



SCOTTISH
FIRE AND RESCUE SERVICE

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PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 9 NOVEMBER 2023 @ 1000 HRS

**MEETING ROOM 1, EAST SERVICE DELIVERY AREA HEADQUARTERS,
21 CLAYLANDS ROAD, NEWBRIDGE, EH28 8LF / VIRTUAL (MS TEAMS)**

PRESENT:

Fiona Thorburn, Chair (FT)
Stuart Ballingall (SJB)

Brian Baverstock, Deputy Chair (BB)
Angiolina Foster (AF)

IN ATTENDANCE:

Stuart Stevens (SS)	Deputy Chief Officer
David Lockhart (DL)	Assistant Chief Officer, Director of Service Development
Liz Barnes (LB)	Interim Deputy Chief Officer, Corporate Services
Curtis Montgomery (CM)	Head of Portfolio Office
Ross Robison (RR)	Portfolio Manager
Sarah O'Donnell (SO'D)	Director of Finance and Contractual Services
John Thomson (JT)	Head of Finance and Procurement
David Farries (DF)	Assistant Chief Officer, Director of Service Delivery
Cathy Barlow (CB)	Deputy Head of Prevention and Protection (Item 7.3 only)
Paul McGovern (PMcG)	Programme Manager (Item 16 only)
Derek Wilson (DW)	Area Commander, Service Development (Item 17 & 18 only)
Clare Adams (CA)	Senior Project Manager (Item 17 & 18 only)
Iain Ivory (II)	Actica Consultants (Item 17 & 18 only)
Tim Wright (TW)	Board Member
Heather Martin (HM)	Change Centre of Excellence Manager
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS

Joan Nilsen	Portfolio Office
Siobhan Hynes	Portfolio Office
Douglas Balfour	Emergency Service Network

1 WELCOME

- 1.1 The Chair opened the meeting, welcoming Heather Martin to her first meeting and 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

2.1 None.

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

3.1 The Committee agreed that the *Programme Project Highlight Report* (Item 15), *Financial Reports – Change Portfolio* (Item 16), *New Mobilising System Periodic Update* (Item 17), *New Mobilising System: Invitation to Tender* (Item 18) and *Risk Spotlight: Organisational Capacity and Capability* (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 AUGUST 2023

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

5.1.1 The Committee were advised that an update on the development of the capacity management tool would be discussed under the Risk Spotlight (Item 19) in the private session.

5.1.2 **The minutes of the meeting held on 10 August 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 Action: 7.3.3 Safe and Well Project Update (10/08/2023): Further clarification to be provided by CB on the revised wording within the revisit section and what onus was being placed on the householders. It was noted that the update position statement stated that householders would be contacted in the first instance. Action to be reopened.

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

7 CHANGE PORTFOLIO/MAJOR PROJECTS

7.1 Programme Project Highlights Report

7.1.1 RR presented the Programme Project Highlights 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): Amber for Time, Costs and Skills/Resources.
- Service Delivery Model Programme (SDMP) - Both Demand Based Duty System (DBDS) and Station and Appliance Review (SAR): Amber for Skills/Resources.
- Emergency Services Mobile Communications Programme (ESMCP): Amber for Skills/Resources.
- People, Payroll, Finance and Training (PPFT) and Rostering updates to be provided in private session due to financial elements.

7.1.2 The Committee requested what mitigating actions were in place for the areas reporting Amber. RR informed the Committee that external funding had been secured for ESMCP. JT advised that the full external funding would be split between Scottish Government and the Home Office. The Committee noted and welcomed this update.

7.1.3

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In regard to the SDMP Senior GIS Delivery Partner (SWECO), DL confirmed that this work had been completed and the RAG status would be updated to Green.

7.1.4

The Committee scrutinised the report.

(D Farries joined the meeting at 1010 hrs)

7.2 **On Call Programme Closing Report**

7.2.1 DF presented the Committee with the project closing report and the following key points were highlighted:

- Programme concluded in June 2023.
- No real costs were associated with the project, primarily due to existing staff undertaking additional duties and the dedicated resource of the On Call Support Team.
- Project resulted in 43 recommendations being made to the Strategic Leadership Team (SLT), Change Portfolio Progress Group (CPPG) and Change Portfolio Investment Group (CPIG).

7.2.2 The Committee noted that the lessons learned were both helpful and consistent with those previously identified.

7.2.3 SS reminded the Committee that work would continue and the recommendations would be incorporated into the SSRP work to support future ambitions. DF noted that there were 3 categories of recommendations, those that were delivered, being piloted, and moving forward. Of those moving forward, these have been split into Business as Usual (BaU) activities with some elements being progressed by the On Call Support Team. It was noted that some internal directorate restructuring would be necessary to ensure the retention of the On Call Support Team and that this would be undertaken within the existing financial budgets. Other larger elements, those impacting on terms and conditions, systems etc would be progressed through the SSRP work.

