PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 9 FEBRUARY 2023 @ 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 (SB)	Nick Barr (NB)
Angiolina Foster (AF)	

IN ATTENDANCE:

Stuart Stevens (SS)	Interim Deputy Chief Officer
Curtis Montgomery (CM)	Head of Portfolio Office
Ross Robison (RR)	Portfolio Manager
David Lockhart (DL)	T/Assistant Chief Officer, Director of Service Development
Iain Morris (IM)	Acting Director of Asset Management
Lyndsey Gaja (LG)	Head of People and Organisational Development (Item 7.3 only)
Paul McGovern (PMcG)	Programme Manager (Item 7.3 only)
Iain MacLeod (IMac)	Deputy Assistant Chief Officer (Item 8.4 only)
Kevin Murphy (KM)	Group Commander, Board Support Manager
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS

Leanne Stewart	Portfolio Office
Joan Nilson	Portfolio Office
Siobhan Hynes	Portfolio Office
Seona Hart	Fire Brigades Union
Douglas Balfour	Emergency Service Network

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, 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

No formal apologies had been received.

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

3.1   The Committee agreed that the *Financial Reports – Change Portfolio* (Item 15), *Portfolio Office Resourcing* (Item 16), *Update on Command and Controls Futures Project and New Mobilising System* (Item 17), *Change Programme for Resource Spending Review* (Item 18) and *Assurance Mapping and Assurance Statements* (Item 19) would be heard in the private session due to confidential commercial/financial information (Standing Order 9E) and the confidential nature of the issues (Standing Order 9G).

4   DECLARATION OF INTERESTS

4.1   There were no declarations of interest noted.

5   MINUTES OF PREVIOUS PUBLIC MEETING: 10 NOVEMBER 2022

5.1   Subject to a minor typographical error, the minutes of the previous meeting were agreed as an accurate record.

5.1.1   **The minutes of the meetings held on 10 November 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.

6.2   The Committee commented on the need to accurately and clearly capture actions and for defined timescale/dates to be included within position statements updates.

        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 Community Risk Index Model (CRIM), the Committee requested an update on the GIS Analyst position. DL advised that a tender process had been undertaken to identify and secure a support delivery partner/organisation to provide the GIS analytical capability. DL was hopeful to progress this further in the coming weeks.

7.1.3   In regard to the Safe and Well project, the Committee requested further details on the ICT challenges. CM informed the Committee of the progress being made with ICT developing a new system, however, this was only able to be used within the CAT teams (not nationally) at this time. CM stated that an evaluation would be undertaken and a report would be submitted to the Project Board with recommendations i.e. pause, partial or full roll out.

7.1.4   The Committee requested a short high-level overview be provided to sight the Committee on the level of bespoke development activity being conducted within ICT and what is in the development pipeline.

        ACTION: DL

7.1.5   In regard to the Community Risk Index Model (CRIM), the Committee requested clarification of the sentence *"The revised Programme Timeline has been influenced through recent developments highlighting the requirements for collective strategic*

change". DL reminded the Committee that the original remit of the programme was to review the disposition of existing resources against risk and demand across the organisation. However, following the Resource Spending Review announcement, the remit had been revised to consider the disposition of resources against risk, demand and also the appropriate levels of resources across the organisation.

7.1.6   Service Delivery Model Programme (SDMP) Change Report and Dossiers
DL presented a project change request for the 3 project dossiers: Community Risk Index Model (CRIM), Station and Appliance Review (SAR) and Demand Based Duty Systems (DBDS). The following key points were highlighted:
- The changes relate to timeline, focus on supporting resource spending review, and change in the delivery of the SDMP.
- Summary of Phase 2 milestones included the completion of a 2nd academic validation of CRIM, updating CRIM to include outcomes of the UFAS consultation and development of change options.
- Phase 2 (Development) would run until September 2023 then transition into Programme end until March 2024.

7.1.7   The Committee commented on the programme end date of March 2024 and asked whether this could be shortened. DL advised the Committee that there was confidence in the ability to conduct some initial modelling on the resource distribution, however, the model required to be further developed in order to provide further assurance in advance of public consultation/stakeholder engagement. The Committee questioned the timescales involved and whether the level of data/evidence being gathered was appropriate.

7.1.8   Discussions took place on the SDMP work being undertaken to create the tools/methodology to support the process and provide evidence to enable the Service to effect the changes. The Committee were reminded that originally the SDMP was to optimise all the existing resources, however, due to the resource spending review, this is no longer the position.

