as negotiations will be complete. SKILLS / RESOURCE: (REMAINS GREEN): On track to on-board WC's for configuration and testing workstream QUALITY: (REMAINS GREEN): The proposed solution is compliant with SFRS's outcome specification of requirements Gate 0 - INTAKE Gate 1 - PLANNING Gate 2 - DELIVERY Gate 3 - CLOSURE Actual Planned Actual Planned Actual Planned Actual Planned Dependency BRAG To (Receiver) Due Date (From) Due Date (To) invave 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. On Track SFRS 30/06/2025 30/06/2025 Implementation of a range of ICT initiatives which support and enable the successful Go Live of the NMS First 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. On Track 30/12/2024 30/12/2024 NMS Risk/Rag score Top 3 Delivery Risks Mitigation Plan Date Identified Risk Owner By When rocurement Lead engagement with Project Team and SFRS Legal to ontinue to review all risks and issues throughout procurement process MS031 - There is a risk of legal challenge to the procurement process at award stage landstill which may extend timescales, costs, or result in non-award of contract Ensure process follows SFRS internal governance and that documents are only released following procurement review and approval. 02/08/2023 Procurement Lead 15/10/2024 SFRS Legal and external legal support where required. NMS047 -There is a risk of impact to 999 telephony provision if NMS project timelines are not met by Dec 2025 for ICCS and SFRS has to continue using existing systems followin ISDNPSTN switch off. Effective Project Management and supplier management to support implementation of NMS ICCS by Dec 2025 deadline. Ongoing management and support of telephony systems including implementation of 999 telephony digital conversion boxes for DS3000 ICCS at Dundee, Edinburgh and Johnstone. 09/09/2024 Head of Operations 12/12/2025 999 SIP telephony connection to OC's with accelerated delivery within the Project Plan NMS027 - There is a risk of impact to operational capability if project timelines are n by Dec 2025 (ICCS) and Sept 2026 (CAD) as SFRS would remains reliant on fragile existing systems Ongoing management and support of existing systems to maintain capability including implementation of DS3000 interim ICCS at Dundee, Johnstone and Edinburgh, Vision 5 DR at Dundee and Edinburgh and extension of existing Motorola CAD contract at Johnstone (TBC). 20 Head of Operations 15/10/2024 15/01/2024 Ongoing NMS Project engagement with Existing Systems Contingency Group including support of contingency planning. SFRS and supplier to review full implementation plan. Issue Impact Top 3 Delivery Issues Date Identified Issue Owner By When Financial & Benefit Tracking General Benefit Tracking New Mobilising System (NMS) Provisional Financial Tracking, Reporting period: (Current Year from CMG report, Total Cost from approved OBC) Benefit Profiles Created Benefit Profile Created Date enefit Realisation Current Year Previous Year(s) Future Year(s) Total Cost Variation 02/08/2023 Year To Date Actual £000's Forecast Project Cost Business Case (BC) Cost £ Variation to BC £000's Actual Spend £000's Budget £000's Forecast £000's £ Variation to BC a Realisation Completion Date dd/mm/yyyy pproach to Financial Benefit Realisation:

NB - Cashable and Non-Cashable Benefits cannot be accurately estimated until
suppliers have responded to tonder including 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 Cash

PROJEC 2nd Septemb	T HIGHLIGHT REPO er 2024 - 30th Sept	ORT 2.0 ember 2024								(SCOTTISH
Project Name	People Payroll Finance 8	& Training	SRO	Lyndsey Gaja	Project Manager	Paul McGovern (Programme	Project Start Date	01/04/2021	Original Project End Date	01/04/2024	Change Rev
Strategic Outcome Alignment	Outcome 3	Outcome 5	Outcome 6					Re	evised Project End Date	31/01/2027	Rev 1
			Project Upda	te			Pi	roject Governance & F	Mgmt. Control		
Ongoing and active engage Paper on Shared Services Costs of Discovery phase	Programme new custom	ers and charging m	echanisms to be tabled	to SG Ministers 1st Octob	er 2024, includes SFRS	Current Period Delivery Trend	•	Business Case	Project Dossier	Risk Register	Project Phase
SG confirmed Discovery p 024). Could be advantaged SG consider that annual of	hase could start January ous for Finance colleague perating costs and impler	2025 and take 12 v s and reduce impac mentation costs will	veeks. Earlier start may at on BAU around Finan be better understood fo	be feasible depending on be Year End blowing Discovery Phase	remediation required following SG go live (1st Oct	Last Period Delivery Trend	+	YES	NO	YES	Intake
Meeting held with West Mi First of Data Discovery wo	idlands Fire and Rescue :	Service (WMFRS) t	o understand their traini	shared Services Programming management with Oraci	e directly on SFRS commercials and timescales e Fusion	Project Performance	Overall Health	Time	Cost	Quality	Skills & Resource
							R	R	A	A	R
						Significant Miles	stone Forecast	Progress	Status	Planned	Latest Predicted Date
						Outline Business Case - upda Scottish Government DAO As		50-75% 0-25%	Future Task	30/09/2024	31/12/2024
						Re-baselined Detailed Project		75-100%	In Progress	31/08/2023	30/11/2024
			Pathway to Green / N	lext Steps		Publish final version of PID		0-25%	Future Task	31/12/2024	
Receive documented prop Request approval from Pro	oject Board and CPIG to	draw down PPFT r	ost of Discovery Phase ing fenced budget to su	pport Discovery Phase		Process Map sign off with De	partments	75-100%	In Progress	31/03/2024	14/10/2024
Confirm position of existing Allocate Senior BA and Pro Schedule Data Discovery :	oject Manager to support sessions with business te	work of Discovery ams									
Document data work pack Arrange further deep dives Seek confirmation of relati	ages and steps to resolv s with WMFRS re Training onship of PPFT and Corp	e any data issues p g implementation wi sorate Services Rev	th Oracle Fusion								
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 Serior Business Analyst issue and lack of Project Manager. Quality is Amber because of lack of Serior Business Analyst expertise to ensure quality of SGSSP solution fit. Current Period Delivery Trend held at flat while we await outcome of discussions with SG 											
	Critical Path - Project Stage Gate 0 - INTAKE				Gate 1 - PLANNING	Gate 2 - D	FLIVERY	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*			
		tes subject to busin	ess decision on directio	n for project and detailed p	lanning						
Dependency BRAG	pendencies		Ken	Inter-Dependency		From (Giver)	To (Receiver)	Due De	te (From)	Due Da	te (To)
On Track									0/2023		
On Track	Cross System processe	s and data integrati	on between Kostering, I	NMS and PPFT Projects		Rostering/NMS	PPFT	02/1	0/2023	06/10	2025
On Track	Go live of SG Shared Se	ervices Programme	Oracle Fusion on Octob	oer 1st and period of hyper	care	External project	PPFT	08/1	1/2023	31/10	2024
On Track	Outcomes of the reset C	SR programme ma	y impact the ways of w	orking and business require	ments that are spec'ed in the project	CSR	PPFT	01/0	7/2023	31/12/2024	
Risk RAG/Score		Top 3 E	Delivery Risks		Mitigation Plan			Date Identified	Risk O	wner	By When
16	There is a risk that we c vacancy in the Senior Pr making a suboptimal dec	oject Manager post	for the project resulting	overy phase because of in the organisation it should follow.	Recruitment of Project Manager dependent on deciding to Accept risk until we know the direction of the project and 1. Understand the level of business involvement and time	resourcing options paper pre		01/08/2024	Lyndsey Gaja		30/10/2024
16	There is a risk that key s other priorities resulting	stakeholders are no in project delays	t available during the pr	oject because of BAU and	1. Citodensian use level of business intovenient and uniteregarding impact on BAU 2. Clearly raise with senior stakholders (CPPG) to secur 3. Closely monitor Portfolio Office business change heat with other organisational change projects with other organisational change projects	20/09/2022	Lyndsey Gaja		31/12/2024		
					Use internal and external assurance processes to ass the way that is required	ess the extent to which we are	e resourcing the project in				
12	There is a risk that the c the costs resulting in SFI	RS having to go thre	ough its own procureme	use SG have not specified nt.	Identify costs and compare against EOI. Findings to be		nance group	07/02/2024	Lyndsey		31/12/2024
Issue Impact		Top 3 D	elivery Issues		Correcti	ve Action		Date Identified	Issue O	wner	By When
High	The work currently unde completion milestone, ha	rtaken to explore co as led to the project	ellaboration opportunities being delayed significan	s, having no agreed ntly.	Previous risk - ensure SG fully understand internal process.	ressures and escalate as requirues	ired to ensure progress	01/08/2024	Lyndsey	Gaja	31/10/2024
High	The Project lacks the sk due diligence to fully und provide an accurate reco	erstand the Shared	of a Senior Business Ar Services option and the	alyst (SBA) to carry out erefore the ability to	Recruitment for Senior Business Analyst underway. In diligence assessment of SGSSP without SBA and to us Business	the interim, Project Board ag e existing resources in Projec Architect.	reed to proceed with due t team and Portfolio Office	06/03/2024	Lyndsey	Gaja	31/10/2024
nancial & Benefit Trackin People, Payroll, Finance									0 15	N Toroldon	
& Training (PPFT)								Benefit Profiles	General Benef	it Tracking Benefit Realisation	Renefit Realisation
								Created	Date Date	Plan Created	Plan Created Date
Previous Year(s)	Budget COOK	Current Year Year To Date	Earnest cook	Future Year(s)	Total Cost	Business Case (BC) Cost	Variation	NO	dd/mm/yyyy	NO El Tranking	dd/mm/yyyy
Actual Spend £000's	Budget £000's Tear 10 Date Forecast £000's £000's Forecast Project Cost £000's		£000's	£ Variation to BC £000's	Cochobia	Financial Bene	fit Tracking Non-Cashable Be	anefite Identified			
						NO NO	Cashable Benefits Identified NO £ Total Value		£ Total Value		
							£ Variation to BC as %	Realisation Completion Date	dd/mm/yyyy	Realisation Completion Date	dd/mm/yyyy
								Approach to Financia Ongoing exploration of can make any necessa	Il Benefit Realisation: potential collaboration op iny changes to the OBC. onstant during this period	portunities need to be o	
								output uputing.			

