



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 4 NOVEMBER 2021 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Fiona Thorburn, Chair (FT)
Stuart Ballingall (SB)
Angiolina Foster (AF)

Brian Baverstock, Deputy Chair (BB)
Nick Barr (NB)

IN ATTENDANCE:

Ross Haggart (RH)	Deputy Chief Officer
Paul Stewart (PS)	Assistant Chief Officer, Director of Service Development
Iain Morris (IM)	Director of Asset Management
Andy Main (AM)	Head of Portfolio Office
Gillian Buchanan (GB)	Deputy Portfolio Manager
Kirsty Darwent (KD)	Chair of SFRS Board
David Lockhart (DL)	Head of Service Development
David Farries (DF)	Head of Operations (Item 8.1)
Scott Semple (SSe)	Head of People and Organisational Development (POD) (Item 8.1)
Paul McGovern (PMcG)	People Training Finance and Assets (PTFA) Programme Manager (Item 9.2)
Alasdair Cameron (AC)	Group Commander Board Support
Debbie Hadow (DH)	Board Support/Minutes

OBSERVERS

Leanne Stewart	Portfolio Office
Siobhan Hynes	Portfolio Office

1 WELCOME

- 1.1 The Chair opened the meeting and welcomed those participating via MS Teams, in particular David Lockhart, Head of Service Development following his recent appointment.
- 1.2 The Committee were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question.
- 1.3 This meeting would be recorded and published on the SFRS website.

2 APOLOGIES

None

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

3.1 The Committee agreed that the Command and Control Futures (CCF) Project (Agenda Item 16) would be heard in the private session due to confidential commercial/financial information (Standing Order 9E).

3.2 The Committee agreed that a verbal update on McDonald Road Refurbishment project would be heard in the private session due to confidential commercial/financial information (Standing Order 9E).

4 DECLARATION OF INTERESTS

4.1 None

5 MINUTES OF PREVIOUS PUBLIC MEETING: 5 AUGUST 2021

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

5.1.1 **Subject to minor typographical errors, the minutes of the meeting held on 5 August 2021 were approved as a true record of the meeting.**

5.2 **Matters Arising**

5.2.1 None

6 ACTION LOG

6.1 The Change Committee Rolling Action Log was considered and actions were agreed and removed.

6.2 The Committee appreciated the comprehensive response provided for Action 8.5.6 (Retained/Volunteer Duty System (RVDS) Change Request and Updated Dossier (05/11/20))

6.3 To ensure good governance, it was agreed to routinely revisit the action log at the end of the meeting to ensure that the Committee were content with position statements/closure of actions.

7 SENIOR MANAGEMENT BOARD (SMB) ACTION LOG

7.1 It was noted that the SMB Action Log was included for information purposes only.

8 CHANGE PORTFOLIO/MAJOR PROJECTS

8.1 Change Portfolio/Major Projects Dashboard

8.1.1 GB presented the Change Portfolio/Major Projects Dashboard to the Committee which provided a wider overview of the identified risks, interdependencies, costs and capacity to deliver. The following key issues were highlighted:

- Service Delivery Model Programme (3 projects) – Red for Skills and Resources
- People, Payroll and Finance Project – Amber for Time, Skills and Resources.
- Rostering Project – Amber for Skills and Resources.
- RVDS Improvement Programme – Amber for Time.
- Command and Control Futures (CCF)– Amber for Time, Cost, Quality, Skills and Resources.
- Emergency Service Network (ESN) – Red for Cost and Amber for Quality.
- McDonald Road Redevelopment – Amber for Quality and Skills and Resources.

8.1.2 The Committee discussed the appropriateness of assigning RAG status to projects in the early stages of development and, in particular, prior to project briefs/risk registers being produced. It was generally agreed that RAG status should remain blank until a project brief/dossier had been developed.

8.1.3 The Committee commented on the statement within the Capacity to Delivery section

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(covering report para 3.4.1) and noted that this could be misinterpreted. It was agreed that the Portfolio Office would review and update as appropriate.

