PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 6 MAY 2021 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:
Fiona Thorburn, Chair (FT)   Marieke Dwarshuis, Deputy Chair (MD)
Nick Barr (NB)   Brian Baverstock (BB)
Mhairi Wylie (MW)

IN ATTENDANCE:

Ross Haggart (RH)	Deputy Chief Officer
Paul Stewart (PSt)	Assistant Chief Officer, Director of Service Development
John Dickie (JD)	Assistant Chief Officer, Director of Training, Safety and Assurance
Andy Main (AM)	Head of Portfolio Office
Gillian Buchanan (GB)	Deputy Portfolio Manager
Richie Hall (RHa)	Area Commander, Training (Item 8.1)
Paul McGovern (PMcG)	PTFA Programme Manager Item 10.3)
Alasdair Cameron (AC)	Group Commander Board Support
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS

Leanne Watson	Portfolio Office
Joan Nilsen	Portfolio Office
Siobhan Hynes	Portfolio Office
Bridget Spence	Collaboration Officer

1   WELCOME

1.1   The Chair opened the meeting and welcomed those participating via MS Team, in particular, Andy Main following his recent appointment as Head of Portfolio Office. Following this introduction, AM gave a brief background of his experience and looked forward to working with the Committee.

1.2   On behalf of the Committee, the Chair acknowledged Marieke Dwarshuis attendance at her last Committee meeting before standing down from the Board in July 2021. The Committee thanked Marieke for her enormous contribution throughout her 8+ year tenure and wished her the very best for the future. On behalf of the Executive, RH thanked Marieke for her contribution and support since the inception of the Service.

1.3   Following a decision at the recent Board meeting (29 April 2021), the Committee would be renamed to the Change Committee: Strategic Change and Major Projects.

1.4   The Committee were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question.

1.5   This meeting would be recorded and published on the public website.

2   APOLOGIES
        None

3   CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE
3.1   The Committee agreed that the Periodic Update: Command and Controls Futures (CCF) Project (Agenda item 17) would be heard in the private session due to confidential commercial/financial information (Standing Order 9E). The Committee also agreed that the Terms and Conditions Termination report would be heard in private session due to information relating to consultation/negotiations (Standing Order 9F).

3.2   No private items were identified.

4   DECLARATION OF INTERESTS
4.1   None

5   MINUTES OF PREVIOUS PUBLIC MEETING: 4 FEBRUARY 2021
5.1   Minor typographical errors were noted and agreed:

5.1.1   **Subject to the above amendment being made, the minutes of the meetings held on 4 February 2021 were approved as a true record of the meeting.**

5.2   **Matters Arising**
5.2.1   None

6   ACTION LOG
6.1   The Change Committee Rolling Action Log was considered and actions were agreed and removed.

        Item 8.5.6 Retained and Volunteer Duty System – Change Request and Updated Dossier (05/11/20): Due date to be further amended to August 2021.

        Item 8 Service Transformation Programme Dashboard (04/02/21): The Committee agreed to defer the decision to close this action until further discussion had taken place under Item 8.1. It was subsequently, agreed that this action would be re-opened due to further work being required to fully address the action (milestones).

6.2   To ensure good governance, it was agreed to routinely revisit the action log at the end of the meeting to ensure that the Committee were content with position statement/closure of actions.

7   SENIOR MANAGEMENT BOARD (SMB) ACTION LOG
7.1   It was noted that the SMB Action Log was included for information purposes only.

7.2   In relation to the Polmont FireSkills Employability Award evaluation report, RH noted that consideration was being given on sharing with partners and anticipated that this would be presented to a future Strategy Day. Copy of HM Young Offenders Institution

Polmont FireSkills Employability Award Evaluation Report to be shared with the Committee for information.

ACTION: RH

8   SERVICE TRANSFORMATION PROJECTS

8.1   **Service Transformation Programme Dashboard**

8.1.1   GB presented the Service Transformation Programme Dashboard to the Committee which provided a wider overview of the identified risks, interdependencies, costs and capacity to deliver. Change Requests were presented for MacDonald Road and Protection of Vulnerable Groups projects and the closing report was presented for the Out of Hospital Cardiac Arrest project.

