



SCOTTISH
FIRE AND RESCUE SERVICE

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PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 2 MAY 2024 @ 0930 HRS

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

PRESENT:

Fiona Thorburn, Chair (FT)
Angiolina Foster (AF)

Stuart Ballingall (SJB)
Therese O'Donnell (TO'D)

IN ATTENDANCE:

Stuart Stevens (SS)	Deputy Chief Officer
Liz Barnes (LB)	Interim Deputy Chief Officer, Corporate Services
Curtis Montgomery (CM)	Head of Portfolio Office
Gillian Buchanan (GB)	Programme Manager
Sarah O'Donnell (SO'D)	Director of Finance and Contractual Services
David Lockhart (DL)	Assistant Chief Officer, Director of Prevention, Protection and Preparedness
Andrew Mosley (AM)	Project Manager (Item 8.3 only)
Derek Wilson (DW)	Area Commander, Service Development (Item 19 only)
Lorna Forrest (LF)	SSRP Programme Manager (Item 20 only)
Lyndsey Gaja (LG)	Interim Director of People (Item 21 only)
Paul McGovern (PMcG)	Programme Manager (Item 21 & 22 only)
Stephen Wood (SW)	Deputy Assistant Chief Officer (Item 22 only)
Heather Martin (HM)	Change Centre of Excellence Manager
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Hadow (DH)	Board Support/Minutes

OBSERVERS

Joan Nilsen, Portfolio Office
Siobhan Hynes, Portfolio Office
Seona Hart, Fire Brigades Union
Douglas Balfour, Home Office

1 WELCOME

- 1.1 The Chair opened the meeting and welcomed those in attendance 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

Brian Baverstock, Deputy Chair

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), *SFRS Change Maturity, Capacity and Capability* (Item 17), *People, Payroll, Finance and Training* (Item 21), *Rostering* (Item 22), *New Mobilising System Periodic Update* (Item 19), *Service Delivery Model Programme (SDMP) Development Stage Position* (Item 18) and *Strategic Service Review Programme* (Item 20), 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: 15 FEBRUARY 2024

5.1 The minutes of the previous meeting were agreed, subject to one minor typographical error, as an accurate record.

5.1.1 **Subject to a minor typographical error, the minutes of the meetings held on 15 February 2024 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 7.1.8 Programme Project Highlight Report (16/02/2024): SS advised that the information document relating to SDMP/CRIM/ORH analysis would be circulated before the next meeting (August 2024). SS and FT to discuss further outwith the meeting.

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

7 COMMITTEE STATEMENT OF ASSURANCE

7.1 FT presented the Committee Statement of Assurance for approval and noted that further revisions were required to emphasise the New Mobilising System (NMS) project and the Strategic Service Review Programme (SSRP).

7.2 **Subject to further revision relating to NMS and SSRP being made, the Committee approved the Committee Statement of Assurance.**

8 CHANGE PORTFOLIO/MAJOR PROJECTS

8.1 **Programme Project Highlight Report**

8.1.1 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.

8.1.2 In regard to People, Payroll, Finance and Training (PPFT), it was noted that the project's overall health was reporting Red. The Committee noted that a better understanding of the relationship between PPFT and any potential shared services opportunities was required. This would be discussed further under Agenda Item 21.

8.1.3 In regard to the Rostering project, the Committee noted that this was reporting Amber for Quality and Skills & Resources and sought to understand what remedial actions were being taken. CM advised that there should be mitigating actions in the plan, however due to a timing issue, the most recent updates may not have been received.

8.1.4 The Committee requested further clarity within the mitigating actions with further detail on timescales and milestones within future reports.

ACTION: CM/GB

8.1.5 **The Committee scrutinised the report.**

(D Wilson joined the meeting at 0940 hrs)

8.2 **New Mobilising System Dossier**

8.2.1 DL presented the NMS Project dossier to the Committee for scrutiny. The following key points were highlighted:

- NMS dossier was produced following the production of the outline business case and outlined the reasons for the delayed presentation to the Committee.
- Number of different artifacts developed for the project and various plans brought together to support the dossier.
- Additional support and professional project management aligned to the project.
- No previous dossier had been developed for the project.
- Continuous process of updating all artifacts within the projects.

8.2.2 The Committee acknowledged the current situation with the project. DL advised that in terms of governance, producing a project dossier and submitting for scrutiny was important. DL confirmed that if any further changes were required to the project dossier, it would be resubmitted to the Committee for scrutiny.

