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

**PUBLIC MEETING - CHANGE COMMITTEE**

**THURSDAY 11 MAY 2023 @ 1000 HRS**

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

**PRESENT:**

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| Fiona Thorburn, Chair (FT) | Brian Baverstock, Deputy Chair (BB) |
| Stuart Ballingall (SB) | Nick Barr (NB) |

**IN ATTENDANCE:**

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| Stuart Stevens (SS) | Deputy Chief Officer |
| Kirsty Darwent (KD) | Chair of the SFRS Board |
| David Lockhart (DL) | Assistant Chief Officer, Director of Service Development |
| Curtis Montgomery (CM) | Head of Portfolio Office |
| Ross Robison (RR) | Portfolio Manager |
| John Thomson (JT) | Acting Head of Finance and Procurement |
| Iain Morris (IM) | Acting Director of Asset Management |
| Andy Girrity (AG) | Area Commander, Service Development (Item 8.2 only) |
| Lyndsey Gaja (LG) | Head of People (Item 8.3 only) |
| Paul McGovern (PMcG) | Programme Manager (Item 8.3 only) |
| Sandra Fox (SF) | Head of ICT (Item 9.2 only) |
| Kevin Murphy (KM) | Group Commander, Board Support Manager |
| Heather Greig (HG) | Board Support Executive Officer |
| Debbie Haddow (DH) | Board Support/Minutes |

**OBSERVERS**

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|---|---|
| Leanne Stewart | Portfolio Office |
| Joan Nilsen | Portfolio Office |
| Siobhan Hynes | Portfolio Office |

**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**

Angiolina Foster, Board Member

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

3.1　　　The Committee agreed that the *Financial Reporting – Change Portfolio* (Item 16), *Update on Strategic Service Review Programme* (Item 17) and *New Mobilising System* (Item 18), 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:  9 FEBRUARY 2023
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 meeting held on 9 February 2023 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 7.1.9 (Portfolio Office High Report Web/iHub Design Project Dossier – 10.11.22): CM advised that the project benefit profiles were still being worked on and internal governance processes were incomplete.  CM to update the action log with an estimated due date for completion.

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

## 7　　ANNUAL VALUE ADDED STATEMENT 2022/23
7.1　　　FT presented the report which outlined evidence of how the Committee support the effective functioning of the Board for approval.  FT advised that the statement reflected on the previous year's statement and actions since, how the Committee were only as good as information presented to them, and the justification for not including a long list of individual items presented to the Committee.

7.2　　　The Committee requested that the statement should be amended to include reference to the Strategic Service Review Programme (SSRP) and the ongoing discussions around the purpose/effectiveness of the Committee.

**ACTION:  FT**

7.3　　　Brief discussion took place on who should be recorded as providing the assurance levels for this report.  It was agreed to seek advice outwith the meeting and amend as necessary.

**ACTION:  BST**

7.4　　　The Committee queried whether the title could be amended from Value Added Statement to Committee Statement of Assurance immediately rather than wait until next year. Clarification to be sought.

**ACTION:  BST**

7.5　　**The Committee approved the report, subject to the amendments requested.**

## 8　　CHANGE PORTFOLIO/MAJOR PROJECTS
8.1　　**Programme Project Highlight Report**
8.1.1　　CM presented the Programme Project Highlight Report to the Committee which provided a wider overview of the identified risks, interdependencies, costs and capacity to deliver.

It was noted that some specific project updates were scheduled to be provided during the private session.

8.1.2   <u>New Mobilising System (NMS)</u>: Clare Adam had been appointed to the project team for 10 weeks to assist with developing the project plan, business case and assurance plan which would be aligned with the design authority assurance.

8.1.3   The Committee commented on the absence of due dates within the report and that the business case was not complete.  CM advised that the business case (5 case model) was currently in development.  Further update to be provided in the private session.

8.1.4   <u>Emergency Services Network (ESN)</u>:  IM advised the Committee that the field device testing was undertaken at Dundee and was successful.  The Board would be provided with a demonstration at a future Strategy Day (July 2023).

