SCOTTISH FIRE AND RESCUE SERVICE
Working together for a safer Scotland

PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 10 NOVEMBER 2022 @ 1000 HRS

BRAIDWOOD SUITE, SCOTTISH FIRE AND RESCUE SERVICE HEADQUARTERS, WESTBURN DRIVE, CAMBUSLANG, G72 7NA / CONFERENCE FACILITIES

PRESENT:

Fiona Thorburn, Chair (FT)	Brian Baverstock, Deputy Chair (BB)
Stuart Ballingall (SJB)	Nick Barr (NB)
Angiolina Foster (AF)	

IN ATTENDANCE:

Stuart Stevens (SS)	Interim Deputy Chief Officer
Andy Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
Kirsty Darwent (KD)	Chair of the Board
Curtis Montgomery (CM)	Interim Head of Portfolio Office
Gillian Buchanan (GB)	Portfolio Manager
David Farries (DF)	Assistant Chief Officer, Director of Service Delivery (Item 7.1 only)
Stewart Nicholson (SN)	Deputy Assistant Chief Officer, Service Delivery
Marysia Waters (MWa)	Head of Communications and Engagement (Item 7.1 only)
Andy Girrity (AG)	Area Commander, Service Delivery (Item 7.1 only)
Gordon Pryde (GP)	Deputy Assistant Chief Officer, Community Safety (Item 7.1 only)
Kevin Murphy (KM)	Group Commander Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS

Leanne Stewart	Portfolio Office
Joan Nilsen	Portfolio Office
Siobhan Hynes	Portfolio Office
Kimberley Gogarty	Corporate Administration

1 WELCOME

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

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

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

2 APOLOGIES

David Lockhart, Assistant Chief Officer, Director of Service Development

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

3.1 The Committee agreed that the *Financial Reports – Change Portfolio* (Agenda Item 15) and *Command and Control Futures (CCF) Project* (Agenda Item 16) would be heard in the private session due to confidential commercial/financial information (Standing Order 9E) and the *Resource Spending Review – Programme of Work* (Agenda Item 17) would be held in private session due to confidential nature of the issues (Standing Order 9G).

3.2 Following a request from SS, the Committee agreed to move the *People, Training, Finance and Assets System (PTFAS) update* (Agenda Item 7.2) into the private session under *Resource Spending Review – Programme of Work* (Agenda Item 17).

4 DECLARATION OF INTERESTS
4.1 There were no declarations of interest noted.

5 MINUTES OF PREVIOUS PUBLIC MEETING: 15 AUGUST 2022
5.1 The minutes of the previous meeting were agreed as an accurate record.

5.1.1 **The minutes of the meeting held on 15 August 2022 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. The Committee noted and welcomed the detailed Youth Volunteer Scheme update contained on the action log.

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

7 CHANGE PORTFOLIO/MAJOR PROJECTS
7.1 **Portfolio Office Highlight Report**
7.1.1 CM presented the Portfolio Office Highlight Report to the Committee which provided a wider overview of the identified risks, interdependencies, costs and capacity to deliver. It was noted that the financial information had been redacted and would be discussed in the private session.

7.1.2 In regard to the Rostering project, the Committee noted that there was no business case/dossier associated with this project and queried what the current RAG status (green) was measuring against. CM noted that some projects are borne out of business as usual, so retrospective business cases are produced however, some projects are so mature that it was not deemed appropriate to produce a retrospective business case. CM assured the Committee that all new projects would require a business case/project dossier. CM noted that the timeline and costs were being monitored for this project.

7.1.3 Within the covering report (under the Community Risk Index Model (CRIM) update), the Committee noted their concern relating to the implications of the sentence "*Extension to the timeline should have a positive impact on the current RAG status moving forward*". CM noted and agreed with the concerns and advised that this was an area that would be scrutinised more once the Assurance Group were stood up. The current capacity within the Portfolio Office remained a challenge in this regard.

