**PUBLIC MEETING - CHANGE COMMITTEE**

**THURSDAY 10 AUGUST 2023 @ 1000 HRS**

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

**PRESENT:**

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

**IN ATTENDANCE:**

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| Stuart Stevens (SS) | Deputy Chief Officer |
| 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 Director of Finance and Procurement |
| Iain Morris (IM) | Acting Director of Asset Management |
| Alex Lane (AL) | National Property Manager (Item 7.2 only) |
| Cathy Barlow (CB) | Deputy Head of Prevention and Protection (Item 7.3) |
| 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 |
| 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.

1.3     On behalf of the Committee, FT thanked Leanne Stewart for her hard work and efforts and wished her well in her new job.

**2       APOLOGIES**

2.1     None

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

3.1     The Committee agreed that the *People, Training, Finance and Assets System Upd*ate (Item 15), *McDonald Road Closing Report* (Item 16), *Financial Reports – Change Portfolio* (Item 17), *Update on Strategic Service Review Programme* (Item 18), *New Mobilising System* (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:  11 MAY 2023**

5.1     The minutes of the previous meeting were agreed as an accurate record.

5.1.1   **The minutes of the meetings held on 11 May 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.

6.2     FT commented on the action log updates being larger than normal and explained that this was necessary to ensure a complete and full update was being captured within the log.

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

**7       CHANGE PORTFOLIO/MAJOR PROJECTS**

7.1     **Programme Project Highlight Report**

7.1.1   RR 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.  The following key points were highlighted:

- New Mobilising System (NMS): Skill and Resources now reporting Amber due to the ongoing delay in recruitment of key project roles.
- West Asset Resource Centre and McDonald Road projects were now complete.
- Emergency Service Network: Cost and Time were reporting Red and Amber, respectively.
- On Call Programme: Progressing through closure phase and risks have been moved to appropriate directorate risk registers.
- Safe and Well:  Time and Quality reporting Amber.

7.1.2   In regard to capacity planning, DL advised the Committee that this was still in the early stages to review the portfolio and the capacity to deliver further change.  A revised structure has been approved by the Strategic Leadership Team (SLT), however, this was required to be delivered within the existing budget.  DL acknowledged the Committee's interest and previous comments regarding concerns on capacity and noted that progress was being made.

7.1.3

        CM further advised the Committee that the longer term roadmap of change was being reviewed with a view to identifying capabilities and capacity, links to the Annual Operating Plan and other portfolios within the organisation, and the development of a capacity management tool.

7.1.4    The Committee noted that the delivery of the NMS was a priority for the Service and urged that previous experiences were not repeated particularly around resourcing.

7.1.5    The Committee highlighted their concerns that there were some gaps in regards to business cases and benefits for a number of projects and that priority was not being given to these key activities.

7.1.6    In regard to the People, Payroll, Finance and Training project, the Committee noted it was reporting Green and queried whether this was accurate.  This would be discussed further under Item 15.

7.1.7    **The Committee scrutinised the report.**

*(A Lane joined the meeting at 1015 hrs)*

7.2    **West Asset Resource Centre Closing Report**
7.2.1    IM presented the Committee with the project closing report and the following key points were highlighted:
- Community Benefits information was now available and would be circulated separately after the meeting via email.
- Lessons learned from McDonald Road had been applied to this project.
- Project was delivered on time and under budget.

7.2.2    The Committee offered their congratulations on the successful delivery of the project.  The Committee sought clarification on the mechanics for embedding lessons learned into future projects.  IM advised the Committee that learnings were currently kept within the team, however work had begun with the Portfolio Office to share lessons wider.  CM informed the Committee of the creation of a change community practice with cross directorate representatives, to develop a knowledge hub to help share and embed learning across the Service.  CM to provide an update back to the Committee in 6 months (captured under Item 10 Forward Plan).

7.2.3    **The Committee scrutinised the report.**

*(A Lane left the meeting at 1020 hrs)*
*(C Barlow joined at 1020 hrs)*

7.3    **Safe & Well Project Update**
7.3.1    CB presented the report to the Committee to provide an overview of progress to date, benefits and options for the implementation of Safe and Well (S&W).  The following key points were highlighted:
- Recent papers presented at the Change Portfolio Progress Group (CPPG) were provided both for background and progress update on the project.
- Developed a person-centred approach to visits.
- Four different implementation options presented to the CPPG and Option 4 was agreed in principle. Option 4 was to take all previous learning and continue to develop an updated Home Fire Safety Visit (HFSV).
- Business case and implementation plan were being developed and would be submitted to the Change Portfolio Investment Group (CPIG) for decision.

7.3.2    Regarding governance, DL advised the Committee that the business case and implementation plan would initially be presented to CPIG and thereafter would be submitted to the Board for formal decision. The Committee requested further information on the governance route and decision timescales, and the opportunity to scrutinise the decision and implementation options.