8.1.5   <u>People, Payroll and Finance (PPF) and Rostering</u>:  Both project briefs and termination report for People, Training, Finance and Asset Systems programme presented under 8.2.  The Senior Responsible Officer for the Rostering project was confirmed as DACO Stephen Wood.

8.1.6   <u>On Call Improvement Programme</u>:  Progressing towards an evaluation report to include cost benefits and risk analysis.  Evaluation report anticipated to be provided at the next Committee meeting (August 2023).

*(A Girrity left the meeting at 1020 hrs)*
*(L Gaja joined the meeting at 1020 hrs)*

8.1.7   <u>Safe and Well (S&W)</u>:  Evaluation report still being finalised and it was anticipated to be provided at the next Committee meeting (August 2023).  CM provided a brief update on the ICT challenges and potential additional work and project to combined CSET and HFSV systems (post evaluation).

8.1.8   The Committee commented on the current size of the portfolio compared to the limited resources.  SS reminded the Committee that a number of inflight projects were nearing completion and this would allow the Service to reset and prioritise appropriately.  CM advised that the Strategic Roadmap was being developed.  CM further advised that the SSRP would bring 3 new workstreams and where possible, existing projects would be aligned into this programme of work to help concurrent delivery.  CM noted the introduction of a prioritisation process based on the strategic outcomes and benefits, as well as an annual planning cycle for the portfolio for impact assessment purposes within the team.  CM commented on the multiple portfolios and the Annual Operating Plan within the Service and the work ongoing to align these activities.

8.1.9   The Committee requested a visual summary to include where change projects are currently in the pipeline, when they will be completed and removed from reports, and how they connect into the integrated planning approach and strategy of the Service.  To be brought back to the next meeting (August 2023).

**ACTION:  SS/CM**

8.1.10  The Committee commented on the delay in producing the S&W evaluation report and the reliability of business cases.  CM reminded the Committee that some business cases were produced retrospectively and highlighted the issues this had caused with clearly articulating the benefits.  The Committee accepted that this was a historical issue and that the Service has learnt and improved processes over the last 18 months.

8.1.11    West Asset Resource Centre (ARC):  IM confirmed the site would be handed over on 12 May 2023.  BT issues were being resolved today and notices had been issued to staff.  A site visit would be arranged for Board Members in the future.

8.1.12    McDonald Road Redevelopment/Museum of Fire:  Closing report drafted and would be brought forward to the next meeting (August 2023).  IM informed the Committee that temporary occupational certificates had been issued due to the ongoing challenges with fire exit signage and drainage which had now been rectified and resubmitted for final approval.

8.1.13    Low Carbon Appliance (LCA):  Delayed on time due to late delivery of vehicle axle. IM provided a brief update on the concerns identified with the axle and process for replacement.

8.1.14    IM advised the Committee that the vehicle was owned by the Service and the Intellectual Property ie the technology was owned by Emergency One and shared with Scottish Government (who funded the project).

8.1.15    The Committee noted the top 3 risks were listed as reputation, infrastructure and Covid-19, however to allow for proper scrutiny the Committee requested properly populated up to date risks.

8.1.16    The Committee reiterated the request for financial information on the whole life costs to be circulated.  CM reminded the Committee that the business case was previously circulated and included the costs in the pilot activities which would then inform the whole life costs.  The Committee noted this, however stated the need to consider the lifetime costs associated with LCA for budgetary purposes, as the Service cannot solely be driven by government policy.  CM to re-circulate information (by email) on the whole life costs associated with the Low Carbon Appliance.

**ACTION:  CM**

8.1.17    Formatting issues were noted within the Excel project highlight report, this would be rectified in future reports.