SCOTTISH FIRE AND RESCUE SERVICE

Change Committee



Report No: C/CC/48-24

Agenda Item: 8.2

				Ag	enda l	tem:	8.2			
Report t	:o:	CHANGE COMMITTEE (CC)								
Meeting	Date:	7 NOVEMBER 2024								
Report 7	Γitle:	CLOSING REPORTS COVER PAPER								
Report Classific	cation:	For Scrutiny	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9							
			<u>A</u>	<u>B</u>	<u>C</u>	D	<u>E</u>	<u>F</u>	<u>G</u>	
1	Purpose									
1.1		se of this report is to provide the Design project that has been app				(CC) v	with an	overvi	iew of	
2	Backgrou	nd								
2.1	Web_iHub	Design project has now come to	an end	l.						
2.2	Progress (the current governance route of a Group, and Change Portfolio Investeing brought forward to CC for scr	tment (
3	Main Repo	ort/Detail								
3.1	Deliver to	Time: Original: 31/03/2024 Actu	al: 31/	03/202	4					
3.2	required Nintex/Sha	To Cost: e removal of ICT resources during for the intranet and documer arePoint developer in on a contract y of the project on time.	nt libra	ary, it	was	neces	ssary	to bri	ng a	
3.3	on 31 Mar £19,956. T	In addition, in the absence of support and maintenance after the end of Storm's contract on 31 March 2024, this time was extended at the cost of the project. The overspend was £19,956. There was no budget aligned to the project after 31 March 2024, the costs after this date were £23,320.								
4	Recomme	endation								
4.1		ge Committee is asked to: rutinise the contents of the closing	report							
5	Key Strate	egic Implications								
5.1 5.1.1	Risk All risks ar	e now closed or where appropriat	e trans	ferred	to Bus	iness a	ıs Usua	al.		

	1								
5.2	Financial Financial								
5.2.1	Financial implications are	e detailed in project closing reports.							
5.3	Environmental & Sustainability								
5.3.1		environmental & sustainability implications arising from this cover							
3.3.1	paper.	, ,							
	рарст.	рарег.							
5.4	Workforce								
5.4.1		orkforce implications arising from this report. cover paper.							
0	There are no all out key is	remained implications allowing from the reports devel paper.							
5.5	Health & Safety								
5.5.1		h and Safety implications associated with this cover paper.							
5.6	Health & Wellbeing								
5.6.1	There are no direct Healt	h and Wellbeing implications associated with this cover paper.							
5.7	Training								
5.7.1	There are no direct Train	ing implications associated with this cover paper.							
5.8	Timing								
5.8.1	There are no direct key p	erformance implications arising from this cover paper.							
F 0	Dowformana								
5.9 5.9.1	Performance								
5.9.1	There are no direct key performance implications arising from this cover paper.								
5.10	Communications & Engagement								
5.10.1		erformance implications arising from this cover paper.							
01.01.	There are no directively performance implications ansing from this cover paper.								
5.11	Legal								
5.11.1	There are no direct key legal implications arising from this cover paper.								
	-								
5.12	Information Governanc								
5.12.1	-	et Assessment is not required as there is no personal/sensitive							
	information on this cover	paper.							
5.13	Equalities								
5.13.1		ssessment is not required as there is no personal/sensitive							
	information on this cover	paper.							
5.14	Service Delivery								
5.14.1		Service Delivery implications arising from this cover paper							
J. 1 4 . 1	There are no direct key Service Delivery implications arising from this cover paper.								
6	Core Brief								
U	Core Dilei								
6.1	Not applicable								
7	Assurance (Board/Com								
7.1	Director:	Mark McAteer, Director of Strategic Planning, Performance and							
7.1		Communications							
Ĩ	Level of Assurance:	Substantial/Reasonable/Limited/Insufficient							
7.2	(Mark as appropriate) Substantial/Reasonable/Limited/Insufficient								
7.2	(Mark as appropriate)								
		Scrutiny and governance recommendations.							
7.2	(Mark as appropriate) Rationale:	Scrutiny and governance recommendations. Closing Reports have gone through Project Board and CPPG and CPIG. Now at CC for scrutiny.							

8	Appendic	ppendices/Further Reading						
8.1	Appendix A	Appendix A: Web_iHub Design Project Closing Report						
Prepared by:		Nic McGrath, Internal and Corporate Communications Manager						
Sponsored by:		Marysia Waters, Head of Corporate Communications						
Presented by:		Marysia Waters, Head of Corporate Communications						

Links to Strategy and Corporate Values

The project links to outcomes 2,3,6 and 7 of the Long Term Vision.