8.1.2   With reference to Action 8 regarding milestone information, GB reminded the Committee that the collation of this information was still a manual process and it would not be practical to add all the milestone information into the current dashboard. In an attempt to provide some update on milestones, the current and next significant milestone information had been included. It is the intention moving forward to identify and introduce a software management system which could be interrogated. GB apologised for the lack of milestone information included on the dashboard at this time.

8.1.3   The Committee asked for consideration to be given to what and how information was presented, ie for scrutiny purposes, within the dashboard. It would be helpful to include timescales or dates as a reminder and to provide context. The Committee also commented that the narrative within the covering report would benefit from being expanded further to help explain the issues with interdependencies, etc. This would enable the Committee to remain informed of the interdependencies, priorities, etc as well as maintaining an awareness of the bigger picture across all areas of the Service.

8.1.4   In relation to the Community Risk Index Model (CRIM) project, the Committee requested an update on the validation process carried out by Edinburgh University and an explanation why a further academic peer review was required. PSt confirmed that Edinburgh University's valuation process was nearing completion with only a few elements outstanding. PSt informed the Committee that the second validation would be undertaken to provide assurance and validation of the initial validation process. PSt further noted that the Service were seeking to secure the intellectual property rights to the CRIM and noted that the Service were unaware of the commercial viability/benefits at this time.

8.1.5   In relation to the sustainability of the CRIM, PSt stated that there was no end point for this project. The CRIM was a continuous rolling programme which would continue to evolve and be updated and help inform future decisions within the Service.

8.1.6   In relation to key consultation and engagement, RH stated that this was not fully within the domain of this Committee. Therefore, it was the suggested to provide periodic updates on this timeline for SDMP, Future Vision and UFAS to the Board.

8.1.7   In relation to the People, Training, Finance and Assets System, it was agreed that further detail around engagement with Police Scotland would be circulated to Committee.

ACTION: RH

8.1.8   Protection of Vulnerable Group (PVG) Scheme – Change Request and Updated Dossier
RH presented the Change Request and updated Dossier noting the increased scope of the project to include Group Commanders (up to Heads of Functions) and adjustment of projects costs across financial years.

8.1.9   The Committee noted the change request and updated dossier.

81.10   <u>McDonald Road – Change Request</u>
RH presented the Change Request advising the change in Executive Lead to Iain Morris and the extension of timeline, due to the impact of COVID, to October 2021 (estimated). It was noted that estimated completion date was based on current restrictions and may be subject to change. RH confirmed that there was no existing contract in place for the fit out of the museum.

8.1.11   The Committee requested clarification on the re-tendering exercise for the museum works. RH informed the Committee that the costs associated with the fitting out of the museum were considered excessive, therefore, it was decided a re-tendering exercise should be undertaken.

8.1.12   In regard to the increased costs associated with COVID, RH noted the ongoing negotiations with the Contractor. RH would request Iain Morris to circulate further details on the Fire Museum re-tendering exercise and COVID costs negotiations to the Committee.

ACTION: RH

8.1.13   The Committee noted the change request.

8.1.14   <u>Out of Hospital Cardiac Arrest – Closing Report</u>
RHa presented the Out of Hospital Cardiac Arrest (OHCA) Closing Report to the Committee and highlighted the following key points:

- Majority of project milestones were delivered. Number of milestones are dependent on a go live date being determined to be fully delivered. Milestone for the OHCA Memorandum of Understanding has been superseded, due to its inclusion within the Clinical Governance arrangements.
- Due to the project not reaching implementation stage, and through regular communication with Finance, the monies for this project were re-allocated.
- Estimated societal cashable benefits and non-cashable benefits.
- Although the project did not reach implementation stage, a Response Capability Strategy and training package was developed.
- Positive outcomes related to the Service's response to COVID including PPE stocks, clinical waste arrangements, advice and guidance from the clinical effectiveness lead.
- Due to the project not reaching the implementation stage, cashable disbenefits included the procurement of defibrillators, PPE and project salary costs.
- Project interdependencies were Protection of Vulnerable Group (PVG) membership, clinical waste, immunisation programme and post incident support.
- Lessons learned included project isolation (not aligned to a Directorate), storage of project documentation (no standardised approach) and business case (inclusion of financial costs).
- Outstanding project risks including failure to retain/attract Retained Duty System (RDS) personnel and unable to provide OCHA response (reputational).
- Future projects includes immunisation and clinical governance as well as remaining committed to future delivery of a OHCA response capability.
- Performance measures including data being captured post incident and during the incident via defibrillators.

8.1.15   The Committee acknowledged the good work of the project, the positive relationships built with Scottish Ambulance Service and the honest reflection on the lessons identified.

8.1.16 The Committee were reminded that the Service were unable to continue with the trial due to the withdrawal of support from the Fire Brigade Union (FBU). The Committee noted their disappointment that this valuable project was unable to be progressed and it was agreed to recirculate the OCHA evaluation report to the Committee.

ACTION: PO.

8.1.17 **The Committee noted the report.**

8.2 **Rapid Response Unit and Rural Full Time Posts Project Evaluation – Combined Action Plan**

8.2.1 PSt presented the combined action plan developed following the recent post project evaluations carried out for the Rapid Response Units (RRU) and Rural Full Time Post (RFTP) projects for scrutiny. The following key points were noted:
- Combined action plan created due to the similarities identified within the findings for each project.
- Findings have been categories in 3 themes: Process, Planning and Review.
- Supporting Lead allocated for each lesson identified.

8.2.2 The Committee welcomed the combined action plan and commented on the overall quality and transparency within the evaluation reports and action plan.

8.2.3 The Committee sought clarification on the scrutiny arrangements for the action plan and outcomes.

8.2.4 PSt noted that a large percentage of the actions had been allocated to the Portfolio Office and these would be used, along with the Accenture report, to help shape the Portfolio Office going forward. He commented on the importance of identifying lessons and the subsequent learning/improvements being made and evidenced. He noted his intention to fully review the process to allow a wider longer-term audit trail ie show what has been identified, what is required to be learnt and changes put in place. As the Portfolio Office develops, these systems, processes and the principles of these processes would be brought back to the Committee for their awareness.

8.2.5 RH advised that a regular progress report would be presented to the Senior Management Board and thereafter this Committee. Consideration was still being given to the frequency of reporting.

8.2.6 **The Committee scrutinised and noted the action plans and revised reports.**

8.3 **New Watch Duty System – Post Project Evaluation Scope**

8.3.1 RH presented the Committee with the Post Implementation Project Review proposal for the New Watch Duty System Phase One and Two project. He noted the intention to develop an action plan and incorporate any new recommendations into the combined RRU and RFTP action plan, if appropriate. The evaluation report and action plan would be presented to the Senior Management Board and therefore this Committee.

8.3.2 The Committee commented on the challenges encountered during the implementation phase of the project and queried whether these would be taken into consideration when carrying out the evaluation. LS confirmed that an evidence lead approach would be taken for this evaluation ie what the project reported at the time. She noted on the changes in benefits methodology since this project and the potential need to review benefits identified at the time.

8.3.3   The Committee commended the effort and transparency involved within production the project evaluations which indicated the maturing culture of the Service.

8.3.4   **The Committee scrutinised and noted the project projection evaluation scope for the New Watch Duty System project.**

(Break at 1129 hrs reconvened at 1136 hrs)

9   GENERAL REPORTS
9.1   **Benefits Management Tracker**
9.1.1   GB presented the Benefit Management Tracker to the Committee to provide an overview for the business change initiatives and noted its ongoing development by the Portfolio Office and Project Managers.