7.1.9   DL advised the Committee that the Service would, if possible, make recommendation/ decision prior to programme end date of March 2024. The programme end date applied to the handover of the tools/methodology to business as usual within the Service.

7.1.10   The Committee requested whether weighting could be applied and provided around the milestones detailed within paragraph 2.6 of the Change Request Dossier. The milestones are:
- Developing CRIM 2 incorporating relevant and proportionate risk, from the built and natural environment;
- Completing arrangements that will allow independent management of the CRIM risk metric.
- Completing a 2nd academic validation of the CRIM
- Updating the CRIM with outcomes from the UFAS consultation
- Developing and testing a process that will support Matching Operational Resource to Risk and Demand (MORRD).
- Critical analysis of SFRS Alternative Duty Systems (ADS) and viability in terms of wider adoption.
- Developing change options, impact assessment process and template

ACTION: DL

7.1.11   The Committee requested whether there were any opportunities to accelerate the end date from March 2024.

ACTION: DL

7.1.12   **The Committee scrutinised the change request and Dossiers**

(L Gaja and P McGovern joined the meeting at 1045 hrs)
(I Morris left the meeting at 1045 hrs)
(The meeting broke at 1045 hrs and reconvened at 1050 hrs)

7.2   **People, Training, Finance and Assets System Programme Update**

7.2.1   PMcG provide a verbal update to the Committee and noted the non-viability of the programme as previously indicated to the Committee. The following key points were highlighted:

- Non-viability of the overall programme.
- Review underway of existing projects and identifying work still required to be progressed.
- Range of options presented to the Programme Board and Strategic Leadership Team.
- Legal requirement to complete existing contracts for software/services relating to HR, finance, rostering, training, etc.
- People, Payroll, Finance and Training Project
  - Concluded engagement with Scottish Government relating to the potential shared service opportunity using Oracle. Decision made not to progress this further at this time. Scottish Government and Sponsor Unit have been informed.
  - Project scope review and system health checks undertaken.
  - Prioritisation of HR system over finance.
  - Framework to be used to gauge suppliers interests without any commitment.
  - Outline business case to be updated with cashable savings.
  - Continuing with procurement activities and Scottish Government gateway review.
- Rostering Project:
  - Current system was out of contract.
  - Resourcing extension of 3 months.
  - Opportunities for savings presented at project board.
  - Statement of requirement developed and routes to market were being explored.
- Health and Wellbeing Workstream continues to progress and going live in March 2023.
- Asset Project: Property and Fleet systems to be descoped.
- Training Scheduling was no longer within scope of the programme.
- Formal closure of the Programme with realignment of ongoing projects to new governance arrangements.

7.2.2   In regard to the potential shared service opportunity using Oracle, LG commented on the extensive discussions with the Sponsor Unit in relation to this opportunity. LG noted that Scottish Government were at the early stages of their project and were not in a position to offer shared services opportunities at this time. This would remain a consideration for the Service.

7.2.3   Brief discussion on the potential shared services opportunities with Scottish Government or through National Services Scotland. LG commented on the need for the Service to ensure in-house processes were high value end to end processes, in order to redirect existing resources, realise cost savings and efficiency. This would ensure in-house services were fit for purpose and strengthen the options for exploring shared services opportunities.

7.2.4   Full discussion took place regarding the lack of clarity and clear articulation around the programme, what the issues/problems trying to be solved were, what was the ask of external suppliers/markets and what would be the acceptable end result.

7.2.5   The Committee requested to see an overview of what the PTFAS programme was working towards i.e. where it was currently, where it was trying to get to, what was the current scope, what problems were the programme trying to solve? The Committee requested the picture of the "as is" and "to be" at a high level.

ACTION: LG/PMcG

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

(L Gaja and P McGovern left at 1125 hrs)

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 building and developing new and existing capacity, specific to strategic Portfolio, Project and Programme management maturity (P3M3). The following key points were highlighted:

- Portfolio Benefits management framework designed and commenced roll out.
- Progressing business case and benefits integration.
- Design of the change portfolio prioritisation model which would accompany the implementation of the new governance and assurance groups.
- Portfolio Office Strategy approved in principle by Strategic Leadership Team.
- Concluded test of change on the business change lifecycle and toolkit.
- Risk reporting aligned with new format.
- First iteration of financial reporting completed.
- Continuing refinement of the highlight report design.
- New governance arrangement through the Investment Group and Progress Group, chaired by the Chief Officer and Deputy Chief Officer, respectively. The Change Committee would continue to provide scrutiny, and assurance would be provided by the Design Authority Group.