Governance Route for Report	Meeting Date	Report Classification/ Comments
Change Portfolio Progress Group	17 September 2024	Approved
Change Portfolio Investment Group	25 September 2024	Approved
Change Committee	07 November 2024	For Scrutiny

SCOTTISH FIRE AND RESCUE SERVICE

Portfolio Office

PROJECT CLOSING REPORT



Programme Number:

Agenda Item:

Project	: Name:	WEB	IHUB DESIGN				
	Start Date:	04/05/					
	End Date:	31/03/2024					
	: Manager:		_EY HARTRIDGE				
	ive Lead:		SIA WATERS				
1			I SIA WATERS				
1.1	Project Delivery Stat Delivery to Time	us					
1.1.1	The original closing da 18/03/2024.	ıment li	brary were delivered by 2	24 and the project was delivered by 28 September 2023			
1.2 1.2.1	Delivery to Cost	to 21 M	Aarob 2024 was within the	he hudget of the project \$244.626			
1.2.1	The money spent up to 31 March 2024 was within the budget of the project £244,636. However, due to the Nintex work required and the lack of support and maintenance after Storm's contract came to an end on 31 March 24, there was a need for a Nintex/SharePoint developer beyond 31 March 2024. The cost for this has taken the project over budget by £23,320, which has been charged in 24/25.						
	The total overspend is	£19,9	56.				
1.3	Delivery to Quality						
1.3.1	The project has delive the project dossier.	red eve	erything it was expected	to, based on the outputs detailed in			
2	Benefits						
2.1	Cashable						
2.1.1	Anticipated from Be Workbook N/A	nefits	Achieved	Reason/Comment			
	IN/A						
2.2	Non-Cashable						
2.2.1	Anticipated from Be Workbook	nefits	Achieved	Reason/Comment			
	10% Reduction of ave processing time in resourcing and mainta the document library		To be measured in July and evaluated in August 2024	To align with the implementation of new processes and systems, July was the date set in the benefit profiles for evaluation.			
	Minimum 10 % Reduction average document upload timescales in resourcing and maintatof the Website		To be measured in July and evaluated in August 2024	To align with the implementation of new processes and systems, July was the date set in the benefit profiles for evaluation.			

	average of tasks in res	num reduction on processing sourcing and g the intranet.	To be mea July and eva August 2024	aluated in	of new processes and system July was the date set in the bene profiles for evaluation.				
	number of to find info to find info	in the average clicks from 4.07 rmation to 3.35 rmation or a in the document atranet	To be mead July 20 and in August 20	evaluated	To align with the in of new processes July was the date see profiles for evaluation	and systems, et in the benefit			
3	Disbenefit	s							
3.1 3.1.1	Workbook	ed from Benefits	Achieved		Reason/Comment				
	N/A								
3.2	Non-Cash	able							
3.2.1	Workbook	ed from Benefits	Achieved		Reason/Comment				
	N/A								
4	Project Interdependencies								
4.1	Project N/A		Interdepend	lency	Impact				
5	Lessons I	dentified							
5.1	One extern	nal supplier for the			ficial due to interdep	endencies, but			
		to manage in the SFRS people/reso			ier/team. eneficial, particularly	with the short			
	Legal inpu	5 5			I to ensure it is spec equired down the line	J ,			
			estrictions, the	ese are incl	uded in the tender.				
6		ng Project Risk							
6.1	None		Mitigation		Probability	Impact			
7	Future Pro	ojects							
7.1	Title			Intended	Product/Benefit				
8	Performar	nce Measure							
8.1	Performar	nce Indictor		Method					
9	Annondia	oo/Eurthor Doodin							
9.1	Appendic	es/Further Readir	iy						
Prepar	ed by:	Nicola McGrath							
-	ored by:	Marysia Waters							
-	nted by:	Marysia Waters							

Links to Strategy

The project links to outcomes 2,3,6 and 7 of the Long Term Vision.

Governance Route for Report	Meeting Date	Comment
Project/Programme Board (ex committee)	30/07/2024	Approved
Change Portfolio Programme Group	17/09/2024	Approved
Change Portfolio Investment Group	25/09/2024	Approved
Change Committee	07/11/2024	For Scrutiny

SCOTTISH FIRE AND RESCUE SERVICE

Change Committee



Report No: C/CC/49-24

Agenda Item: 9.1

				Ag	enda i	tem:	9.1		
Report t	o:	CHANGE COMMITTEE							
Meeting	Date:	7 NOVEMBER 2024							
Report 7	Γitle:	HMFSI INSPECTION ACTION PLANS AND CLOSING REPORTS UPDATE: COMMAND AND CONTROL MOBILISING SYSTEM							
Report Classific	cation:	For Scrutiny	SFRS Board/Committee Meetings ON For Reports to be held in Private Specify rationale below referring to Board Standing Order 9						:
			<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>E</u>	<u>G</u>
1	Purpose								
1.1		ose of this report is to provide the audit and inspection action plans		ange Co	ommitte	ee (CC)	with a	n upda	ate on
1.2	relating to	eeting, the Committee are asked HM Fire Service Inspectorate (scottish Fire and Rescue Service	HMFS	l) repor	t on:	J			n plan
1.3	There are	no closing reports to consider.							
2	Backgrou	round							
2.1	Scottish N	spects and reports on the SFR Ministers that we are working in the Service.							
2.2	-	ar, HMFSI sets out its intend ns. Additional reviews may also Ministers.	•	_					
2.3	Following the publication of reports, an action plan is prepared to address the issues or recommendations that are highlighted within the report.								
2.4	In line with the thematic process agreed in May 2020, once approved, action plans will be presented to the Corporate Board on a quarterly basis, followed by a nominated Committee of the Board to scrutinise progress.								
2.5	At their meeting on 5 October 2023, the Integrated Governance Forum agreed that the action plan regarding The SFRS Command and Control System HMFSI report should be scrutinised by the CC.								
3	Main Rep	oort/Detail							
3.1 3.1.1	The SFR	mand and Control Mobilising S's Command and Control Sys e action plan contains a total of s	tem re	port wa	•		•		

3.1.2	During the reporting period, the final action (see 3 - <i>Undertake a procurement process to secure a new Command and Control Mobilising System</i>) has been completed.
3.1.3	The overall BRAG rating for this action plan is blue and is 100% complete.
3.1.4	This Action Plan will now progress through the closing route of our Audit and Inspection Process and a closing report and position statement will be prepared for the next quarterly update.
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 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	Environmental & Sustainability
5.3.1	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
3.4.1	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	Timing
5.8.1	Each HMFSI Action Plan will be reported to the SMB on a quarterly cycle until completion.
5.9	Performance
5.9.1	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 5.12.1	Information Governance A Data Protection Impact Assessment (DPIA) is not required for this report as there is no							
0.12.1	sensitive information to consider.							
5.13 5.13.1		ity and Human	Rights Impact Assessment (EHRIA) is not required for this this					
	report. Ir	iese will be cap	otured by Directorate and LSO EHRIAs.					
5.14 5.14.1	Service I There are report.		elivery implications associated with the recommendations of this					
6	Core Brid							
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		Assurance: appropriate)	Substantial/Reasonable/Limited/Insufficient					
7.2	Rational	ə :	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		ces/Further Ro	_					
8.1		x A: HMFSI Ac rol System	tion Plan: The Scottish Fire and Rescue Service's Command					
Prepare	d by:	and Performa						
Sponso	red by:		Watt, (Interim) Director of Prevention, Protection and s / Senior Responsible Officer for New Mobilising System Project					
Present	ed by:	ACO Andrew	Watt, (Interim) Director of Prevention, Protection and s / Senior Responsible Officer for New Mobilising System Project					
Links to	ke to Stratogy and Corporate Values							

Links to Strategy and Corporate Values

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

Governance Route for Report	Meeting Date	Report Classification/ Comments		
Corporate Board	28 October 2024	For Recommendation		
Change Committee	7 November 2024	For Scrutiny		