**ACTION:  SS**

7.3.3   The Committee asked that consideration be given to reviewing the wording within the revisit section of the comparison table.

**ACTION:  CB**

7.3.4   The Committee noted the helpful HFSV and S&W comparison information within the papers and requested further detail on how evidence was gathered on the impact and effectiveness of HFSV workstreams for householders.

**ACTION:  CB**

7.3.5   The Committee commented on the revisit arrangements and sought clarity on the resource gain and benefits to workforce capacity of shifting the onus of follow-up visits onto high risk householders.

**ACTION:  CB**

7.3.6   In regard to the process for arranging revisits, the Committee recognised the capacity of internal resources required and queried whether the Service were maximising the contacts/relationships with our partner organisations.  The Committee sought further information on the current quality of connections with partners for partnership referrals.

**ACTION:  CB**

7.3.7   CB reminded the Committee of recent campaigns to raise awareness of HFSV and the work undertaken to engage with partners to raise awareness and the benefits of the integrated partnership platform to streamline referrals/sharing information.

7.3.8   CB advised the Committee that the IT system was 95% completed and would be piloted in November/December 2023.  CB noted that the system will not go live until the final implementation plan had been confirmed.

7.3.9   **The Committee scrutinised the report.**

*(C Barlow left the meeting at 1045 hrs)*

7.4     **Strategic Spending Review Programme (SSRP)**
7.4.1   JT provided a brief verbal update on the SSRP and highlighted the following key points:
   - CM had been appointed as the interim project manager.
   - Update on recruitment of project manager including shortlisting, interviews and market allowance.
   - Development of resource requirements within the workstreams and working groups.
   - Programme brief approved by CPIG.  The Programme Board were reviewing the brief to reflect more strategic narrative, further investment and identifying cashable savings.
   - Programme roadmap had been developed and socialised and would be subject to further refinement.
   - Programme Board structure agreed.
   - Brief outline of progress within all workstreams and reporting processes.
   - Financial scenarios developed and discussed with the SLT.  These will be presented at the special Board Strategy Day on 31 August 2023.

7.4.2   The Committee were reminded that a SSRP workshop was scheduled on 7 September 2023.

7.4.3   **The Committee scrutinised the report.**

**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 Benefit Management Framework Design: Action now complete.
- Business Case and Benefits Integration: Action now complete.
- Change Portfolio Prioritisation Model Design: Complete, now part of process for all future projects.
- Portfolio Office Function Strategy: Established 4 pillars of service delivery with varying degrees of development.
- Business Change Lifecycle Design: Action now complete.
- Portfolio Office Risk Reporting: New risk report format and trialling of dashboard.
- Portfolio Level Financial Reporting: New finance report including separate resource and capital spend.
- Portfolio Office Highlight Report: Action now complete.
- Portfolio Integrated Governance: Action now complete.
- Agreed to closure of 5 actions. Remaining action related to all change through one portfolio, and this would be addressed through the change roadmap which would provide an oversight of all change within the Service.
- Proposed closure of this report and look to a different form of reporting on capabilities and embedding same.

8.1.2    The Committee noted the excellent work undertaken with limited resources and would welcome a revised monitoring report that tracks PO progress, to also include information on how its use is embedded with non-specialist colleagues.

**ACTION:  CM**

8.1.3    CM anticipated that the Change Community Practice would help to develop and embed, along with the new Centre of Excellence Manager, revised management, and monitoring of compliance and new KPIs.

8.1.4    The Committee noted that further progress may be difficult without identifying a dedicated resource and queried whether all options had been fully explored.  SS advised the Committee that the Service had committed to explore some options and acknowledged that more could have been done.  The SLT were fully supportive of investing in change capabilities however other financial pressures also had to be taken into account.

8.1.5    CM informed the Committee of the development of career pathways i.e. apprenticeships. The Committee noted and welcomed this development, however, this was a longer term option which would not help with current concerns regarding change resources.  CM reminded the Committee of the current challenges within the marketplace.

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

**9        RISK**
9.1.1    **Portfolio Office Risk Report**
RR presented the Committee with an overview of the identified risks that could impact on the various programmes of work being monitored by the PO and noted that the areas of change were highlighted within the covering report.  The following key points were highlighted:
- Reduction in the number of risks reporting primarily due to the completion of West Asset Resource Centre and McDonald Road projects, transfer of On Call Programme risks to directorate risk registers and the Emergency Service Network risks being reviewed and downgraded to below the rating threshold of 15.

9.1.2    The Committee noted their support on reporting on risk with the rating of 15 or above. However, the Committee queried the level of importance being placed on the gap between

the current risk rating and the target risk rating.  This would be discussed further during Item 9.3 Risk Spotlight.

9.1.3    **The Committee scrutinised 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.  The following key points were highlighted:
- Closure of risk SPPC002 – Communicate with Stakeholders.
- Reduction in risk rating SDD001 – Delivery of Directorate Commitments.