ACTION: PO

- 8.1.4 PSt informed the Committee that the Capacity to Deliver statement within the covering report related to both the underestimating of the consultation process/timeline as well as the capacity/resources within the Portfolio Office.
- 8.1.5 The Committee noted the shortfall on Skills and Resources across most of the projects and queried the cumulative effect on the Service's capacity to deliver. AM informed the Committee that capacity management was fundamental and discussions had already begun with Workforce Planning to identify potential areas for improvement and collaboration.
- 8.1.6 In regard to the ESN, PSt reminded the Committee that the Service were continuing to engage with both the UK and Scottish governments re cost recovery and confirmed that all costs incurred by the Service were being captured.
- 8.1.7 Retained/Volunteer Duty Strategy – Change Request, Updated Dossier and SMART Objectives and Measures
DF presented the Change Request and updated Dossier to the Committee and highlighted the following key points:
- Change of nomenclature from RVDS Strategy to RVDS Improvement Programme.
 - Updated Dossier which outlined the 6 key themes and 5 key workstreams.
 - Oversight and scrutiny by the newly created RVDS Improvement Programme Board.
 - Continuing to work with the Portfolio Office to improve the capturing of benefits realisation.
- 8.1.8 The Committee welcomed the clear Outcome Aim Statements including baseline measures, etc which had been developed for each workstream.
- 8.1.9 The Committee acknowledged the positive partnership working with the Portfolio Office.
- 8.1.10 **The Committee scrutinised and noted the change request and updated dossier.**
- 8.1.11 Protection of Vulnerable Groups Scheme – Closing Report
SSe presented the Protection of Vulnerable Groups (PVG) Scheme Closing Report to the Committee and highlighted the following key points:
- Various challenges encountered during the project.
 - Cross Directorate collaboration and additional assistance provided by Corporate Admin.
 - Close partnership working with Disclosure Scotland.
 - Lesson identified throughout the project which would be taken forward.
 - Small number of outstanding cases would be transferred and captured through business as usual.
 - Outline of process for addressing any convictions being identified.
- 8.1.12 The Committee noted and welcomed the inclusion of PVG checks as part of the recruitment process for uniformed personnel.
- 8.1.13 SSe assured the Committee that the inaccuracy within the recording process had been addressed and there was now confidence in the current process.
- 8.1.14 In regard to the outstanding cases, SSe confirmed that no specific trends had been identified and there was no detrimental impact on service delivery due to the small number of cases involved.

8.1.15 **The Committee scrutinised and noted the closing report.**

8.1.16 West Asset Resource Centre (ARC) – Change Request

IM presented the Change Request noting the revised extended timeline to allow for cost certainty for the project. He noted that the design element had been agreed and confirmation of cost certainty had been requested from the primary contractor. It was anticipated that this information would be available by 29 November, when a decision would be required regarding the affordability of the project.

8.1.17 In regard to materials costs, IM informed the Committee that these remained unstable due to the current level of demand. IM advised that consideration was being given to the potential different construction methods available to reduce costs without compromising overall quality of the project.

8.1.18 IM confirmed that there were no direct internal costs associated with the prolonged process due to this being undertaken through business as usual.

8.1.19 In terms of efficiencies, IM reminded the Committee that this project was the final element of the Service's Strategic Intent (2014) to relocate the ARC and outlined the proposals for the current site at Cowcaddens.

8.1.20 **The Committee scrutinised and noted the change requests.**

8.1.21 People, Payroll and Finance – Project Brief

PMcG presented the People, Payroll and Finance project brief to the Committee and highlighted the following:

- Specific example outlining the current leaver's process which included requesting information already held by the Service, duplication of information being requested at separate stages, manual admin process and potential loss of valuable information due to the limited number of exit interviews being conducted.

8.1.22 The Committee commented on the Amber RAG status for Time and Skills and Resources. PMcG noted that there had been optimism bias within the initial timelines for the separate projects and the development of key documentation ie business case. The Service have engaged the services of Moore Insight to assist in the creation of this documentation. PMcG commented on the resourcing issues which was reflective of the current availability of skills, retention and recruitment of personnel.

8.1.23 PMcG assured the Committee that there was regular engagement and collaboration with the Portfolio Office to share experience, provide assistance and develop the change management approach. AM informed the Committee that he would be participating on all major project/programme boards to gain a greater oversight and provide assistance where required.

8.1.24 PMcG informed the Committee of the rationale for the People, Payroll and Finance project being retained as one project. PMcG noted that the people related data forms the core and would feed other systems ie rostering, etc. PMcG further noted that due to the significant proportion of monies being attributable to people costs, it was essential to ensure the synergy between these aspects.