7.2.4 In regard to tracking and maintaining visibility on recommendations, the Committee queried whether this would be captured through the current process already in place for HMFSI reports/recommendations. JT offered his view that it was appropriate to be progressed through BaU and would not propose a similar approach such as a tracker. The Committee commented on the importance of these recommendations and the potential future strategic changes which will impact on same. SS reiterated that the BaU element would lie with the Service Delivery Directorate with the remainder being progressed through SSRP work, however thought could be given to how any progress was captured. The Committee requested clarity on how the programme recommendations would be tracked going forward now that they were moving into BaU.

ACTION: SS/DF

7.2.5 CM noted that regular reporting would continue to be provided through the SSRP highlight report.

7.2.6 **The Committee scrutinised the report.**

(C Barlow joined the meeting at 1025 hrs)

7.3 **Safe & Well Project Update**

7.3.1 CB provided a verbal update 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:

- Decision by CPIG to progress to a revised HFSV and the project would be formally closed.
- Closing report to be brought to the next Change Committee meeting.

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- Implementation Phase would be delivered through BaU by the Prevention and Protection Function. Implementation Board established and all associated governance arrangements were in place.
- Future updates would be submitted to the Service Delivery Committee.

7.3.2 The Committee noted the governance arrangements and future reporting to the Service Delivery Committee.

7.3.3 As per earlier discussions, the Committee sought clarification on the referral process and the onus being placed on the householders. The Committee noted their concerns for vulnerable individuals potentially not responding. CB reminded the Committee of the current process. CB explained the new method which would establish a preferred contact method with the individual ie text, letter etc and when the revisit is due the identified preferred method would be used. CB noted that should individuals' circumstances change, then they do not have to wait for a year but can request a further visit at any time. This was particularly stressed to partner referrals organisations.

7.3.4 Revisits are currently offered to high risk individuals however moving forward, everybody would be offered a revisit as the Service tries to change the risk profile and be more targeted in the visits carried out.

7.3.5 In order to gain a fuller understanding, the Committee noted that the provision of percentages relating to the uptake on the offer of revisits would be helpful. CB advised that it was difficult to capture this information within the current systems and that the new system would be able to provide this information. Evaluation to be undertaken on the percentage of revisits not able to be completed and the rationale for this.

ACTION: CB/DF

7.3.6 The Committee asked whether social housing landlords were advised if tenants do not respond to the offer of a revisit. CB to provide further information on the process of partner referrals ie are partners notified if no response from individuals and where does the responsibility/risk lie.

ACTION: CB/DF

7.3.7 The Committee commented on an evaluation of HFSV and incidents occurring at the same premises. CB indicated that this data may be available and would work with data services to identify its value.

7.3.8 **The Committee noted the verbal report.**

(C Barlow and D Farries left the meeting at 1040 hrs)

8 GENERAL REPORTS

8.1 Portfolio Progress Update

8.1.1 CM provided a verbal update on the Portfolio Progress to the Committee noting the following key points:

- New format of report was currently progressing through internal governance and would be presented at the next Committee meeting.
- Future reports would concentrate on 3 KPIs developed and reported through the dashboard. These related to project time, cost and accumulative benefits.
- Future report would also report on Portfolio Office (PO) target operating model and 3 PO objectives.
- Development of health check process which had been piloted with the PPFT project.
- Looking at stage gate assurance as part of change life cycle and would be piloted on the Rostering project. This would provide a link into assurance activities carried out by the new design authority.

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- Next meeting of the Change Community of Practice was scheduled for November 2023. Email previously circulated to the Committee on the themes discussed at previous meetings and future development of capabilities across the organisation.
- Developing annual planning process to look at all change holistically across the organisation.
- Consideration being given to merge the CPIG and CPPG.
- Update on ongoing recruitment for SSRP Programme Manager, Business Architecture Analyst and Continuous Service Improvement Manager, NMS Senior Project Manager and Senior Business Analyst roles. Overall positive position and good engagement with agencies and direct applications.
- In relation to SSRP, developing approach to workshops, some roles to develop the strategic blueprint for the future of the Service. Outline Business Case being developed for securing dedicated resources for this programme.

8.1.2 In regard to career development/professional qualifications, CM advised that this had been discussed including the intention for the future. CM noted the use of Prince2 previously and that different methods of managing projects that have more agile delivery methods were being considered. CM outlined his ambitions for career development within the organisation.

8.1.3 The Committee recognised the progress made in the last 18 months and suggested it may no longer be appropriate to discuss PO progress as the Service has moved onto the next stage. CM advised that the new format of report would be more data focussed, focussing on embedding capabilities and effectiveness of outcomes from projects. CM noted that issues remained around resourcing issues on key capabilities within the team. CM noted and would consider the comments made.