Updated	Next Update
Oct-24	Feb-25

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

HMFSI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	RAG	Evidence
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	Complete	24 June 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. 28 October 2024: Following a non-compliant bid submission for its procurement, SFRS has used Regulation 33(1)(c) of the Public Contracts (Scotland) Regulations 2015 as an award route. A Voluntary Ex-Ante Transparency Notice (VEAT) was issued on 06 September 2024 with no legal challenge from the market at its close on 16 September 2024. SFRS sent its supplier award letter on 17 September 2024 with receipt confirmed by the supplier on 18 September 2024. This action has moved from amber to blue and is now complete.	100%	Oct-24	Blue	SFRS Board paper 'Overview of the options for a replacement Command and Control Mobilising System' CCS RM6259 Procurement documentation SFRS Board paper 'NMS procurement procedure' Full Business Case SLetter of Award Signed Contract
To accommodate network and telephony technological changes, replacement Command and Control Mobilising Systems (CCMS) system(s) should be in place by summer 2025. This is to allow a period of settling prior to the ISDN and ESN network changes towards the end of 2025.	1	Engage with potential suppliers to establish whether a target date of December 2025 for the implementation of a new CCMS in all three Operations Control rooms, is achievable and project plan accordingly.	Project Lead	Jun-23	N/A	Complete	15 November 23: SFRS invited all suppliers on Crown Commercial Services (CCS) Framework RM6259 to its Supplier Information Day on 5 June 23. Suppliers were given a high level overview of SFRS's requirements and timelines and were asked a number of questions including feasibility to implement by December 2025, which they were requested to respond to by 16 June 23. SFRS received four supplier responses and confirmation that December 2025 implementation was achievable and that the best method was to Go Live with one Operations Control at a time but integrate as we go, meaning that any issues would be identified and resolved before moving on to and integrating the next. Thus achieving implementation and settling ahead of the December 25 deadline. This view was supported and endorsed by SFRS Technical Advisors Actica.	100%	Jun-23	Complete	
Having terminated the Systel contract, the SFRS is undertaking procurement afresh of a new CCMS system. The first stage of this is the appointment of a Client Advisor and this element is anticipated to be in place by February 2023.	2	Appointment of Technical Advisor.	Project Lead	Feb-23	N/A	Complete	15 November 23: SFRS carried out a Quick Quote procurement process and appointed Independent Industry Expert Technical Advisors (Actica) on 8 February 2023.	100%	Feb-23	Complete	1) Actica letter of award of contract dated 08/02/2023
The Service may source and implement 'off the shelf' replacement systems to improve stability and meet deadlines in the short term. This seems an obvious strategy given that the original desire to create a bespoke system may in part have had an influence on the supplier's ability to deliver. Systems may be introduced as stand-alone without interoperability between OCs. This may be viewed by some to discount one of the original drivers of improved resilience and efficiency by enabling interoperability between OCs. The long term solution may still be the provision of a single CCMS spanning across the three OCs achieved by the procurement and implementation of three separate CCMS systems to be provided by the same supplier and set up with the same configuration which may allow future interoperability.	4	Ensure that Project Objectives within the Project Brief reflect the need for a 'Commercial off the shelf' solution and one which has the ability to be integrated across more than one site.	Project Lead	Mar-23	N/A	Complete	15 November 23: SFRS New Mobilising System (NMS) Project Brief captures the requirement to procure a Commercial off the shelf (CoTS) solution within its objectives. The Project Brief has been reviewed and approved by the NMS Project Board before subsequently progressing for approval through the required governance routes subsequently being signed off in February 2023.	100%	Feb-23	Complete	1) SFRS Supplier Information Day PowerPoint presentation, 2) Supplier responses to Supplier Information Day questions, 3) NMS Project Brief

There are thought to be a number of blue light services in the UK commencing procurement for CCMS at a similar time to the SFRS, and there may therefore be challenges in terms of supplier capacity to deliver.	Engage with National Fire Chiefs Council Procurement Hub to establish the number of other FRSs commencing procurement in 2023/24.	Project Lead	Jun-23	N/A	Complete	15 November 23: SFRS engaged with the National Fire Chiefs Council procurement hub initially at the Sector and Supplier event in December 2022, and then subsequently via a number of Teams meetings. This was further supplemented by SFRS engaging with other UK fire and rescue services in May 2023 who were out to procurement to gain insight and feedback, and through discussion and market insight from SFRS's appointed independent Technical Advisors (Actica). A SFRS Supplier Information Day was held in June 2023, and the responses following have all contributed to indicate that there is the desire to bid for SFRS's tender and the capacity to fulfil it.	100%	Jun-23	Complete	1) NFCC Procurement hub Teams meeting invites, 2) UK FRS's Teams meeting invites, 3) Supplier responses to Supplier Information Day questions
There has seen significant turnover of personnel over the period of the Systel project. As an example, there have been five different Senior Responsible Officers and seven project managers. We think it important that the Service puts in place suitable project team members to drive the project forward and maintain focus.	Recruitment of a Project team consisting of professional Project Management roles along with Uniformed Subject Matter Experts.	SRO	Apr-23	N/A	Complete	15 November 23: The New Mobilising System (NMS) project was moved to Service Development on 09 January 2023 with ACO David Lockhart appointed as Senior Responsible Officer from that date. AC Derek Wilson, previously appointed Project Manager with Command and Control Futures Project moved across to become Project Lead for NMS from that date. Falling within Service Development the NMS Project sits within the Portfolio Office and benefits from the qualified and professional project management structure, guidance and support therein. The Senior Project Manager is a qualified and experienced project manager and was onboarded 16 April 2023. Uniformed Operations Control Subject Matter Experts include Group Commander Jill Barber, Station Commander Caroline Rennie, Watch Commander Elaine Baird and Crew Commander Sandra Crampsey.	100%	Apr-23		1) NMS Project location within Service Development, Portfolio Office, 2) NMS Project structure

SCOTTISH FIRE AND RESCUE SERVICE

Change Committee



Report No: C/CC/51-24

Agenda Item: 10

				Ay	enda i	tem.	10		
Report to:		CHANGE COMMITTEE							
Meeting Date:		7 NOVEMBER 2024							
Report	Title:	CHANGE COMMITTEE QUAR	TERL	Y PER	FORM	ANCE	- 202 4	-25 Q2	2
Report Classification:		For Scrutiny	SFRS Board/Committee Meetings (For Reports to be held in Private Specify rationale below referring Board Standing Order 9					Private erring	е
			<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	E	E	<u>G</u>
1	Purpose								
1.1	To provide r 25.	nembers with the first quarter pe	rforma	nce of	KPIs 4	3 - 45 f	or fisca	al year	2024-
2	Backgroun	d							
2.1	Fire and Re information	nance Management Framework scue Service (SFRS), manage of to inspire change and improvem	oùr perf ent.	orman	ce and	how w	e use	oerforn	nance
2.2	provide sen	56 quarterly indicators and 9 national indicators were identified across directorates to provide senior leaders, committees and the SFRS Board with relevant information on our performance to support their role in scrutinising the Service and accounting to the people of Scotland for how we perform in delivering our Strategic Plan Outcomes.							
2.3	and through	The quarterly performance dashboard (& report) provide an overview for those indicators and through the use of statistical process control charts (SPC) alerts stakeholders to situations deteriorating or improving or where performance is stable and in control.							
3	Main Repor	rt/Detail							
3.1	This paper of Change Cor	covers all performance indicators mmittee.	stated	l in the	PMF ir	ntende	d for so	rutiny l	by the
3.2	Due to recent changes in the methodology for the Portfolio Delays (KPI 43), Portfolio Overspend (KPI 44), and Portfolio Cashable Benefits (KPI 45) KPIs, these were reset to begin in June 2024 with monthly updates.								
4	Recommendation								
4.1	provide feed experience.	re invited to scrutinise the condback on practical use of reportion The live version of the report care BI Landing Page.	ng to e	ensure	continu	ous d	evelopi	ment o	f user
			_	_	_	_	_	_	