7.1.4 With regard to the Community Risk Index Model (CRIM) project, the Committee requested clarification on the timescale and organisation capability (GIS analysis).

7.1.5   AG explained that the timeline within the dashboard was the original timeline which had still to be updated. AG noted that the completion date for the development phase should be September 2023 (not July 2023 as stated). Between October 2023 and March 2024, the project would transition to programme end. AG noted that following approval of the timeline, the timeline would be realigned and risks would be revisited.

7.1.6   The Committee commented on the different phases of projects and how these are articulated, what the role of the Committee is in the implementation phase and when engaged and what the timeframe was for signing off on full integration.

ACTION: PO

7.1.7   To help provide clarity on the project timeline, a short report (one A4 page) to be prepared on all the revisions to the timelines relating to the Service Delivery Model Programme (SDMP).

ACTION: PO

7.1.8   AG confirmed that the GIS senior capability was required and a procurement exercise was currently ongoing with the hope to award the contract by the end of the year. AG confirmed that the large capacity desktop at HQ was being sourced and would enable the Service to refresh and run the risk metrics independently.

7.1.9   <u>Low Carbon Appliance Project (Presentation)</u>
SN provided a presentation to the Committee on the Low Carbon Appliance project highlighting the following key points:
- Change in Executive Lead reflecting the change from the build to delivery to Service Delivery (on station).
- Business planning assumption/engagement.
- Mission Statement, success criteria and benefits.
- Benefits of collaborative approach with Portfolio Office.

7.1.10 The Committee commented on the benefits from the Portfolio Office's involvement and the quality of the information being presented.

7.1.11 In regard to the business case, CM noted that it was considered appropriate that the outline success criteria/benefits considered against the finances of the project would be sufficient. As this project was borne out of business as usual, it was felt that there was justification to look forward rather than retrospectively look back.

7.1.12 The Committee commented on the scale, cost and potential risks associated with this project and the level of early governance and oversight given to it. Discussion then took place around the benefits of the new governance being put in place eg Change Portfolio Investment Group. CM noted that the lack of metrics data was due to the project moving through the pilot activity and work was ongoing to identify the benefits from the pilot to then inform the decision whether to roll out nationally.

7.1.13 SN accepted the comments regarding the early stages of the project and noted the collaborative approach with the Portfolio Office to identify the best way to progress through proof of concept stage over the next 12-18 month period. SN to explore how to provide regular focussed data internally to SFRS on how the Low Carbon Appliance was performing over the next 12 months as input to the future decision on whether to move from proof of concept to full rollout.

ACTION: PO/SN

7.1.14 The Committee requested that a retrospective business case be produced and include whole life costs.

ACTION: PO

7.1.15   *During discussions, the Committee requested some additional information relating to the CRIM (as noted with the Highlight Report covering report). To avoid any potential confusion, these has been captured within the minutes in paragraphs 7.1.4-7.1.8.*

7.1.16   **The Committee noted the Low Carbon Appliance Project presentation and verbal update.**

7.1.17   Web/iHub Design Project Dossier
MWa provided an overview to the Committee noting the project was initially approved in 2020 but delayed due to Covid. A discovery exercise was undertaken in early 2022 to identify options for redevelopment of iHub. Subsequently, issues were also identified with the current website. A complete redesign of the iHub and website was recommended and approved by the Strategic Leadership Team in May 2022.

7.1.18   MWa outlined the key elements of the project, ie improved document management and governance arrangements, user centric and intuitive, improved cyber security and accessibility. MWa also outlined the key benefits which included improved user experience/access, improved trust on content, enhanced public accessibility and improved cyber security.

7.1.19   The Committee commented on the advanced stage of the project as the procurement exercise was currently ongoing and questioned whether the Committee should have had earlier sight. MWa noted that due to time pressures relating to the website, the procurement exercise was running concurrently with the project development.

