



SCOTTISH
FIRE AND RESCUE SERVICE

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PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 15 FEBRUARY 2024 @ 0930 HRS

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

PRESENT:

Fiona Thorburn, Chair (FT)
Stuart Ballingall (SJB)
Therese O'Donnell (TO'D)

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

IN ATTENDANCE:

Stuart Stevens (SS)

Liz Barnes (LB)

Curtis Montgomery (CM)

Gillian Buchanan (GB)

Sarah O'Donnell (SO'D)

David Lockhart (DL)

Marysia Waters (MW)

Nicola McGrath (NMCG)

Jason Lucchesi (JL)

Lyndsey Gaja (LG)

Paul McGovern (PMcG)

Stephen Wood (SW)

Derek Wilson (DW)

Kate Whitelaw (KW)

Lorna Forrest (LF)

Ross Haggart (RH)

Tim Wright (TW)

Heather Martin (HM)

Kevin Murphy (KM)

Heather Greig (HG)

Debbie Haddow (DH)

Deputy Chief Officer

Interim Deputy Chief Officer, Corporate Services

Head of Portfolio Office

Portfolio Manager

Director of Finance and Contractual Services

Assistant Chief Officer, Director of Prevention, Protection and Preparedness (Items 8, 20 and 21 only)

Head of Communications and Engagement (Item 7.2 only)

Internal and Corporate Communications Manager (Item 7.2 only)

Web Editor - Communications & Engagement (Item 7.2 only)

Interim Director of People (Item 16 only)

Programme Manager (Items 16 & 17 only)

Deputy Assistant Chief Officer (Item 17 only)

Area Commander, Service Development (Items 17 & 18 only)

Senior Project Manager (Items 17 & 18 only)

SSRP Programme Manager

Chief Officer

Board Member

Change Centre of Excellence Manager

Group Commander, Board Support Manager

Board Support Executive Officer

Board Support/Minutes

OBSERVERS

Joan Nilsen, Portfolio Office

Siobhan Hynes, Portfolio Office

Colin Brown, FBU

1 WELCOME

1.1 The Chair opened the meeting and welcomed those in attendance, particularly Therese O'Donnell and Lorna Forrest, and those participating via MS Teams. The Chair thanked the Committee for accommodating the extended timings of the meeting.

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 The Chair emphasised the importance of adhering to the timescales for the notification, submission, and circulation of meeting papers. This would help with preparations and enable Committee members to fully prepare ahead of the meeting.

2 APOLOGIES

2.1 No formal apologies.

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 15), *Portfolio Office Progress Update* (Item 16), *SFRS Change Maturity, Capacity and Capability* (Item 17), *People, Payroll, Finance and Training* (Item 18), *Rostering Project Update* (Item 19), *New Mobilising System Periodic Update* (Item 20), *Digital Assurance Office Gateway 3 Review Options* (Item 21) and *Strategic Service Review Programme* (Item 22), 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 NOVEMBER 2023

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

5.1.1 **The minutes of the meeting held on 9 November 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 **The Committee noted the Action Log.**

7 CHANGE PORTFOLIO/MAJOR PROJECTS

7.1 Programme Project Highlight Report

7.1.1 GB presented the Programme Project Highlight Report to the Committee which provided a wider overview of the identified risks, interdependencies, costs and capacity to deliver. The following key points were highlighted:

- New Mobilising System (NMS) reporting Amber for time, cost and skills and resources.
- Emergency Services Network (ESN) reporting Amber for time, skills and resources due to recruitment of vehicle fitters.
- iHub/Web reporting Amber for time, skills and resources due to availability of ICT support for the Nintex workflows.
- People, Payroll, Finance and Training (PPFT) is reporting Amber for time, skills and resources due to the original business case not being signed off and potential collaboration opportunities.

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7.1.2 In regard to ESN, GB noted that potential collaboration with Police Scotland would be discussed at the CPPG next week and agreed to provide an update.

ACTION: GB

7.1.3 In regard to the Station Appliance Review (SAR) and Demand Based Duty System (DBDS), the Committee sought clarity on the types of output expected from these based on the Operational Research in Health (ORH) work. SS noted that this would be addressed under item 22 (SSRP).

7.1.4 In regard to the Community Risk Index Model (CRIM), the Committee sought clarity on any data adjustments being made due to the changes to the Unwanted Fire Alarm Signal (UFAS) policy.

