SCOTTISH
FIRE AND RESCUE SERVICE
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PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 1 AUGUST 2024 @ 1000 HRS

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

PRESENT:

Stuart Ballingall, Chair (SJB)	Angiolina Foster, Deputy Chair (AF)
Therese O'Donnell (TO'D)	Paul Stollard (PS)
Fiona Thorburn (FT)	

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 (Items 8.2, 17 and 20 only)
Lyndsey Gaja (LG)	Interim Director of People (Item 16 only)
Emma Tinto (ET)	Project Manager (Item 7.2 only)
Paul McGovern (PMcG)	Programme Manager (Item 7.2 & 16 only)
Kate Whitelaw (KW)	Project Manager (Item 17 only)
Lorna Forrest (LF)	SSRP Programme Manager (Item 20 only)
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS

Joan Nilsen, Portfolio Office
Seona Hart, Fire Brigades Union
Raymond King, Group Commander

1   WELCOME

1.1   The Chair opened the meeting and welcomed those in attendance, particularly Paul Stollard to his first meeting, and those participating via MS Teams. The Chair offered his thanks to Fiona Thorburn, former Chair of the Committee, for her contributions and dedication throughout her tenure.

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

Tim Wright, Board Member

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

3.1   The Committee agreed that the *People, Payroll, Training and Finance* (Item 16), *Financial Reporting – Change Portfolio* (Item 16), *New Mobilising System Periodic Update* (Item 17), *SFRS Change Maturity, Capacity and Capability* (Item 18), *Quarterly Performance Q1 2024/25* (Item 19), *SDMP Closing Report* (Item 20) and *Strategic Service Review Programme* (Item 21), would be heard in the private session due to 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: 2 MAY 2024

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

5.1.1   **The minutes of the meeting held on 2 May 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 8.1.2 Portfolio Office Progress Update (10/08/2023): Agreed to close.

Action 9.2.2 Committee Aligned Directorate Risks (09/11/2023): CM updated the Committee on the proposed changes to risk reporting which would be brought to the next meeting.

Action 8.1.4 Programme Project Highlight Report (02/05/2024): GB advised that this action was to ensure that additional narrative was included within the highlight reports, and this was now in place.

Action 8.3.4 (ESMCP Project Change Request and Dossier (02/05/2024): SO'D advised the Committee that a prototype report was still in development and would share with the Committee members off table. It was agreed that the Due Date would remain as August 2024 and the diagram would be circulated as soon as it became available.

Action 8.3.10 ESMCP Project Change Request and Dossier (02/05/2024): SO'D provided a brief update on the work to review and refresh the current business case process.

Action 9.1.2 Portfolio Office Progress Update (02/05/2024): The Committee sought clarity on whether these meetings would continue without any terms of reference. CM advised that the Manchester led consortium peer review have agreed, in principle, that any upcoming projects could be brought forward, and terms of reference would be developed. The Committee cautioned on the lack of structure or clear articulation on the purpose or outcomes sought from these meetings.

6.2   **The Committee noted the Action Log, and the closure of actions were agreed.**

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.

7.1.2   **The Committee scrutinised the report.**

(E Tinto and P McGovern joined the meeting at 1015 hrs)

7.2   **Rostering Project Dossier**
7.2.1   ET presented the Rostering project dossier to the Committee for scrutiny. The following key points were highlighted:
- Brief overview of the project that will deliver a modern and efficient rostering and availability system via a digital solution.
- Dossier outlined the justification for the project, benefits, dependencies, and overview of approach to the system and delivery as well as integration and business change methodology.
- High level outline position at present pending the contract being finalised.

7.2.2   Noting the high-level nature of the dossier, the Committee commented on the misalignment between the timelines of key milestones and core assumptions. In particular, the alignment with leave years and the expiry of existing systems (December 2025). ET advised that the project plan was being developed and due diligence would be carried out on any previous assumptions to ensure and evidence that they are being accurately presented. The Committee requested that should any adjustments be required to the existing assumptions, that these were explicitly highlighted in future updates. ET noted and confirmed that this would be reported, as necessary.

7.2.3   The Committee sought clarification on the term "contract in transaction". ET provided a brief explanation noting that due to periods of annual leave the contract had not yet been signed. However, ET advised that the supplier and the Service were fully aligned, and planning work had commenced to avoid any time being lost whilst awaiting the contract being signed.

7.2.4   ET advised that the contract covered the statement of requirements, expectations of what the supplier would be required to do/work towards and the implementation plan.

7.2.5   In regard to the milestones with TBA delivery dates, ET explained the reasoning behind not making assumptions on any potential dates. ET informed the Committee that the new systems would be in place prior to the decommissioning of the existing system. This would afford the Service a period of dual running which would help manage risks of transferring between systems. The Committee, noting the reasons given, felt that the inclusion of approximate dates would have been helpful.