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

7	Assurance	Assurance (SFRS Board/Committee Meetings ONLY)					
7.1	Director:		Liz Barnes – Interim Deputy Chief Officer, Corporate Services				
7.2	Level of As		Substantial/Reasonable/Limited/Insufficient				
	(Mark as ap	ppropriate)					
7.3	Rationale:		There are weaknesses in the current risk, governance and/or control procedures that either do, or could, affect the delivery any related objectives. Exposure to the weaknesses identified is moderate and being mitigated.				
8	Appendice	Appendices/Further Reading					
8.1	Appendix A	- PDF copy (Change Committee Performance Report				
8.2	Further read - Link to F	ding: Power BI Land	ding Page.				
Prepared	d by:	Chris Fitzpa	atrick, Business Intelligence and Data Services Manager				
Shoneored by:			ard Whetton, Head of Corporate Governance, Strategic Planning, ormance and Communications Directorate				
Presented by: Curtis Monte		Curtis Mont	gomery, Head of Portfolio Office				
Links to Strategy and Cornerate Values							

Links to Strategy and Corporate Values

Strategy

Outcome 5 – We are a progressive organisation, use our resources responsibly and provide best value for money to the public

- Remaining open and transparent in how we make decisions.
- Improving levels of Service performance whilst providing value for money to the public.
- Improving the use of data and business intelligence to support decision making.

Governance Route for Report	Meeting Date	Report Classification/ Comments
Change Portfolio Progress Group	19 November 2024	For scrutiny
Change Committee	7 November 2024	For scrutiny



SCOTTISH

Change Committee Performance Report



Latest quarter shown: 2024-25 Q2

APPENDIX A

FIRE AND RESCUE SERVICE

Working together for a safer Scotland

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









Welcome

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

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

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

Key contact: Bl@firescotland.gov.uk





LIVE MANAGEMENT INFORMATION

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

SCOTTISH FIRE AND RESCUE SERVICE





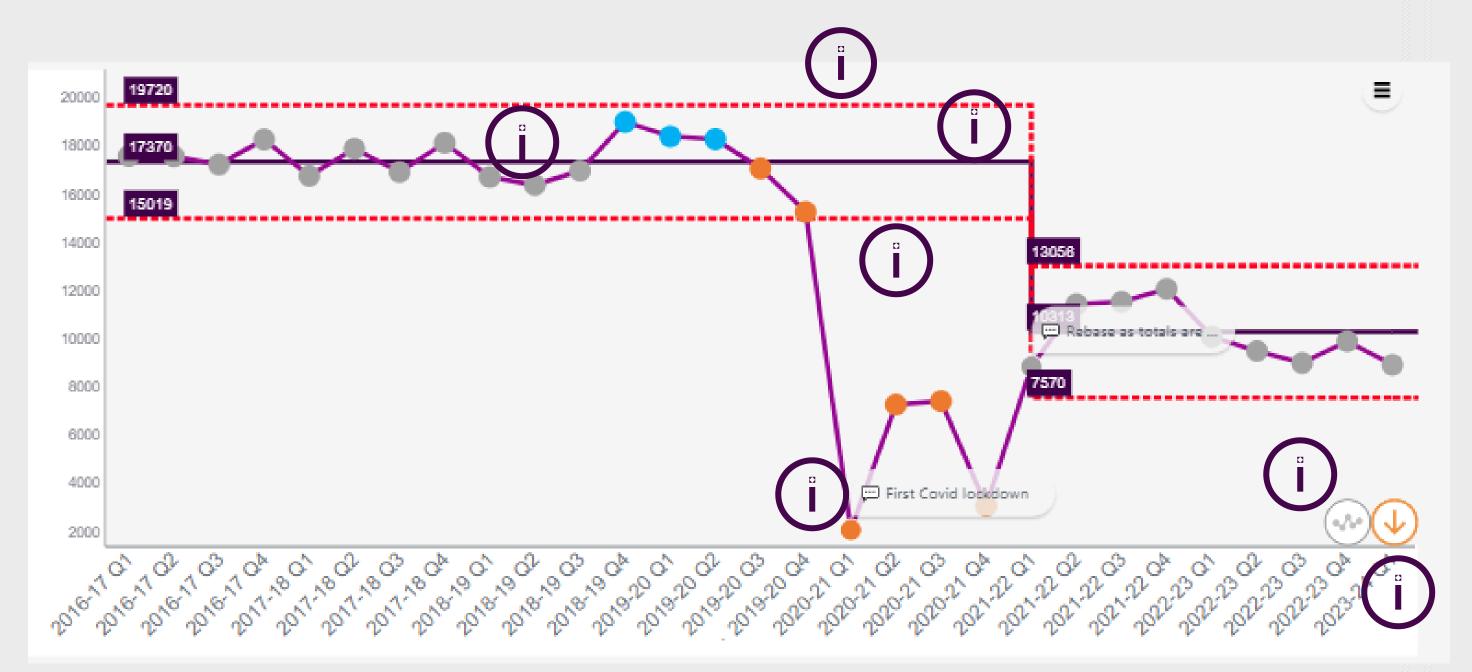
This report presents data over time for each of the quantitative performance measures as detailed in the <u>Performance Management Framework 2023-24</u>, broken down into the Strategic Plan Outcomes. The Contents page (next) provides direction as to where you can find certain information.

SPC Charts

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

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

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



Above: anatomy of a SPC chart

How to Interpret SPC Charts - see chart - anatomy of a SPC chart

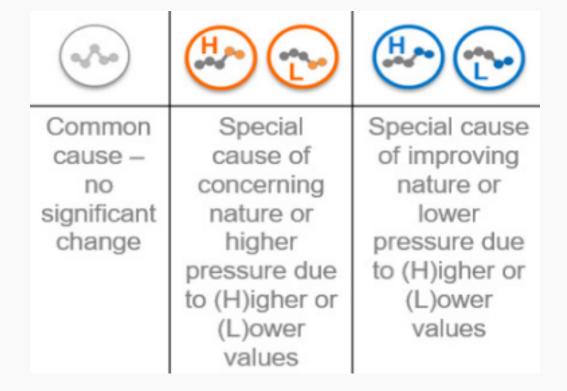
Normally data points will fall between the upper and lower control limits. If any of the following scenarios apply, the change needs to be investigated and an explanation provided. Over time this lets us analyse performance in a meaningful way.

An **ORANGE** data point indicates special cause variation of particular concern and needing action. For example, whenever a data point falls outside of a control limit, or if 2 out of 3 data points are close to a control limit.

A **BLUE** data point indicates where improvement appears to lie.

A **GREY** data point indicates no significant change (common cause variation) as well as the baseline.

The following variation icons will also appear on each SPC chart:



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

Data source for this report:

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



Frequency of update:

This report will be updated quarterly.













OUTCOME 05 (Effective Governance &

Performance)

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







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

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



PURPOSE:











Effective Governance and Performance

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



KPI 43 Portfolio Delays

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

Less than 10% slippage from baseline completion date

OWNER: Head of Portfolio Office

O.0% ROLLE WILL DOWN ROLLE WILL ROLL WILL ROLL

SUMMARY

No changes to timeline are recorded during this period.