8.1.18    **The Committee scrutinised the report.**

*(P McGovern joined the meeting at 1045 hrs)*

8.2    **People, Training, Finance and Assets System Programme Termination Report and**
8.2.1    **Project Briefs**
LG presented the People, Training, Finance and Asset Systems (PTFAS) Programme Termination report and updated project briefs for the standalone projects that will continue following the closure of the Programme. The following key points were highlighted:

- Decision made to terminate the overarching PTFAS due to concerns re. complexity, risks and costs of this single programme.
- Recognition of the need and benefits of continuing with the Rostering and People, Payroll, Finance and Training (PPTF) projects.
- Benefits of PTFAS notably within the Health and Wellbeing system.  These included increased functionality, improved business process, cashable savings, integration with iTrent (automated).  In addition, across all areas of the scope there is an overall greater understanding of business processes, landscape and cashable/non-cashable savings by addressing the fundamental inefficiencies.
- Under investment in People processes, approx. 80% of processes are off-system.
- Critical enabler for the Corporate Service Review and Strategic Service Review programme.

- Expression of interests and updated outline business cases for both PPTF and Rostering projects.

8.2.2    PMcG further highlighted the output benefits of the improvement to the Health and Wellbeing System and potential future improvements to individual modules i.e. recruitment, procurement.

8.2.3    The Committee noted and welcomed the improvement to Health and Wellbeing as a result of the PTFAS project.  Although these improvements did not impact on the 80% off-system processes, the Committee were informed that it did address another set of issues.

8.2.4    The Committee queried whether the Service had a complete picture of "as is" end to end processes.  PMcG advised the Committee of the number of detailed and global processes.

8.2.5    The Committee noted the desire and need to make change and further noted that the Service needed to be clear on the organisational capability to drive through the changes and the cost of delivery.

8.2.6    LG advised the Committee that through PTFAS, the Service had a greater understanding of the market and the solutions available within the current costs/budgets.  LG noted that the implementation costs, internal capabilities, reinvestment of efficiencies realised etc. would be considered and captured within the business case, which was currently being developed.  LG further noted that the focus would not be a technology based solution, it would be primarily improving business processes.

8.2.7    The Committee requested detailed information on the benefits generated from the budgetary spend (£1.9m) on PTFAS.

**ACTION:  LG/PMcG**

8.2.8    **The Committee scrutinised the report.**

*(L Gaja and P McGovern left at 1105 hrs)*
*(Meeting broke at 1105 hrs and reconvened at 1110 hrs)*
*(S Fox joined the meeting at 1110 hrs)*

**9        GENERAL REPORTS**
9.1      **Portfolio Progress Update**
9.1.1    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 Design:  Framework and supporting toolkit created, several projects were engaged, Portfolio Office continue to engage with project teams.
- Business Case and Benefits Integrated:  Initial phase of integration of the benefit management process into business case processes had been completed.
- Change Portfolio Prioritisation Model Design:  Linked to the 7 strategic outcomes, complexity, benefits (financial/non-financial) and risk reduction.  Will be used for all new projects.
- Portfolio Office Strategy:  Four pillars of services outlined.  In the process of appointing a Change Centre of Excellence manager. Introduced Portfolio Governance and Assurance model.  PTFAS and NMS Teams brought into the Portfolio Office team.
- Business Change Lifecycle Design: Four phases of framework now in place and engagement ongoing with project teams to discuss new ways of working, highlight reports etc.  This engagement has been well received.
- Portfolio Office Risk Reporting:  Discussions were ongoing with Audit and Risk Manager to separate risk and issues.

- Portfolio Level Financial Reporting:  Second iteration to be presented under Item 16.
- Portfolio Highlight Report Design:  Some minor formatting issues noted earlier.  Report provides more clarity across areas of focus of delivery against time, cost, quality, skill and resource, as well as dependencies and risk.

9.1.2    The Committee noted the progress being made and requested an update on the creation of an Architectural Design forum.  CM advised that the Service plans to have a design authority which concentrates on bringing solution design through the start of the project to delivery.  A key aspect should be business architecture but we do not have this function within the Service at this time.

9.1.3    The Committee queried whether there were processes in place to capture and assess the impact of any suggested changes on the business/technical architecture.  CM advised that the Service were taking advice from external partners and ICT, however a holistic view across the organisation was not being considered.   A technical and architectural roadmap would help with looking to the future and horizon scanning.