7.2.6   The Committee queried the contingency and/or option for continued support beyond the end of the existing contract. ET advised that throughout the life cycle, the project would be constantly monitored during each phase and close management of risks would be undertaken. PMcG advised that the maintenance contract for the existing system would end in December 2025, however, support would still be available until 2027.

7.2.7   The Committee noted the assumption of an "off the shelf" Gartan solution and requested to be kept informed of any additional changes being requested and any impact on the timescale. ET noted this request and PMcG advised that Gartan is the current provider for the On Call availability systems so this afforded the Service some comfort should there be any delays.

7.2.8   The Committee sought clarification on the resourcing required to deliver the project, which was noted as ongoing. ET advised that the project team was still being brought together to take the project forward and good progress was being made.

7.2.9   In relation to project benefits, the Committee were reminded that these were outlined within the business case.

7.2.10   ET advised that the Project Executive was DACO Stephen Wood.

7.2.11   The Committee requested that once the contract had been finalised, the assumptions for timelines and deadlines were to be confirmed.

ACTION: PMcG/ET

7.2.12   **The Committee scrutinised the report.**

(E Tinto and P McGovern left the meeting at 1035 hrs)
(D Lockhart joined the meeting at 1035 hrs)

8   GENERAL REPORTS
8.1   Portfolio Progress Update
8.1.1   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:
  • Update on recent/ongoing recruitment process for 10 posts.
  • Recruitment processes for both the Planning and Resource Lead and Reporting and MI Lead posts were not successful. Revised recruitment strategy would now be undertaken.
  • Meeting scheduled with PPM system supplier, to discuss and progress automated workflows/reports.
  • Update on the development of career pathways within the Portfolio Office.

8.1.2   The Committee queried whether the remuneration was an obstacle when attracting applicants. CM noted that this may be a factor and reiterated the proposed dual recruitment approach to attract a wider pool of applicants.

8.1.3   The Committee questioned the impact of not being able to successfully recruit. CM noted that there was an impact, the challenges with internal recruitment processes and external marketplace. CM further noted that this recruitment was a priority for the Portfolio Office and anticipated having approximately 50% of the vacancies filled within the coming weeks.

8.1.4   **The Committee scrutinised the report and agreed the removal of this standing agenda item from the Forward Plan.**

8.2   Audit and Inspection Action Plan Update (Command and Control Mobilising System)
8.2.1   DL presented a report to the Committee providing a progress update, as at May 2024, on the actions relating to the HMFSI report on the Command and Control Mobilising System.

8.2.2   **The Committee scrutinised the report.**

9   POLICE SCOTLAND AND SFRS CORPORATE SERVICES COLLABORATION REVIEW – END REPORT

9.1   MMcA presented the report updating the Committee on the conclusion of the development of an Outline Business Case (OBC) to identify collaboration opportunities in corporate services for Police Scotland (PS) and SFRS. The following key points were highlighted:

- Update report following recent Board discussions and meetings with the Cabinet Secretary for Justice and Veterans relating to the OBC undertaken jointly with PS.
- Outline of the scope of the OBC noting that the decision was made that the command and control functions would be considered separately.
- Agreement on success criteria, evaluation, scoring and delivery of options.
- Mutual challenge and consensus session of all options with PwC and SFRS resulted in Moderate Option 1 being the preferred way forward as part of the OBC.
- Broad conclusion of a viable option in terms of further collaboration between PS and SFRS, however, acknowledged the change already underway which meant that there was a shifting baseline on the figures within the OBC. In conclusion, the preferred option, if taken forward, would not deliver any short term benefits and would not resolve all financial challenges facing both organisations.
- Outline of discussions from both the Scottish Police Authority (SPA) and SFRS Boards.
- Joint meeting with Cabinet Secretary for Justice and Home Affairs and the Minister for Victims and Community Safety to update on the OBC and present the consensus position from both Boards. Subsequently, written correspondence had been received to acknowledge the work undertaken and reasonable rationale behind the decisions and recommendations from both Boards not to progress with the full business case.
- Briefing session has also taken place with representative bodies.
- Outline of next steps include continuing to progress collaboration opportunities and new initiatives. These would be considered by the Reform Collaboration Group programme board for prioritising and then by the Reform Collaboration Group for inclusion within in the programme of work.
- Outcomes of the Corporate Services Review programme and the OBC findings would provide opportunities to share learning and identify potential future opportunities for collaboration.

9.2   The Committee, noting the Board's oversight of this area, sought clarity on why this was being presented for scrutiny. MMcA noted that the potential change elements and corporate services review would form part of the SSRP review which was within the Committee's remit.