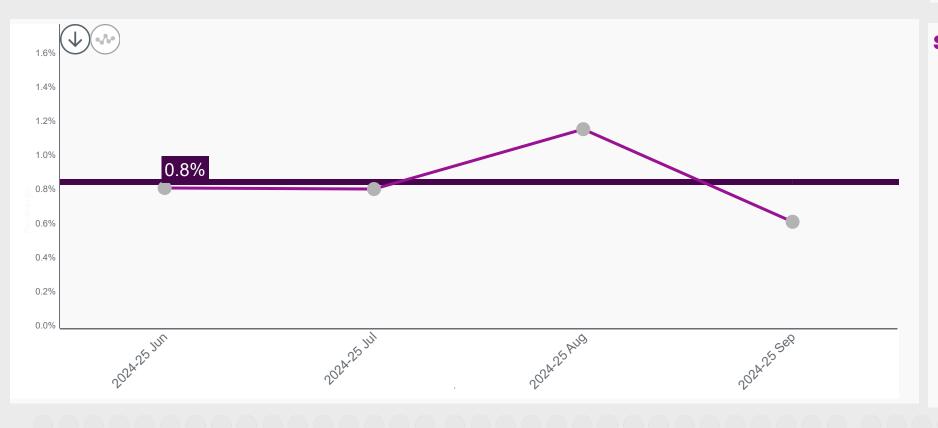
KPI 44 Portfolio Overspend

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



Less than 5% slippage from baseline cost

OWNER: Head of Portfolio Office



SUMMARY

Forecast costs for all projects shows an overall forecast underspend of £0.238m (0.61%), which is within the 5% target.

KPI 45

PURPOSE:

PURPOSE:

Portfolio Cashable Benefits

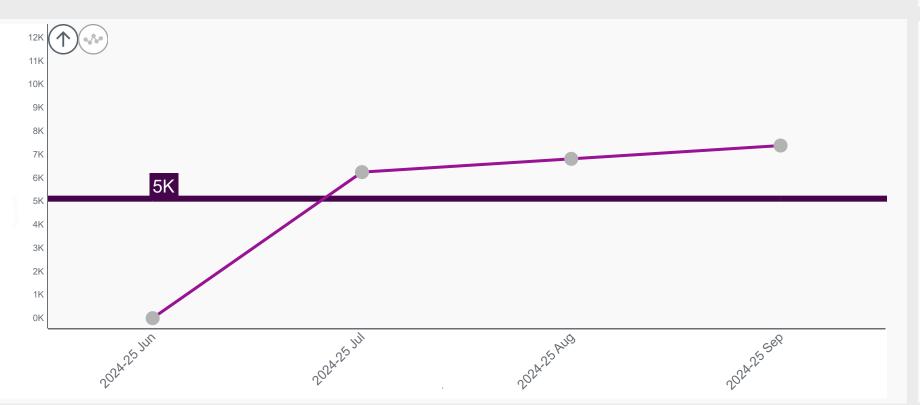
The aggregate cashable benefits realised across the change portfolio (in GBP)



Increase between reporting period

OWNER:

Head of Portfolio Office



SUMMARY

Further work has been undertaken to formally record the cashable benefits delivered by the Appliance Withdrawal project. The benefits relate to the withdrawal of the 10 appliances so whilst this continues, it represents a saving of approximately £6.8m per year. The cumulative benefit from when the project started would therefore be £3,975,000 for the 2023/2024 financial year and a further £3,407,000 for the fiscal year 2024/2025 to date. No other project has delivered cashable benefits for years 23/24 and 24/25, which is in line with the approved business cases.







Full guidance can be found on the <u>Power BI Users Yammer Community</u>, along with details of available support.

How to navigate your way around this report:

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

How to interact with the report:

Power BI reports and dashboards are very interactive; this means you'll be able to interrogate the data yourself to look into certain periods or areas.

• Look out for the hint buttons on pages, which tell you how you can interact with the dashboard:



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

Interpreting statistics and trends:

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

Usage:

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

For further help, please contact the Business Intelligence Team - bi@firescotland.gov.uk





















Created by Business Intelligence

Any issues or questions with this report please contact

bi@firescotland.gov.uk

SCOTTISH FIRE AND RESCUE SERVICE

Change Committee



Report No: C/CC/56-24

Agenda Item: 11

		Agenda Item: 11									
Report to	0:	CHANGE COMMITTEE									
Meeting Date:		7 NOVEMBER 2024									
Report T	itle:	SFRS CHANGE MATURITY 2024	, CAP	ACITY	AND	CAPA	BILITY	OCT	OBER		
Report Classification:		For Scrutiny	SFRS Board/Committee For Reports to be h Specify rationale belo Board Standing					held in Private low referring to			
			<u>A</u>	<u>B</u>	<u>C</u>	D	E	E	<u>G</u>		
1	Purpose										
1.1	The purpose of this report is to provide a high-level view of Scottish Fire and Resc Service's strategic portfolio change capacity and capabilities. The report has been produced following a desktop review of change capabilities acro SFRS. Detailed data relating to the organisation's capacity for change and constitue.							across			
2	Background	e not currently available for incl	usioni	11 11115 1	ероп.						
2.1	Following the decision to develop SFRS' change capabilities with significant investment, the Portfolio Office is working with stakeholders, Senior Responsible Officers (SRO) and project/programme teams to deliver organisational change following "industry standard" practices.										
2.2		In support of the new ways a working a number of new posts have been recruited, technology is being implemented and governance & assurance arrangements are being reviewed.									
3	Main Report	/Detail									
3.1		n to change across SFRS is co maturing change capabilities.	mplex,	ambiti	ous an	d faces	s challe	enges	due to		
3.2	The Portfolio Office was established to support the organisation in addressing challenges such as elongated project timescales/slippage, lack of certainty around scope and requirements, increasing project costs and lack of clarity of success or benefits criteria linked to SFRS' overarching strategy and vision.										
3.3	organisationa	To enable delivery of the significant programme of change, SFRS requires the appropriate organisational skills and capabilities. In addition the role of the SRO is critical in ensuring organisational change succeeds.									
3.4	Change Figure planning of the control of the c	and opportunities Portfolio Investment Group (CF of change with a focus on outco versight of several of the portfol	mės ai	nd ben	efits ra	ther tha	an outp	outs. Th	nis will		

- stage, development of the business and benefits case, the delivery lifecycle and benefits realisation.
- Portfolio Office capabilities and Design Authority will support the pipeline of change, helping to assess new demand, analyse the impacts of change, validate benefits, and bring together the dependencies and inter-dependencies into an integrated plan.
- A Change Community of Practice (CCoP) has been established, to bring together different areas of the organisation to collaborate on change methods, practices, roles, frameworks and tooling.
- It is not currently possible to assess the organisation's change capacity due to lack of overall capabilities i.e. systems, processes, MI or roles – this will be addressed through better capacity and resource planning methods and systems support.
- Portfolio management will be supported by automated tooling making it easier to track and manage data and Management Information (MI) relating to projects and change including milestones and risks.
- Project and programme reporting will be supported by automated tooling making it easier to track and manage progress.
- Workflows and approvals relating to portfolio management, may be supported by automation. This is currently manual and requires regular intervention to ensure that projects and programmes are compliant with governance and assurance processes.
- Key Performance Indicators (KPIs) now measures time, cost and benefits realisation at strategic portfolio level. These KPIs can be drilled down into individual projects. The intention is to bring all strategic portfolio into governance allowing KPIs to be measured. To do this the minimum requirement will be a business case, baseline plan, standard highlight report and project dossier to help measure and manage each initiative.
- Strategic Service Review Programme (SSRP) has been divided into three programmes of work – to do this effectively, standard programme approaches, a joined up interdependent portfolio plan and documentation is required.
- The Portfolio Office is concentrating on a heightened awareness of, and much improved assurance arrangements, linking the Design Authority and external assurance bodies such as the Digital Assurance Office with the change lifecycle and framework.

3.5 Aligning change through SSRP

- Following discussions at the Strategic Service Review Programme Board workshop in January 2024, it was agreed that the annual planning and roadmap of change for the organisation would be centralised through SSRP. The group agreed to resource the development of an organisational blueprint which will provide a long-term view of the change priorities.
- The purpose of the blueprint will be to develop the long-term vision for change, and strategic change roadmap for all organisational change over the next 5-10 years and beyond. This will include the outputs from the Service Delivery Review, CSR and Enabling Infrastructure programmes.
- 3.5.3 Setting out the future vision will capture the means of providing value to stakeholders, communities and staff through the organisation's capabilities and delivery of services, helping SFRS achieve its strategic outcomes.