9.2.2    CM noted that a review of the risk register was currently underway.  This was due to some discrepancies with the scoring and proposed to issue an updated committee aligned directorate report outwith the meeting (end of August).

**ACTION:  CM**

9.2.3    **The Committee scrutinised the report.**

9.3    **Risk Spotlight: Seeking Assurance on how the Service Actively Manages Risks in Decision Making with the Emphasis on Project Management**
9.3.1    DL gave a presentation to the Committee relating to the management of risks in decision making with the emphasis on project management.  The following key points were highlighted:
- Risk Management Policy and Framework (Section 9) clearly states the relationship between project management and risk management.
- PO's role in improving performance and evidencing and embedding any improvements.
- Risk reporting was the responsibility of the project manager and PO.
- Project managers conduct the initial risk assessment.
- Role of the Change Committee was to scrutinise and challenge the change portfolio.
- Review of Risks, Actions, Issues and Decisions (RAID log) was undertaken at specific stages and the risk assessments were continually reviewed/managed appropriately.
- Risks were reported through the highlight report at appropriate project boards.
- Any wider/significant risks identified are taken forward to the CPPG.  If necessary, risks would be escalated further to the CPIG.
- Risk review undertaken and new risk dashboard was being developed with Data Services.

9.3.2    CM informed the Committee that work was continuing on how to present management of issues more clearly.

9.3.3    JT advised the Committee of the development of a more dynamic risk register which had already been shared with the Audit and Risk Assurance Committee and would now be rolled out to all Committees.

9.3.4    Brief discussion on the original ask of the action and expectation of a broader discussion on how the Service manages risks with some specific reference to project management.  It was agreed that a further discussion was required to discuss how the Service actively manages risks, or how the Committee gains assurances and how concurrent risks are considered.  A further discussion would be held outwith the meeting.

**ACTION:  JT/FT**

9.3.5    **The Committee noted the presentation.**

**10    COMMITTEE ROLLING FORWARD PLAN**
10.1    **Committee Forward Plan**

10.1.1 The Committee noted the Forward Plan and noted the following additions/revision:
- Developing Change Community Practice and Lessons Learned (CM - February 2024)

**10.2     Items for consideration at Future IGF, Board and Strategy Day Meetings**
10.2.1    The following item(s) were identified for the Integrated Governance Forum:
- Active management of risk including how concurrent risks were managed.
- Change capability and resourcing.
- Constraints of Scottish Government's Policies on Service Provision.

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

**11     REVIEW OF ACTIONS**
11.1      KM confirmed that 8 formal actions were recorded during the meeting.

**12     DATE OF NEXT MEETING**
12.1      A special private meeting was scheduled for Wednesday 20 September 2023.

12.2.     The next full meeting is scheduled to take place on Thursday 9 November 2023 at 1000 hrs.

12.3      There being no further matters to discuss, the public meeting closed at 1130 hrs.


**PRIVATE SESSION**

**13     MINUTES OF PREVIOUS PRIVATE MEETING:**
13.1      **Thursday 11 May 2023**
13.1.1    The minutes of the meeting held on 11 May 2023 were approved as a true record of the meeting.

13.2      **Monday 26 June 2023**
13.2.1    The minutes of the meeting held on 26 June 2023 were approved as a true record of the meeting.

13.2.2    **The minutes of the private meetings held on 11 May 2023 and 26 June 2023 (Special) were approved as a true record of the meetings.**

**14     PRIVATE ACTION LOG**
14.1      The Change Committee Rolling Action Log was considered and actions were agreed and removed or re-opened as appropriate.

14.2      **The Committee noted the Private Action Log.**

**15     UPDATE ON PEOPLE, TRAINING, FINANCE AND ASSETS SYSTEM PROJECT INVESTMENT**
15.1      PMcG gave a presentation on the financial investment (resource budget) made to the programme since April 2021.

15.2      **The Committee noted the presentation and scrutinised the report.**

**16     MCDONALD ROAD CLOSING REPORT**
16.1      IM presented a report to the Committee to provide summary information on the closing report for the project.

16.2      **The Committee scrutinised the report and welcomed the successful delivery of the project.**

**17      FINANCIAL REPORTING – CHANGE PORTFOLIO**
17.1    JT presented a report to the Committee providing an overview of the financial forecast for the Change Portfolio and its evolution.

17.2    **The Committee scrutinised the report.**

**18      UPDATE ON STRATEGIC SERVICE REVIEW PROGRAMME**
18.1    JT presented a report to the Committee providing an update of the progress in establishing the Strategic Service Review Programme (SSRP) and requested feedback on the Programme Brief.

18.2    **The Committee scrutinised the report.**

**19      NEW MOBILISING SYSTEM**
19.1    DL provided a verbal update to the Committee on the NMS project.

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