9.1.4    **The report was provided for information only.**

9.2    **ICT Bespoke Development**
9.2.1    DL introduced SF who presented the report to the Committee to provide an overview of ongoing and planned work for the ICT Development team in relation to bespoke developments. The following key points were noted:
- Background on the Business Service and Development Teams and areas of ongoing work.  These were categorised as systems integration, digital process, systems of innovation and corporate applications.
- Development Team impacted by market forces and recruitment issues.
- Preferred approach was now to buy, not build, and to integrate where possible.
- All the corporate bespoke systems (circa 20) are frontline operational systems, with one exception which is TASS (Health and Safety).  These systems would be replaced with off the shelf products going forward, when required.
- Systems integration tool currently being used (BOOMI) which allows integration between various systems.
- Planned worked for this year included management information systems for Johnstone Operations Control and Safe and Well production readiness.

9.2.2    In regards to vacancy levels, SF confirmed that this was currently 25%.

9.2.3    The Committee noted that the main reason for not developing in-house systems was because this was no longer the preferred route rather than due to resourcing issues.

9.2.4    DL advised the Committee the any internal requests for bespoke development were being pushed back, questioned and would need to be aligned with the digital strategy.

9.2.5    **The report was provided for information only.**

*(S Fox left the meeting at 1145 hrs)*

10    **RISK**
10.1    **Portfolio Office Risk Report**
10.1.1    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.  The following key points were highlighted:
- Two 2 new risks added (ESN0011: SG funding delays and iHub00: Staff Resourcing)
- Disaggregation of PTFAS risks.

- Creation of NMS project risk log.
- Ongoing discussions with Project Managers regarding the proactive review of risks and the nomenclature in the risk descriptions.

10.2     The Committee commented on the currency of the data within the report and the subsequent impact on the level of scrutiny being able to be applied. The Committee also requested more specific (and current) data on mitigating actions.

10.3     **The Committee scrutinised the report.**

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

10.2.2   CM reminded the Committee of the intention to develop capabilities in risk management, split risks from issues and developing a new dashboard for reporting of portfolio risks.

10.2.3   CM highlighted the following risks:
- SDD001 (Delivery of Directorate Commitments): Positions remained vacant within the Portfolio Office due to budgetary issues.
- SDD004 (Continuous Improvement Culture):  Links to Strategic Spending Review.

10.2.4   The Committee requested a risk spotlight to seek assurance on how the Service actively manages risks in decision making with the emphasis on project management at the next meeting.

**ACTION:  CM**

10.2.5   JT reminded the Committee of the ongoing review of the risk register, the proposed changes and the reasons for same.  Brief discussion took place on culture and behaviour towards risk, risk appetite, compartmentalisation of risk and the need to operationalise risk.

10.2.6   **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 noted the following additions/revision:
- Risk spotlight (August 2023).
- New Mobilising System updates would be presented in future highlight reports.

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

         **The Committee noted the Forward Plan.**

**12        REVIEW OF ACTIONS**
12.1     KM confirmed that 7 formal actions was recorded during the meeting.

**13        DATE OF NEXT MEETING**
13.1     A Special Private meeting was scheduled for 26 June 2023.

13.2.    The next full meeting is scheduled to take place on Thursday 10 August 2023 at 1000 hrs.

13.3     There being no further matters to discuss, the public meeting closed at 1210 hrs.

**PRIVATE SESSION**

**14** **MINUTES OF PREVIOUS PRIVATE MEETING:**

14.1 **Thursday 9 February 2023**

14.1.1 The minutes of the meetings held on 9 February 2023 were approved as a true record of the meeting.

14.2 **Thursday 21 March 2023**

14.2.1 The minutes of the meetings held on 21 March 2023 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.

**16** **FINANCIAL REPORTING – CHANGE PORTFOLIO**

16.1 JT presented a report to the Committee providing an overview of the financial forecast for the Change Portfolio and its evolution.

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

**17** **UPDATE ON STRATEGIC SERVICE REVIEW PROGRAMME**

17.1 JT presented a report to the Committee providing an update of the progress in establishing the Strategic Service Review Programme (SSRP).

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

**18** **NEW MOBILISING SYSTEM**

18.1 DL provided a verbal update to the Committee on the New Mobilising System (NMS) project.

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