3.6 Developing the portfolio including new demand within SSRP

- The Portfolio Office will work with stakeholders across SFRS to develop an annual change planning process for the strategic portfolio and SSRP. The process will be linked to the strategic change roadmap currently being developed in conjunction with Strategic Planning, Performance and Communications.
- 3.6.2 The annual planning process will provide an opportunity for new change initiatives to follow a standard path to assess feasibility and strategic contribution. The key stages in this process are:

- New demands for change are raised on a new demand form and captured by the central team who will work with stakeholders to triage, prioritise, rank and reject them as appropriate.
- The prioritisation process will assess the level of strategic contribution against the organisational outcomes, cashable and non-cashable benefits, stakeholder, and staff impacts -see below.

Prioritisation & dependency tracking

Prioritisation will follow the strategic prioritisation framework previously tested within the in-flight portfolio. This includes a view on strategic inter-dependencies that will need to be carefully managed.

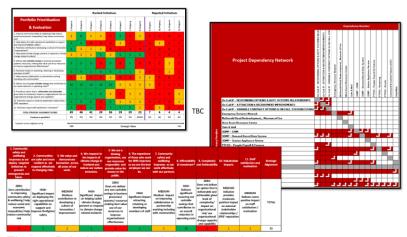


Fig 1 – Prioritisation and dependencies.

- The new demands will be assessed by a core team from across the organisation, to understand inter-dependencies, size and complexity of change i.e., which resources are required and when. This will help to identify capacity constraints at portfolio level.
- Rank and reject will be based on the impact of the change, relative priority score and capacity constraints of the organisation. For visibility, a table will be produced with above and below the line capacity, and where we have capacity to deliver the change, we will schedule the project into the portfolio plan. Where we do not have capacity, we will place the remaining initiatives into the backlog.
- The new demands will be grouped into projects and "profiled" to understand the duration of each.
- An annual Portfolio Plan will be produced with appropriate scheduling. Outstanding items from the previous year's plan will also be considered.
- Prioritisation will be reviewed every quarter to ensure that initiatives and key resources are appropriately prioritised.

3.7 October 2024 progress update

- PPM system The Portfolio Office team are developing skills in the use of the Wrike Project/Programme Management (PPM) system that will contain all project plans and highlighting reports for the strategic portfolio. This represents a significant and challenging learning curve and expectations around speed of implementation and maturity of working should be tempered accordingly. The benefits of online system working will include oversight of plans, reporting and moving away from labour intensive spreadsheets, word documents and slides.
- Highlight Reporting Development of a simplified, user-friendly highlight report utilising the PPM system is underway. This will capture the fields and data used within the existing report – see extract below.



Fig 1 - Highlight Report extract from PPM system

 Portfolio Planning – The development of the portfolio plan within the PPM system is underway and the PO team are starting to track and manage dependencies and interdependencies to support this activity – see extract below.

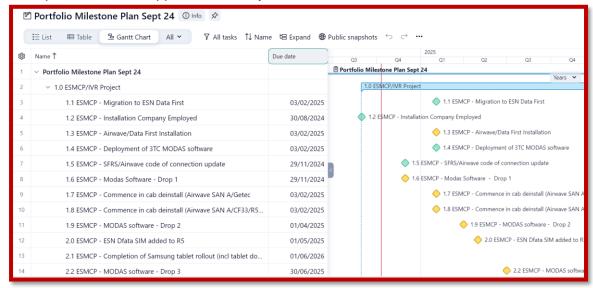


Fig 2 – Portfolio plan extract from PPM system

- **Recruitment** Two key roles that will support implementation and the day-to-day management of the PPM system are currently at the interview stage. These roles are:
 - Planning and Resourcing Lead, responsible for the maintenance and support of portfolio, programme and project plans along with constituent resource and capacity plans.
 - Reporting and MI Lead, responsible for, configuration of the PPM system and the full lifecycle reporting across the portfolio including benefits and assurance.
- Capacity Management Work is underway to identify and capture resource and capacity plans across the portfolio, including the identification of key roles required

aligned with the plan. This will provide an oversight of pressure points and scheduling issues. See below.

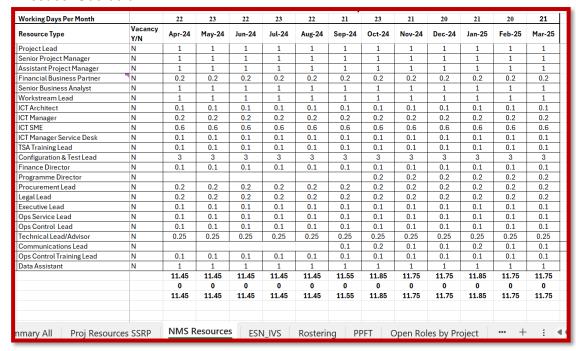


Fig 3 – Resource/Capacity plan extract

- Portfolio Risk Management A portfolio level risk register is in development to capture significant SFRS wide change risks, attributing them to senior leaders. The risks will be managed across CPPG, CPIG and Design Authority.
- Governance and Assurance Portfolio governance and assurance arrangements are currently being reviewed by CPIG, with a set of recommendations to further enhance portfolio and capacity management.

4 Recommendation

4.1 The Change Committee is asked to scrutinise the contents of the report.

5 Key Strategic Implications

5.1 **Risk**

- 5.1.1 There are significant risks and issues impacting effective resource management and planning of change across the organisation:
 - There is a risk that due to conflicting organisational priorities, demand of change outstrips capacity, resulting in an inability to deliver all planned initiatives.
 - There is a risk that without co-ordinated planning, resourcing, prioritisation, scheduling and supporting systems, it may not be possible to identify and manage all the dependencies and interdependencies across multiple portfolios of work.
 - There is a risk that lack of specialist roles and availability of key staff to support the
 planning and resourcing may adversely affect the delivery of change, resulting in lack
 of benefits realisation, elongated timescales and quality standards.
 - There is a risk that if change initiatives do not follow agreed governance and assurance processes, it will not be possible to effectively manage the work due to conflicts brought about by resource and budgetary constraint.

5.2 Financial

5.2.1 The annual budgeting arrangements makes it challenging to provide longer term planning of change and portfolio delivery schedules.

r						
5.3 5.3.1	Environmental & Susta There are no direct Envir report.	inability conmental & sustainability implications associated with this				
5.4	Workforce					
5.4.1	Key roles are required to enhance portfolio management capabilities across SFRS. Five roles are in the process of being recruited and are not in post impacting Portfolio Offices ability to support change. These roles include Senior Business Analysts, Programme Manager for Enabling Infrastructure, Planning and Resourcing Lead and the Reporting and MI Lead.					
5.5	Health & Safety					
5.5.1	_	th and Safety implications associated with this report.				
5.6	Health & Wellbeing					
5.6.1		th and Wellbeing implications associated with this report.				
5.7	Training					
5.7.1	_	ng implications associated with this report.				
5.8	Timing					
5.8.1	_	iming implications arising from this report.				
5.9	Performance					
5.9.1	Performance of Change report.	across SFRS is directly affected by the capabilities noted in this				
5.10	Communications & Eng	gagement				
5.10.1		munications & Engagement implications associated with this				
5.11	Legal					
5.11.1	• • • • • • • • • • • • • • • • • • •	I implications associated with this report.				
5.12	Information Governanc	e				
5.12.1	DPIA completed Yes/No.	If not applicable state reasons.				
	N/A – Report does not co	ontain/relate to personal data				
5.13	Equalities					
5.13.1		o. If not applicable state reasons.				
	N/A – Report does not affect E&HR.					
5.14	Service Delivery					
5.14.1		Service Delivery implications arising from this report.				
6	Core Brief					
6.1	Not applicable					
7	Assurance (SFRS Boar	d/Committee Meetings ONLY)				
7.1	Director:	Liz Barnes, Interim Deputy Chief Officer				
7.2	Level of Assurance: (Mark as appropriate)	vel of Assurance: Substantial/Reasonable/Limited/Insufficient				
7.2	The report pertains to SFRS' organisational capabilities and					
<u> </u>	1	capacity for change.				