8.2.3 **The Committee scrutinised the report.**

(D Lockhart and D Wilson left the meeting at 0945 hrs)

(A Mosley joined the meeting at 0945 hrs)

8.3 **Emergency Services Mobile Communications Programme Project Change Request and Dossier**

8.3.1 AM presented the revised Emergency Services Mobile Communications Programme (ESMCP) project Change request and dossier to the Committee for scrutiny. The following key points were highlighted:

- Proposal to align ESMCP and the In Vehicle Systems (IVS) project due to the synergy between the 2 projects and outlined the benefits for the project and Service in doing so.
- Significant positive change for the Service.
- Replacement of all front end hardware on vehicles, including Airwave radios (R5), mobile data terminals and GETAC tablets.
- Mobile data terminals and GETAC tablets will be replaced with a single device (Panasonic CF33) and updated software (Modas). Work was ongoing in relation to obtaining a code of connection which is a security requirement from the Home Office, and any implications following the recent ruling against Airwave.
- Outline of the benefits to the projects and Service in bringing the ESMCP and IVS projects together.

8.3.2 With regard to the revised extended delivery timescale (December 2029), the Committee queried whether there was an updated road map, the implications and risks associated with the extended timescale and reasons why the timescale had increased by 3 years. AM reminded the Committee that this was a UK Home Office led project which the Service had no control over. However, this presents an opportunity for the Service, due to the work currently ongoing, and would enable the Service to be in a stronger position going forward. This would allow the Service to progress with the IVS and ESMCP trial devices and remain ahead of other UK FRS's. Another benefit of installing the Airwave R5 would allow the Service to be an early adopter of the Emergency Services Network (ESN).

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- 8.3.3 AM reminded the Committee that the delay would also allow the NMS to be installed and fully embedded. AM noted that the Service could not move to ESN without NMS being in place. AM further noted the regular communications and tracking between the ESMCP and NMS projects.
- 8.3.4 The Committee noted their concerns regarding combining projects that were not fully within the control of the Service. AM reiterated the positive opportunities for the Service to make significant progress. SO'D noted that there was opportunity within this space, which formed part of enabling infrastructures and that a diagram would be developed to show the interconnections and socialise across the Service. The Committee requested development of the diagram that defines the timeline and interdependencies between ESMCP, IVS and the NMS.
- ACTION: SO'D**
- 8.3.5 The Committee queried whether there were any implications for the NMS Project and the shelf life and withdrawal or potential continuation of maintenance of the existing platform. SO'D noted that the delay in ESMCP was helpful as this would allow the Service to deliver and embed the NMS in order to connect to ESMCP.
- 8.3.6 AM informed the Committee that Airwave were already replacing their hand held, voice and in vehicle radios to ensure that they remained viable until 2029. AM reiterated that the delay was helpful however the Service needed to maximise the opportunity.
- 8.3.7 The Committee sought clarification on the implications from the end of maintenance contracts on existing mobilising systems and whether it was known if suppliers would continue to support these old systems. SO'D noted that there was still a hard deadline and this remains a significant risk to the Service. To be discussed further in the private session.
- 8.3.8 The Committee queried how assurances could be provided that the work being undertaken would still be compatible with the new system when it is eventually available. SO'D reminded the Committee that the Service were working with the Home Office and Scottish Government on a funded pathfinder project, ESN Data First. The Service continues to work with those driving the project i.e. Home Office, and it is incumbent upon them to ensure the software is still compatible.
- 8.3.9 AM provided a brief explanation of the level of risk facing the Service and the wider UK emergency services network. AM offered his assurance that the Service were not being complacent and would remain alert to any changes in the future.
- 8.3.10 Financial detail and plans to be developed and included in project dossiers going forward.
- ACTION: SO'D/CM**
- 8.3.11 **The Committee scrutinised the report.**

(A Mosley left the meeting at 1010 hrs)

9 GENERAL REPORTS

9.1 Portfolio Progress Update

9.1.1 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). The following key points were highlighted:

- Funding identified to recruit 9 additional roles to support both the Portfolio Office and SSRP. These additional roles were Planning and Resourcing Lead, Reporting and MI Lead, Senior Business Analysts, Business Change and Implementation Manager, Senior Project Managers, People Manager and Programme Officer.

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- Outline of changes within the Portfolio Office capabilities and progress within the change community practice area.
- Continuing to develop the peer review works with other UK FRS and draft terms of reference were now available.
- Next iteration of Financial Report would be presented in private session.
- Outline of the business architecture analysis and service improvement teams work in relation to the strategy, working processes/practices, links with design authority and impact assessments for change.

9.1.2 The Committee noted that the peer review draft terms of reference required further development. CM to revise and circulate ahead of the next meeting (August 2024).

ACTION: CM

9.1.3 The Committee noted that the process of prioritisation would be discuss further in the private session.

9.1.4 The Committee welcomed the progress being made in relation to internal resourcing and recruitment and recognised the subsequent increased leadership/management required. As a result, the Committee noted the need for assurances to be given on the impact, efficacy and value for money for the investment in this area.

9.1.5 The Committee requested an opportunity to contribute to the scope of the Internal Audit relating to Change Management.