7.1.20   In regard to benefits, MWa to provide clarity on financial benefits associated with the project.
ACTION: MWa

7.1.21   **The Committee scrutinised the project dossier.**

   (M Waters left the meeting at 1050 hrs)

7.1.22   Service Delivery Model Programme (SDMP) Change Request and Framework
AG presented the Change Request, noting that reference to transition to business as usual was incorrect and should read transition to programme end. The end date for the programme had been identified as October 2023-March 2024. The outputs from SDMP would support and inform any options for change that are implemented for the wider organisation moving forward. Due to the change in timeline, AG noted that risks have been revisited (no additional risk identified), milestones realigned and project dossiers are being revised.

7.1.23   AG noted that the next steps were: developing the CRIM to holistic point continue to conduct relevant response modelling scenarios to align with Service priorities, development of impact assessment process, continuing assessments of existing alternative duty systems, and continuing to liaise with public involvement consultation team regarding potential public consultation.

7.1.24   AG assured the Committee that the core programme elements would continue to be developed and completed by the development phase.

7.1.25   **The Committee scrutinised the Change Request and Framework.**

   (G Pryde joined the meeting at 1055 hrs)
   (A Girrity left the meeting at 1055 hrs)

7.1.26 <u>Safe and Well Project Evaluation Update</u>
GP informed the Committee that the project evaluation was nearing completion and would be presented through the appropriate governance before being brought forward to the Change Committee (February 2023).

7.1.27 GB noted that work had been undertaken to review the pilot and capture and collate information to develop a full implementation plan.

7.1.28 In regard to key learning, GB advised the Committee that feedback from partners was positive, however, some areas were continuing to be tested and piloted.

7.1.29 GB noted that further details on the benefit, key performance indicators, etc would be captured within the evaluation report.

7.1.30 **The Committee noted the verbal update.**

(G Pryde left the meeting at 1100 hrs)

7.1.31 <u>On-Call Improvement Programme</u>
DF provided a brief update on progress of the On-Call Improvement Programme, the following key points were highlighted:
- Some milestones were able to be delivered immediately whilst other elements would be presented as recommendations at the end of the programme.
- Mapping interdependencies and review of project timelines to consider the impact of the Resource Spending Review and the lack of harmonised terms and conditions.
- Significant improvements within the Attraction and Recruitment Improvements project, such as streamlined recruitment processes and the Pre-Recruitment Engagement Programme (PREP).
- Significant risk remains around the lack of harmonised terms and conditions alongside skills and resources.
- Accelerated elements of the Responding Options and Duty System project such as migration and accelerated route to competency.
- Scheduled migration of 35 firefighters in December 2022. Awareness of potential issue relating to competency rate of pay and are communicating with individuals.
- Significant work within the Variable Contract Options and On Call Statement Establishment projects, including modelling options, identified costs, etc.

7.1.32 DF informed the Committee that although the Service had improved the systems/processes for recruitment, there were still challenges and the downward trajectory remained unchanged. DF noted that there were pockets of high interest and it was hoped that this would spread wider within communities.

7.1.33 DF noted that the project structure was supportive, drives the individual elements, provided clear governance arrangements and was timebound to June 2023. DF further noted his hopes to maintain the On-Call Support Team on a permanent basis. The Committee noted the clear purpose and practical application of the project and the value of any lessons learned.

7.1.34 **The Committee noted the verbal update.**

(D Farries left the meeting at 1123 hrs)
(Meeting broke at 1123 hrs and reconvened at 1130 hrs.)

7.2 **People, Training, Finance and Assets System Programme Update**
7.2.1 This item was deferred to the private session.

8   GENERAL REPORTS

8.1   **Portfolio Progress Update**

8.1.1   CM presented the Portfolio Progress update report to the Committee which outlined the key activities undertaken by the PO in developing new and existing capacity specific to Portfolio, Project and Programme management.   The following key points were highlighted:

- Business case for Portfolio Office capabilities developed and submitted to the Senior Management Board and Strategic Leadership Team (7 December).   Developed strategy based on 4 pillars of activities, these were (i) Centre of Excellence; (ii) Portfolio Management, Assurance and Governance; (iii) Business Architecture, Analysis; and Service Improvement; and (iv) Programme and Project Delivery.