8	Appendices/	ppendices/Further Reading					
8.1	None						
Prepared	d by:	Curtis Montgomery, Head of Portfolio Office					
Sponsor	ed by:	Liz Barnes - Interim Deputy Chief Officer					
Presented by:		Curtis Montgomery, Head of Portfolio Office					
Links to Strategy and Corporate Values							

Linked to strategic outcomes 1, 2, 3, 5 and 6.

Governance Route for Report	Meeting Date	Report Classification/ Comments
Change Portfolio Investment Group	Ex-committee	For scrutiny
Change Committee	7 November 2024	For scrutiny

SCOTTISH FIRE AND RESCUE SERVICE

Change Committee



Report No: C/CC/50-24

Agenda Item: 12.1

Report t	:0:	CHANGE COM	MMITTEE			-901100	a Item:	12.1			
Meeting Date:		7 NOVEMBER 2024 (DATA AS OF: 15 OCTOBER 24)									
Report 1	Γitle:	PORTFOLIO OFFICE RISK LOG COVER PAPER									
Report Classification:		For Scrutiny	Board/Committee Meetin For Reports to be held i Specify rationale below r For Scrutiny Board Standing Ore						d in Private referring to		
				<u>A</u>	<u>B</u>	<u>C</u>	D	E	<u>E</u>	<u>G</u>	
1	Purpose										
1.1	the identifi	se of this report ed risks that cou tfolio Office.									
2	Backgrou	nd									
2.1.1	potentially business a	The risk tracking process used by the Portfolio Office is designed to monitor risks that could potentially impact on the successful delivery of projects across the Service including business as usual. The risk information within this report has been collated via the submission of project									
3	Main Repo										
3.1		pelow shows the are showing a c			•			ough the	e Portfo	olio	
3.1.1		rt can now be fo under Project F							ard Sun	<u>nmary</u>	
3.2	Overview o	of Risk Ratings	15 and above	•							
3.2.1	Total Pro	ject Risks rating	s 15 and abo	ve at this	s time =	= <mark>14</mark>					
	PF	ROJECT	NMS	SSRP	ES	N	PPFT	R	osterin	g	
	R	ating 20	1	<mark>4</mark>	0		<mark>0</mark>		O		
	Rat	ing 15/16	3	<mark>1</mark>	2		<mark>2</mark>		1		
3.2.2	Please note that due to timing of Project Board meetings and late delivery of individual reports, versus collation of data required to run reports, the data maybe out of sync. Where this is the case, a verbal update should be given from the Project Sponsor.										

3.3	All curi	ent F	Portfolio Office Projects Ris	sks, rating 15	and above	 Э.		
	ESMCP014		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.		2	20	4	20
	NMS027	Treat	There is a risk of impact to operational capability if project timelines are not met by Dec 2025 and SFRS remains reliant on fragile existing ICCS systems	Head of Operations	5	20	6	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	4	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	9	20
	ESMCP017	Treat	New Government has indicated that it will not be signing the Contract for Lot 2 User Services until at least November, this is a delay from July. The knock on impact of this is a delay to the Integration work for User Services and the MCPTT.	A Mosley	3	16	6	16
	ESMCP027	Treat	IVS: There is a risk that the delay in the delivery of the MODAS software will hold back the hardware installation of the CF33, Airwave Voice device and the R5 resulting in increased installation costs and adverse operational impact.	M Humble	5	16	6	16
	NMS031	Treat	There is a risk of legal challenge to the procurement process at award stage / standstill which may extend timescales, costs, or result in non-award of contract	Procurement Lead	5	16	12	16
	NMS047	Treat	There is a risk of impact to 999 telephony provision if NMS project timelines are not met by Dec 2025 and SFRS has to continue using existing systems following ISDN/PSTN switch off	Head of Operations	5	16	6	16
	NMS049	Treat	There is a risk that NDCS ports will need to be shared between the existing ICCS and the NMS during transition to allow effective testing and training. Creating a risk that in spate or spike conditions, additional capacity for radio users would not be available.	Head of Operations	2	16	6	16
	NMS050	Treat	There is a risk that during the cutover event it will be necessary to increase the NDCS ports and operator positions substantially on NMS causing a small number of days where contingency planning will be critical to maintaining SFRS operational capability	Head of Operations	2	16	6	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. *escalated to issue*	Lyndsey Gaja	7	16	4	16
	PPFT010	Treat	There is a risk that we cannot deliver an efficient and effective discovery phase because of vacancy in the Senior Project Manager post for the project resulting in the organisation making a suboptimal decision regarding the direction that the project should follow.	Lyndsey Gaja	5	16	8	16
	PPFT011	Treat	There is a risk that key stakeholders are not available during the project because of BAU and other priorities resulting in project delays	Lyndsey Gaja	6	16	8	16
	PPFT016	Treat	There is a risk that SFRS's due diligence does not properly understand the Shared Services option because we lack the skills and capabilities to analyse resulting in an inaccurate recommendation. **Escalated to issue**	Lyndsey Gaja	5	16	8	
	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.	DACO Stephen Wood	3	16	8	16
	NMS045	Treat	There is a risk that confirmation of no incumbent supplier contract extensions beyond Dec 2025 leaves SFRS with unsupported systems if the NMS first release has not yet been implemented	·	2	15	6	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		10	15

4	Recommendation
4.1	The CC is asked to:
7.1	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	Risk
5.1.1	As section 3
5.2	Financial
5.2.1	There are no direct financial implications associated with this report.
5.3	Environmental & Sustainability
5.3.1	There are no direct key environmental & sustainability implications arising from this report.
5.4	Workforce
5.4.1	There are no direct key workforce implications arising from this report.
5.5	Health & Safety
5.5.1	There are no direct Health and Safety implications associated with this report.
5.6	Health & Wellbeing
5.6.1	There are no direct Health and Wellbeing implications associated with this report.
5.7	Training
5.7.1	There are no direct training implications associated with this report.
5.8	Timing
5.8.1	There are no direct key performance implications arising from this report.
5.9	Performance
5.9.1	There are no direct key performance implications arising from this report.
5.10	Communications & Engagement
5.10.1	There are no direct key performance 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	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	Assuranc	ssurance (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			
7.3	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	Appendic	pendices/Further Reading				
8.1	Further Reading: - Risk Management Policy and Framework					
Prepared by: Joan		Joan Nilsen,	lilsen, Programme Officer			
Sponsored by: Liz Bar		Liz Barnes, Ir	s, Interim Deputy Chief Officer			
Presented by: Gill		Gillian Bucha	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	7 November 2024	For Scrutiny

	CHANGE COMMITTEE ROLLING FORWARD PLAN						
	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION		
18 December 2024 (Additional) 6 FEBRUARY 2025	Chair's Welcome Apologies	Standing/Regular Reports General Reports	Standing/Regular Reports General Reports New Mobilising System (Written update - PRIVATE) Standing/Regular Reports Projects	Reports	Standing/Regular Reports		
	 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 		 PO Project Dashboard General Reports 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 AW) Quarterly Performance Report 	Change Portfolio/ Major Projects General Reports •	Change Portfolio/ Major Projects General Reports •		
		New Business •	New Business HMFSI Audit and Inspection Action Plan Update (CCMS – AW)	New Business •	New Business •		