ACTION: SO'D/CM

The Committee scrutinised the report.

9.1.6

9.2 Committee Quarterly Performance Report Q4 2023/24

9.2.1 CM presented the performance report to Committee for scrutiny and advised that the reporting had been paused to allow the financial report to be redefined. CM advised that the statement within the covering report was incorrect as the methodology was not flawed. CM explained the issues and challenges with retrieving data, lack of business case etc. CM noted that the intention was to re-baseline measures and link this back to the KPIs.

9.2.2 The Committee noted that the covering report was contradictory to the verbal update provided. The Committee voiced their concerns regarding the lack of clarity, unknown timescales, being unsighted on performance data and the impact of this on the Committee's ability to undertake proper scrutiny.

9.2.3 CM advised the Committee that as the new portfolio is developed, it will be linked to SSRP etc. and all projects will be re-baselined.

9.2.4 The Committee noted that it would have been helpful if the timescale relating to the review of portfolio reporting had been included within the covering report so that the Committee were aware of when reliable reporting would be available.

9.2.5 CM advised the Committee of the proposal to update and re-baseline KPIs for the next report. CM and FT to discuss further outwith the meeting.

ACTION: CM

9.2.6 **The Committee scrutinised the report.**

10 RISK

10.1 Portfolio Office Risk Report

10.1.1 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.

10.1.2 Brief discussion took place on the need for greater understanding of risk, increased focus and consideration of risk throughout the meeting and the identification of emerging risk themes.

10.1.3 The Committee requested a workshop be arranged to discuss the provision and analysis of the risk register.

ACTION: FT/BST

10.1.4 **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 of the identified Directorate risks and controls.

10.2.2 **The Committee scrutinised the report.**

11 COMMITTEE ROLLING FORWARD PLAN

11.1 Committee Forward Plan

11.1.1 The Committee noted the Forward Plan.

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

11.2.1 There were no items identified.

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

12 REVIEW OF ACTIONS

12.1 KM confirmed that 5 formal actions were recorded during the meeting.

13 DATE OF NEXT MEETING

13.1 A special private meeting was scheduled for Wednesday 13 June 2024.

13.2 The next full meeting is scheduled to take place on Thursday 1 August 2024.

13.3 There being no further matters to discuss, the public meeting closed at 1033 hrs.

(The meeting broke at 1033 hrs and reconvened at 1040 hrs)

(D Lockhart rejoined the meeting at 1040 hrs)

PRIVATE SESSION

14 MINUTES OF PREVIOUS PRIVATE MEETING:

14.1 Thursday 15 February 2024

14.1.1 The minutes of the meeting held on 15 February 2024 were approved as a true record of the meeting.

14.2 Monday 18 March 2024

14.2.1 The minutes of the meeting held on 18 March 2024 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 or re-opened as appropriate.

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

16 FINANCIAL REPORTING – CHANGE PORTFOLIO

16.1 SO'D presented the reformatted financial report to the Committee which outlined the financial impacts of the Change Portfolio over the medium term.

16.2 **The Committee scrutinised the report.**

17 SFRS CHANGE MATURITY, CAPACITY AND CAPABILITY APRIL 2024

17.1 CM presented an update report to the Committee providing a high-level view of the Service's change capacity and capabilities.

17.2 **The Committee scrutinised the report.**

18 SDMP PHASE 2 DEVELOPMENT STAGE POSITION STATEMENT

18.1 DL presented the report to the Committee providing an update regarding the completion of the Development Phase of the programme.

18.2 **The Committee scrutinised the report.**

(D Wilson joined the meeting at 1150 hrs)

19 NEW MOBILISING SYSTEM PERIODIC UPDATE

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

19.2 **The Committee scrutinised the report.**

(The meeting broke at 1220 hrs and reconvened at 1230 hrs)

(D Lockhart and D Wilson left the meeting at 1220 hrs)

(L Forrest joined the meeting at 1230 hrs)

20 STRATEGIC SERVICE REVIEW PROGRAMME

20.1 SS presented a report to the Committee providing a high level overview update of the Strategic Service Review Programme (SSRP) including key risks, enabling and interdependent activities and engagement.

20.2 **The Committee scrutinised the report.**

(L Forrest left the meeting at 1255 hrs)

(L Gaja and P McGovern joined the meeting at 1255 hrs)

21 PEOPLE, PAYROLL, FINANCE AND TRAINING PROJECT UPDATE

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

21.2 **The Committee scrutinised the report.**

(F Thorburn and L Gaja left the meeting at 1315 hrs)

(S Wood joined the meeting at 1315 hrs)

(S Ballingall commenced chairing the meeting at 1315 hrs)

22 ROSTERING PROJECT UPDATE

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

22.2 **The Committee scrutinised the report.**