8.1.2   **The Committee noted the report.**

8.2   **Change Programme for Resource Spending Review (Verbal)**

8.2.1   JT provided a brief verbal update on the resource spending review noting the following key points:

- Development of several financial scenarios to help identify the savings during 2023/24.
- Additional funding provided by Scottish Government.
- SLT's approved investment for a programme manager, within the portfolio office, for the resource spending review.
- Ongoing work relating to the refining the programme definition i.e. who, what and when.

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

8.3   **Change Key Performance Indicators (verbal)**

8.3.1   DL referenced the recent discussions relating to the KPIs at the Committee workshop on 25 January 2023 and noted that, following due governance processes, the new KPIs would be implemented along with the new governance structure in April 2023. To provide further context, the Chair noted that the existing KPIs were focused on PO processes rather than actual project or change delivery.

8.3.2   CM informed the Committee of the current KPIs, priority indicators and the intention to introduce 4 high level KPIs relating to baseline completion dates, baseline costs, financial/cashable benefits realised and quality (PO processes/governance).

8.3.3 The Committee queried whether there would be clearly articulated benefits for all current inflight projects by the start of the financial year. CM advised that they were endeavouring to look at this and were making it clear in terms of expectations on project reporting. The initial focus would be financial benefits. The Committee noted the update and sought assurance on the contribution towards delivering against strategic objectives. CM noted the intention to utilise the 11-question set which linked to the 7 outcomes of the strategy in order to prioritise the portfolio.

8.3.4 CM explained that quality KPI's would initially be focussed internally.

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

(Iain Macleod joined the meeting at 1145 hrs)
(Meeting broke at 1145 hrs and reconvened at 1150 hrs)

8.4 **Draft Safe and Well Evaluation Report**
8.4.1 The Committee agreed that the draft report would be withdrawn and brought back to the next meeting (May 2023).

(Iain Macleod left the meeting at 1150 hrs)

9 **RISK**
9.1 **Portfolio Office Risk Report**
9.1.1 RR 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 Brief discussion took place on the Committee's ability to add value or scrutinise the risk register given that the information within the register was not up to date. JT to provide an update on the steps being taken to move towards more dynamic risk reporting, with further narrative on risk progress detailed within the covering paper.

ACTION: JT

9.1.3 **The Committee noted the report.**

9.2 **Committee Aligned Directorate Risks**
9.2.1 CM presented the Aligned Directorate Risks report to the Committee to provide an outline of the identified Directorate risks and controls. CM highlighted 2 key risks: SDD001 Portfolio Delivery (resourcing issues), and SDD004 Continuous Improvement Culture (impact of RSR).

9.2.2 The Committee noted the key overall risk of the collective change programme failing to deliver the ambitions/efficiencies required to move the Service forward. The Committee noted that the Service needed to think in those terms in order to ground change projects and set them into context of the Service's performance.

9.2.3 **The Committee noted the report.**

10 **COMMITTEE ROLLING FORWARD PLAN**
10.1 **Committee Forward Plan**
10.1.1 The Committee noted the Forward Plan and agreed that the Safe and Well Evaluation Report would be submitted to the next meeting

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 5 formal actions were recorded during the meeting.

12   DATE OF NEXT MEETING
12.1   The next meeting is scheduled to take place on Thursday 11 May 2023 at 1000 hrs.

12.2.   There being no further matters to discuss, the public meeting closed at 1205 hrs.

PRIVATE SESSION

13   MINUTES OF PREVIOUS PRIVATE MEETING: 10 NOVEMBER 2022
13.1   The minutes of the meetings held on 10 November 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.

17   UPDATE ON COMMAND AND CONTROL FUTURES PROJECT (SYSTEL) AND NEW MOBILISING SYSTEM
17.1   DL provided a verbal update to the Committee on the new Mobilising System (NMS) project, noting that the exit management process relating to the termination of the Systel contract would be separated from the NMS.

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

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   PORTFOLIO OFFICE RESOURCING
16.1   CM provided a verbal update on the ongoing review of the Portfolio Office structure.

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

19   ASSURANCE MAPPING AND ASSURANCE STATEMENTS
19.1   This report was presented for information only.

18   CHANGE PROGRAMME FOR RESOURCE SPENDING REVIEW
18.1   JT provided a verbal update to the Committee.

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