9.1.2   AM commented on his previous experience of benefits management/tracking and noted the importance of integration into the business case process. He noted that the next steps would be to undertake an assessment of the current position and identify any challenges in this area.

9.1.4   The Committee requested a spotlight/progress update on benefit management, including integration into business case processes, to be provided at the next meeting (Forward Plan).

9.1.5   **The Committee noted the update report.**

9.2   **Gateway Review Action Plan**
9.2.1   The Committee noted the Gateway Review Action Plan update report.

9.2.2   **The Committee noted the report.**

9.3   **Spotlight on Project Resources**
9.3.1   PSt presented the Committee with a spotlight report detailing the known level of resource provision, and budget allocation, across the Service for major projects. It was noted that central resources, ie HR, finance business manager, etc were not included in the costs due to the ad hoc nature of involvement.

9.3.2   PSt indicated that this would be integrated into the work of the Portfolio Office to link into 'Set Up to Deliver' elements and as processes mature, more robust reporting methodology would be put in place going forward. He commented on the existing processes and positive work of the Portfolio Office, however, through continuous improvement, these processes, etc would be further enhanced.

9.3.3   The Committee noted the good work and improvements over previous years within the Portfolio Office and recognised they are on a journey of continuous improvement. The Committee welcomed the spotlight report which helped to begin to understand the true cost of delivering change within the portfolio.

9.3.4   The Committee commented on the lack of budget costs against several of projects. PSt noted that this spotlight was a light touch approach only. He further noted that some projects, ie People, Training, Finance and Assets, did not yet have this level of detail, however, the financial implications associated with these projects were recognised. The Committee suggested that a table of indicative costs would be helpful at this stage. PSt noted this comment.

9.3.5 The Committee commented on the importance for all new business cases explicitly articulating internal resources/costs for all future projects. PSt supported this commented and noted that this had already been identified.

9.3.6 The next iteration of this report would be brought back to the August meeting (Forward Plan).

9.3.7 **The Committee noted the spotlight report.**

10   RISK
10.1   **Portfolio Office Risk Log**
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 and the following key areas were highlighted:
- Change highlighted in yellow within the covering report for ease of reference.
- Fourteen new risks added – One Command and Control Future (CCF), 8 Emergency Services Network Implementation (ESN), 5 Safe and Well (S&W).

10.1.2 In relation to risk SW9, the Committee requested consideration to be given to re-word this risk as the current wording "*inability to gain necessary investment and support from the government"* was not entirely accurate. It was acknowledged that the S&W concept was tied into the broadening of the role and this could be articulated more clearly. Portfolio Office to contact Programme Manager to obtain a more accurate reflection.

ACTION: PO

10.1.3 The Committee observed that some of the commentary was out of date. The Committee requested that the Portfolio Office review and consider the information contained within future reports, and provide a health warning, in an attempt to ensure it is as up-to-date as possible.

ACTION: AM

10.1.4 In relation to the Directorate Risks for the Emergency Services Mobile Communication Programme, the Committee commented on the current and target risk rating, potential mitigations, factors being outwith the control of the Service and the potential for an overarching risk.

10.1.5 RH noted that the Senior Management Board currently discussed risk separately from the project update and in order to manage this holistically, these discussions needed to be brought together. PSt explained that the reasons for the risk ratings remaining high where due to a number of external factors and yet unknown elements which were outwith the Service's control. He assured the Committee that resources continued to be allocated in order to mitigate as much of the risks by being as prepared as possible, however due to the lack of information risk could not be lowered at this time. PSt noted that consideration could be given on an overarching risk for the wider programme methodology and the provision of information flowing from the programme.

10.1.6 The Committee made a request for more focused information regarding the journey to the target risk score to be incorporated within the register.