(D Lockhart joined the meeting at 0935 hrs)

7.1.5 DL informed the Committee that the University of Nottingham (DAMSL) had advised the removal of UFAS from CRIM due to being low risk on life risk. DL reminded the Committee that CRIM was based on the probability of an event occurring and an individual being involved in that event. DL noted that the recent UFAS changes had no impact upon the CRIM. The Service would continue to develop CRIM as new data becomes available and this would be used to support any future options.

7.1.6 The Committee noted that the CRIM used the proximity of activity as an assessment of risk and as such, the removal of UFAS would understate the activity level. DL reminded the Committee that the demand element (activity) is assessed through the ORH model, of which CRIM was only one element. DL noted that operational activity was covered through modelling via ORH and in house assessment, therefore UFAS activity was not being lost.

7.1.7 In regard to the SDMP Stakeholder Engagement Group session scrutinising the CRIM, the Committee sought to understand any outcomes from this session. DL advised that the purpose of this session was to engage and build understanding and knowledge of the process/methodology that had been developed as part of SDMP and would be applied as part of SSRP. The session was also to scrutinise the understanding of risk at a local level across the Service. DL noted that in general the risk levels across all data zones remained the same and there was general agreement that CRIM was reflective of the risk levels across the organisation.

7.1.8 Consideration to be given to develop an information sheet/guidance on SDMP/CRIM/ORH analysis. Discussions to be held outwith the meeting.

ACTION: FT/SS

7.1.9 **The Committee scrutinised the report.**

(M Waters, N McGrath, J Lucchesi joined the meeting at 0945 hrs)

7.2 **New Website KPI Benefits – Initial Findings**

7.2.1 MW introduced NMcG, who presented the Committee with an interim update on the key performance indicator (KPI) benefits of the new website. The following key points were highlighted:

- New website launched in September 2023 and the first evaluation carried out after the bonfire campaign.
- Due to the migration to Google Analytics 4 in January 2023, the data gathered between the old and new websites was not fully comparable.
- Increased activity, users, and page views across all 3 Service Delivery Areas during the recent bonfire campaign.

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- Improving data capture relating to conversion rates of site visits which go on to book home fire safety visits, visits to MyJobScotland, etc.
- User satisfaction monitored via engagement rates and average session duration.
- Published information shows an increased number of downloads and direct access to required information.
- Overall improved access, increased users and user friendly.

7.2.2 The Committee commented on the valued focus on outcomes, accessibility and user led process.

7.2.3 The Committee sought clarity on the 'Hemingway App' and whether this could be used for internal focussed writing. NMcG explained that this online application was used to determine the reading level for documents noting that the desirable level was for an average 11 year old. It was recommended that this should be used for all content.

7.2.4 In regard to conversion rates for unique users, NMcG noted that the next phase would be reviewing the quantifiable data.

7.2.5 Brief discussion took place on how the Service was capturing data on individual users, sessions, page views and section views. It was noted that a direct comparison was unable to be made between the previous and current Google Analytics but that they were as similar as possible.

7.2.6 In regard to tracking benefits, MW advised the Committee that the majority of the benefits were non cashable. These were efficiency savings and time which were mostly attributable to the iHub, rather than the website, as data on the time taken to find documents can be extrapolated across the staff base. It was confirmed that benefits would be tracked once the new iHub was launched.

7.2.7 **The Committee scrutinised the report.**

(M Waters, N McGrath, J Lucchesi left the meeting at 1000 hrs)

8 GENERAL REPORTS

8.1 **Audit Action Plans and Closing Reports Update: Command and Control Mobilising System**

8.1.1 DL presented a report to the Committee providing a progress update (as at November 2023) on the actions relating to the HMFSI report on Command and Control Mobilising System (CCMS). The following key points were noted:

- No definitive recommendations were made within the original report.
- Recommendations were extrapolated and aligned with the ongoing activities in regard to the NMS.
- Due to the timings of the report, several updates have now been superseded and the report would be updated going forward.

8.1.2 In relation to the testing of evacuation business continuity plans, the Committee noted that the prolonged downtime scenario had not been tested and queried the risk and contingency around this. DL noted that the NMS project had not considered this recommendation. However, subsequent activity had been undertaken, and the Committee were reminded of the existing business continuity arrangements.

8.1.3 **The Committee scrutinised the report.**

(D Lockhart left the meeting at 1015 hrs)

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 Office. The following key points were highlighted:

- Total of 9 risks were recorded with risk rating of 15 or above and related to NMS, PPFT, Rostering and ESN.
- Risk related to NMS and Rostering would be discussed further in the private session.