9.3   The Committee requested clarity on how the Reform Collaboration Group would report into the SFRS governance structure and how the Committee would oversee the PS/SFRS collaboration actions.

ACTION: MMcA

9.4   In relation to correspondence from the Minister of Public Finance, seeking assurance on efficient delivery of public services from all public bodies, the Committee questioned how this would be tied into governance and benchmarking. MMcA advised that the benchmarking data requested was currently being collated and would be provided to Scottish Government.

9.5   MMcA confirmed that an update on benchmarking work with Fire and Emergency New Zealand was scheduled for a future Strategy Day.

9.6   SO'D advised the Committee of the response that had been submitted which provided a wider view of how the Service was contributing to the agenda through front line service reform, collaboration, etc. SO'D noted that ahead of the Justice Committee sessions (4 September), there should be some time with the Board on the approach to this. MMcA noted that, in previous years as part of the spending review, Scottish Government have

requested information on past and future savings. SO'D further noted that the Chief Officer had provided an update to the Board at the July Strategy Day on the initial scenarios associated with the financial position provided to Scottish Government.

9.7 **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 The Committee commented on the potential that some risks have escalated into issues and queried the next steps. Meeting to be arranged between SJB and CM to discuss risk/issues, Portfolio Office risks, dynamism and quarterly reporting and the way forward.
ACTION: SJB/CM

10.1.3 In regard to the risk status "treat", SO'D clarified that this was accurate and was the same as mitigate. CM advised the Committee of his discussions with the Audit and Risk Manager relating to the categories, measuring and management of risk.

10.1.4 With reference to the action log, the Committee reiterated the benefits of scheduling a risk workshop to raise understanding. The Committee noted that when a risk becomes an issue, further thought should be given to any new risks that are created. The Committee commented on the need to understand how risks are being dynamically managed to enable adequate scrutiny to be undertaken.

10.1.5 The Committee sought to understand what steps would be taken to reduce the risk to an acceptable level. SO'D noted that discussions relating to risk appetite had taken place at the Audit and Risk Assurance Committee. Once the risk appetite had been established and applied, this would enable focused scrutiny of the actions being sufficient to achieve the target levels.

10.1.6 CM reminded the Committee that the highlight reports provided links to action and mitigation plans for risks within each project/programme. CM noted that there were detailed action plans and that they were managed effectively through the project boards.

10.1.7 The Committee queried the role of the quarterly report and whether this was sufficient to ensure adequate scrutiny or assurance.

10.1.8 **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 the earlier agreement to remove standing agenda item, Portfolio Office Progress Report, from all future meetings.

11.2 **Items for consideration at Future IGF, Board and Strategy Day Meetings**
11.2.1 The Chair noted the following items for wider consideration:
- Remit of the new Committee
- Assurance on Capability and Capacity
- Risk (evolution and trying to understand the current position)

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

12 REVIEW OF ACTIONS
12.1 Three (3) formal actions were recorded during the meeting.

13 DATE OF NEXT MEETING

13.1 Special private meetings were scheduled for Monday 19 August 2024 and Thursday 19 September 2024.

13.2. The next full public meeting is scheduled to take place on Thursday 7 November 2024.

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

(The meeting broke at 1115 hrs and reconvened at 1130 hrs)

PRIVATE SESSION

14 MINUTES OF PREVIOUS PRIVATE MEETING:
14.1 Thursday 2 May 2024
14.1.1 The minutes of the meeting held on 2 May 2024 were approved as a true record of the meeting.

14.2 Thursday 13 June 2024
14.2.1 The minutes of the meeting held on 13 June 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 PEOPLE, PAYROLL, FINANCE AND TRAINING PROJECT UPDATE
16.1 LG presented a report to the Committee providing an update of the People, Payroll, Finance and Training (PPFT) project.

16.2 **The Committee scrutinised the report.**

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

17.2 **The Committee scrutinised the report.**

18 SFRS CHANGE MATURITY, CAPACITY AND CAPABILITY JULY 2024
18.1 CM presented an update report to the Committee providing a high-level view of the Service's change capacity and capabilities.

18.2 **The Committee scrutinised the report.**

19 Change Committee Quarterly Performance Report Q1 2024/25
19.1 CM presented the performance report to Committee for scrutiny of the first quarter performance of **KPIs 43 - 45** for fiscal year 2024-25.

19.2 **The Committee scrutinised the report.**

20 SERVICE DELIVERY MODEL PROGRAMME CLOSING REPORT
20.1 DL presented the Committee with the closing reports for the Service Delivery Model Programme (SDMP) and 3 individual projects.

20.2 **The Committee scrutinised the report.**

21   STRATEGIC SERVICE REVIEW PROGRAMME

21.1   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.

21.2   **The Committee scrutinised the report.**