ACTION: PSt

10.1.7 **The Committee noted the report.**

10.2   **Strategic Risk Register**

10.2.1 The Committee noted the Aligned Change Committee Directorate Risks.

10.2.2 **The Committee noted the report.**

10.3   **Spotlight – Portfolio Office Resourcing**

10.3.1 PMcG presented a report to the Committee providing an update on the People, Training, Finance & Assets Replacement Programme. The following key areas were highlighted:

- Establishing programme objectives including positioning the programme in terms of implementing different ways of working.
- Not taken full advantage of technological improvements since the inception of the Service.
- Greater recognition on the benefits of integration of systems.
- Recognition that current processes and procedures were not particularly efficient and acknowledgement of the challenges associated with changing working practices /culture.
- Risks associated with identifying the key programme team and the subsequent backfilling/associated costs to continue to deliver business as usual.
- Risk associated with existing contracts nearing end date.
- Risk associated with losing momentum and enthusiasm due to time taken to deliver to programme.
- Recognition that the right people need to be involved in creating the specification of requirements to ensure any new system would enable fundamental changes/ improvements to be realised.
- Recognition the importance of ensuring people are invested and supportive of the changes.
- Focus on identifying industry standard processes that could be adopted in order to reduce the need for bespoke systems.
- Existing and potential future resources within the core programme team.
- Initial engagement with suppliers highlighted the need for releasing key individual to resource the programme. Business case has been developed but there was still an element of ambiguity at this stage.
- High level of interest from the supplier market.
- Awareness of other major projects and potential conflicting demands on key resources.

10.3.2 The Committee were reassured that the risk was fully understood and there was recognition of the importance of people within the entire process.

10.3.3 PMcG confirmed that the full business case would be developed over the next 6-8 weeks.

10.3.4 **The Committee noted and welcomed the risk spotlight update.**

11   COMMITTEE ROLLING FORWARD PLAN

11.1   **Committee Forward Plan**

11.1.1 The following was noted:

- Spotlight/progress update on benefit management, including integration into business case processes
- Further iteration Spotlight on Project Resources
- 5 WDS Evaluation Report
- People, Training, Finance and Assets Systems to be added as standing item

11.1.2 The following amendments were requested:
- ESN Closing Report and Dossier to be amended to Change Request and Dossier.
- SDMP Closing Report and Dossier to be amended to Change Request and Dossier.

11.2 Items for consideration at Future IGF, Board and Strategy Day Meetings
11.2.1 The following were noted:
- Polmont FireSkills Employability Award Evaluation Report to identify formal governance route.

12 REVIEW OF ACTIONS
12.1 The Committee requested Item 8 Service Transformation Programme Dashboard (04/02/21) regarding milestones would be re-opened and the due date amended to August 2021.

12.2 AC confirmed that seven formal actions were recorded during the meeting.

13 DATE OF NEXT MEETING
13.1 The next meeting is scheduled to take place on Thursday 5 August 2021 at 1000hrs.

13.2. The Committee were informed that Brian Baverstock would take up the role of Deputy Chair of the Change Committee.

13.3 At her last formal Committee meeting, MD noted her pleasure and privilege at being involved with this Committee and Service since the beginning. She commented on the progress and maturity within the Service and the Portfolio Office. MD wished everyone good luck of the future and looked forward to seeing the changes in the future.

13.4 There being no further matters to discuss, the public meeting closed at 1230 hrs.

PRIVATE SESSION

14 MINUTES OF PREVIOUS PRIVATE MEETING: 4 FEBRUARY 2021
14.1 The minutes were agreed as an accurate record of the meeting.

15 PRIVATE ACTION LOG
15.1 The Committee considered the action log, noted the updates and agreed the closure of completed actions.

16 TERMS AND CONDITIONS PROJECT TERMINATION REPORT
16.1 RH presented the Terms and Conditions Project termination report to the Committee noting the purpose of the project and the reasons for the proposed termination.

17 COMMAND AND CONTROL FUTURES (CCF) PROJECT – IMPLEMENTATION OF A NEW COMMAND AND CONTROL MOBILISING SYSTEM (CCMS); UPDATED PROJECT DOSSIER AND PROJECT CHANGE REQUEST
17.1 GMacK presented a report to the Committee to provide an overview of the updated CCF Project dossier and project change request.