9.1.2 The Committee scrutinised the report.

(D Johnston joined the meeting at 1017 hrs)

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:

- Realignment of directorate and Portfolio Office risks due to internal restructuring.
- Portfolio management risk register to be created and would include interdependent risks.
- Total of 2 risks were recorded with risk rating of 15 or above and related to resource, and capacity and capability. Updates to be provided in the private session.

9.2.2 In relation to the increased probability for risk SDD001, CM advised that this had been resolved and an update on budgets relating to SSRP and resourcing would be provided in the private session.

9.2.3 In relation to the delayed control actions, the Committee sought further information to help understand the reasoning and consequence of any delays. DL noted that further scrutiny of individual risks was accessible via the risk dashboard and if necessary, further information could be sought from the relevant directorate. DL reminded the Committee that drop-in sessions had been hosted by Data Services to assist the Committee to fully utilise the system.

9.2.4 Discussion took place on the purpose of the report and the need for consistency across all Committees/Board. It was agreed that the focus should remain on risks rated 15 and above and their associated control actions.

9.2.5 The Committee scrutinised the report.

(D Johnston left the meeting at 1023 hrs)

10 COMMITTEE ROLLING FORWARD PLAN

10.1 Committee Forward Plan

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

- Organisational Capacity and Capability to be added as a standing agenda item.

10.2 Items for consideration at Future IGF, Board and Strategy Day Meetings

10.2.1 The following item(s) were identified for the Service Delivery Committee:

- New Website KPI Benefits – Initial Findings – For Information only

10.2.2 The Committee noted the Forward Plan.

11 REVIEW OF ACTIONS

11.1 KM confirmed that 2 formal actions were recorded during the meeting.

12 DATE OF NEXT MEETING

12.1 A special private meeting was scheduled for Monday 18 March 2024.

- 12.2. The next full meeting is scheduled to take place on Thursday 2 May 2024.
- 12.3 There being no further matters to discuss, the public meeting closed at 1027 hrs.

(The meeting broke at 1027 hrs and reconvened at 1040 hrs)

PRIVATE SESSION

13 MINUTES OF PREVIOUS PRIVATE MEETING:

13.1 Thursday 9 November 2023

- 13.1.1 The minutes of the meeting held on 9 November 2023 were approved as a true record of the meeting.

13.2 Monday 22 January 2024

- 13.2.1 The minutes of the meeting held on 22 January 2024 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 or re-opened as appropriate.

15 FINANCIAL REPORTING – CHANGE PORTFOLIO

- 15.1 SO'D advised the Committee that this report was being revised and agreed to provide a new iteration of Finance Report in Q1 2024/25.

- 15.2 **The Committee noted the verbal report.**

16 PORTFOLIO OFFICE PROGRESS UPDATE

- 16.1 CM presented a report to the Committee providing a regular update on progress on key activities undertaken by the Portfolio Office, in building and developing new and existing capabilities specific to strategic Portfolio, Project and Programme management maturity (P3M3).

- 16.2 **The Committee scrutinised the report.**

17 SFRS CHANGE MATURITY, CAPACITY AND CAPABILITY

- 17.1 CC presented the report to the Committee which provided a high-level view of SFRS change capacity and capabilities.

- 17.2 **The Committee scrutinised the report.**

18 PEOPLE, PAYROLL, FINANCE AND TRAINING

- 18.1 PMcG presented a report to the Committee providing an overview of the People, Payroll, Finance and Training (PPFT) project progress and relevant next steps.

- 18.2 **The Committee scrutinised the report.**

19 ROSTERING PROJECT UPDATE

- 19.1 SW presented a report to the Committee providing an overview of the Rostering project progress and relevant next steps.

- 19.2 **The Committee scrutinised the report.**

20 NEW MOBILISING SYSTEM PERIODIC UPDATE

- 20.1 DL presented the report to the Committee providing an overview of NMS Project delivery, progress to date and the next steps, for scrutiny.

20.2 **The Committee scrutinised the report.**

21 DIGITAL ASSURANCE OFFICE GATEWAY 3 REVIEW OPTIONS

21.1 DL presented the report to the Committee providing an overview of the operational Scottish Government Portfolio, Programme and Project Assurance (PPPA) Gateway 3: Investment decision review progress, implications and activity undertaken by the NMS Project.

21.2 **The Committee scrutinised the report.**

22 STRATEGIC SERVICE REVIEW PROGRAMME

22.1 SS gave a presentation to the Committee to provide a detailed update on SSRP and noted the recent discussions at the recent Strategy Day (25 January 2024).

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