- Presentation on Low Carbon Appliance Project Test of Change using the business change lifecycle.

- External supplier engaged to support our maturity assessment on the capabilities within the Portfolio and Portfolio Office. Key findings include recognition of progress over the last 12 months, implementation of new process, development of draft governance structure and future implementation, creation of Portfolio Office KPIs to identify and understand volitivity and drift within projects, recommendations for improvements in project handover/data transfer, improving support for Project Manager, lack of suitably qualified experienced personnel within the Portfolio Office, and the maturity of the toolkits at handover stage.

8.1.2   The Committee to consider the findings of the External Supplier at the workshop (January/February 2023).

ACTION: PO

8.1.3   In regard to benefits management, CM assured the Board that the benefits management process had been launched and based on standard practice. CM highlighted the 7 key categories where benefits can be identified and improvements measured. These include cost, quality, risk and user satisfaction. CM noted that the facilitation of the process was a challenge due to lack of resources across the portfolio.

8.1.4   **The Committee noted the report.**

9   **RISK**

9.1   **Portfolio Office Risk Report**

9.1.1   GB presented the Committee with an overview of the identified risks that could impact on the various programmes of work being monitored by the Portfolio and noted that the areas of change were highlighted within the covering report.

9.1.2   The Committee commented on the static nature of the risks. GB noted that further work was required in this area and discussions were ongoing with Project Managers.

9.1.3   In regard to Risk CCF008 (supplier instability), the Committee were reminded that there was some delay in updating the risk ratings due to the timings of the Senior Management Board meetings.

9.1.4   **The Committee noted the report.**

9.2   **Committee Aligned Directorate Risks**

9.2.1   CM presented the Aligned Directorate Risks report to the Committee noting that there has been no change since the previous report.

9.2.2   Update on ICT to be provided within the private session.

9.2.3   **The Committee noted the report.**

10   COMMITTEE ROLLING FORWARD PLANNING
10.1   **Committee Forward Plan**
10.1.1 No additional items were identified.

10.2   **Items for consideration at Future IGF, Board and Strategy Day Meetings**
10.2.1 No additional items were identified.

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

11   REVIEW OF ACTIONS
11.1   KM confirmed that 6 formal actions was recorded during the meeting.

12   DATE OF NEXT MEETING
12.1   The next meeting is scheduled to take place on Thursday 9 February 2022 at 1000hrs.

12.2.   There being no further matters to discuss, the public meeting closed at 1150 hrs.

PRIVATE SESSION

13   MINUTES OF PREVIOUS PRIVATE MEETING: 15 AUGUST 2022
13.1   The minutes of the meeting held on 15 August 2022 were approved as a true record of the meeting.

14   PRIVATE ACTION LOG
14.1   The Change Committee Rolling Action Log was considered and actions were agreed and removed.

15   FINANCIAL REPORTING – CHANGE PORTFOLIO
15.1   CM presented a report to the Committee providing an overview of the financial forecast for the Change Portfolio and its evolution.

15.2   **The Committee noted the report.**

16   COMMAND AND CONTROL FUTURES (CCF) PROJECT UPDATE
16.1   AW provided a verbal update to the Committee of the status of the project and the recent discussions at both the Board and Strategic Leadership Team meetings.

16.2   **The Committee noted the verbal update.**

17   RESOURCE SPENDING REVIEW PROGRAMME OF CHANGE
17.1   SS presented a report to update the Committee on the methodology and approach being adopted in order to manage the significant change implications associated with the Scottish Government's Resource Spending Review (RSR) and also the review and prioritisation of current in-flight change projects.

17.2   **The Committee noted the report.**