8.1.4 **The Committee noted the verbal report.**

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. The following key points were highlighted:

- Total of 8 risks were recorded with risk rating of 15 or above and related to NMS and PPFT.
- Risks relating to the Safe and Well implementation project have been transferred to BaU implementation project.
- Two risks were removed due to reduction in risk rating (under 15). These related to NMS and SDMP.

9.1.2 In regard to Risk NMS023 (design authority) and NMS003 (procurement resources), the Committee sought clarity on whether these issues had been addressed. DL advised that procurement issues had been addressed, however this was not reflected in the paper due to a timing issue in the production of the documents. DL further advised that work in relation to the design authority was ongoing, risks identified, and a mitigation plan was in place. This included the onboarding of the preferred supplier and the work that will be set out with the technical design authority that we will ask them to provide, and how we engage with our own design authority.

9.1.3 Brief discussion took place regarding the design authority, technical design authority and interfacing/integration into the NMS and existing systems.

9.1.4 **The Committee scrutinised the report.**

9.2 Committee Aligned Directorate Risks

9.2.1

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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:

- Risk SDD001 (inability to deliver against stated commitments and ambitions, due to limited resources and capacity) – risk rating has reduced from 15 to 9.
- Risk SDD004 (continual development and improvement, due to resources etc) – risk rating reduced from 16 to 6.
- Risk SDD005 (ESMCP funding) – risk rating reduced from 15 to 10.

9.2.2

In regard to differing risk criteria between project and service risks, further information/discussions on the nuance to be taken at the Audit and Risk Assurance Committee.

ACTION: CM

9.2.3

The Committee scrutinised the report.

10 COMMITTEE ROLLING FORWARD PLAN

10.1 Committee Forward Plan

10.1.1 The Committee noted the Forward Plan and the following additions/revisions:

- Demonstration of new HFSV system (including worked example and an analysis of data linked to incident location and HFSVs)

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:

- Home Fire Safety Visits including effectiveness (cross over with Service Delivery Committee)

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

11 REVIEW OF ACTIONS

11.1 KM confirmed that 4 formal actions were recorded during the meeting.

12 DATE OF NEXT MEETING

12.1 A special private meeting was scheduled for Wednesday 20 December 2023.

12.2 The next full meeting is scheduled to take place on Thursday 15 February 2024.

12.3 There being no further matters to discuss, the public meeting closed at 1115 hrs.

PRIVATE SESSION

13 MINUTES OF PREVIOUS PRIVATE MEETINGS:

13.1 Thursday 10 August 2023

13.1.1 The minutes of the meeting held on 10 August 2023 were approved as a true record of the meeting.

13.2 Wednesday 20 September 2023

13.2.1 The minutes of the meeting held on 20 September 2023 were approved as a true record of the meeting.

13.3 **The minutes of the private meetings held on 10 August 2023 and 20 September 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.**

(P McGovern joined the meeting at 1150 hrs)

15 PROGRAMME PROJECT HIGHLIGHTS REPORTS

15.1 RR presented the Programme Project Highlights Report to the Committee which provided a wider overview of the identified risks, interdependencies, costs and capacity to deliver. PMcG provided an update on the PPFT and Rostering projects.

15.2 **The Committee scrutinised the report.**

(P McGovern left the meeting at 1215 hrs)

16 FINANCIAL REPORTING – CHANGE PORTFOLIO

16.1 JT presented a report to the Committee providing an overview of the financial spend and forecast of Programme and Projects within the Change Portfolio, as of September 2023.

16.2 **The Committee scrutinised the report.**

19 RISK SPOTLIGHT: ORGANISATIONAL CAPACITY AND CAPABILITY

19.1 CM gave a presentation to the Committee on organisational capacity and capability.

19.2 **The Committee noted the presentation.**

(The meeting broke at 1245 hrs and reconvened at 1315 hrs)

(D Wilson and Iain Ivory joined the meeting at 1315 hrs)

17 NEW MOBILISING SYSTEM PROJECT UPDATE

17.1 DL presented the report to the Committee providing an overview of New Mobilising System (NMS) Project delivery and progress to date, and the next steps for scrutiny.

17.2 **The Committee scrutinised the report.**

18 NEW MOBILISING SYSTEM: INVITATION TO TENDER DOCUMENTATION

18.1 DL introduced Iain Ivory, Technical Advisor (Actica) to the Committee and presented the report to the Committee providing the New Mobilising System (NMS) Invitation to Tender (ITT) documentation for scrutiny.

18.2 The Committee confirmed that they had sought and received assurances on the process of developing the ITT and the associated route to market. As Chair of the Committee, FT would provide an update at the Special Board meeting (23 November 2023) to this effect.

18.3 **The Committee scrutinised the report.**