8.1.25 IM noted that the decision to separate the Assets from the wider project was taken following market testing and to ensure the best options were available to the Service.

8.1.26 PMcG reminded the Committee that various business cases had been developed at different stages since the project was initiated. Following a decision by the Programme Board, a business case (in line with the HM Treasury guidance) and statement of

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requirements would now be developed. As previously indicated, Moore Insight had been engaged to assist in the creation of these documents and accelerate the process.

- 8.1.27 The Committee acknowledged the previous business cases and the comprehensive business case process currently being undertaken. However, it was noted that this report could be misinterpreted and lead to suggestions that no prior business case process or appropriate governance had been undertaken.
- 8.1.28 The Committee commended the change management approach, particularly the engagement with customers/front line users and the emphasis on end to end processes.
- 8.1.29 In regard to document scanning, PMcG noted that the Project Board recognised the potential for legacy (paper based) systems to be retained until an electronic records management project had been identified.
- 8.1.30 **The Committee scrutinised and noted the project brief.**

8.2 **People, Training, Finance and Assets (PTFA) System Programme Update**

- 8.2.1 PMcG presented an update to the Committee on the PTFA programme, highlighting the following key points:
- Ongoing analysis on over 300 identified processes.
 - Focus on Business Case and Statement of Requirement.
 - Development of data strategy within the scope of project.
 - Engagement continuing both internally with POD, Finance and Training colleagues and external organisations.
 - Recruitment of Project Manager for the Rostering project was underway.

8.2.2 **The Committee noted and scrutinised the report.**

(Meeting broke at 1109 hrs and reconvened at 1115 hrs)

9 **GENERAL REPORTS**

9.1 **Portfolio Progress Update**

- 9.1.1 AM presented the Portfolio Progress update report to the Committee which outlined the key activities undertaken by the Portfolio Office in developing new and existing capacity specific to Portfolio, Project and Programme management. The following key points were highlighted:
- Action 2 Strategic Awareness Sessions: Continuous level of engagement with management/functional teams. Positive support and level of engagement which demonstrates the appetite for change/improvements in terms of how changes are delivered within the Service.
 - Action 5 Business Change Lifecycle Design Phase 1: Portfolio Office workshop held to outline the proposed business change lifecycle. Next steps were to engage with key functions to seek input and feedback to refine the design. Phase 1 would focus on definition of portfolio, processes and capacity.
 - Action 6 Portfolio Office Function Recruitment: Change Centre of Excellence Manager to take up their post in January 2022. This will enhance the capabilities and experience within the existing team and drive forward the key initiatives within the roadmap.
 - Action 7 Portfolio Office Financial Reporting and Action 8 Business Case Process Assessment and Renew: Work ongoing to increase the visibility of the total costs of initiatives and identifying improvements within the business case process.
- 9.1.2 The Committee commented on the positive progress being made within the Portfolio Office including the recruitment of additional resources and the openness towards change within the wider Service.

9.1.3 **The Committee noted the report.**

10 RISK

10.1 Portfolio Office Risk Log

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 high number of “red” risks and queried how the management of risk was aligned to take account of risk appetite. RH advised the Committee that a review of the current format and contents of the risk log would be undertaken with assistance from the Audit and Risk Manager. RH noted that the management and development of risk/risk appetite within the portfolio could be improved. In regard to risk appetite, the Committee were reminded that this was still being developed and noted that an update would be brought back to the next meeting (February 2022).

10.1.3 During the review of the risk log, the Committee requested that consideration be given to the concept of concurrent and cumulative risk and the potential to narrate the dimensions of these risks in order to provide a greater understanding of scenarios and effects on risk rating. RH noted that, as the Change Portfolio develops, a wider perspective on risk etc would also be developed.

10.1.4 **The Committee noted the report.**

10.2 Committee Aligned Directorate Risks

10.2.1 The Committee noted the Aligned Directorate Risks.

10.2.2 **The Committee noted the report.**

10.3 General Discussion: Committee’s Role and Influence on Risk

10.3.1 Brief discussion took place to reiterate the purpose of spotlighting individual risks by Committees, including:

- Spotlighting was introduced to ensure consistency on the overall management of risk.
- Opportunity to focus on individual risks to gain a greater understanding of the management, mitigations and challenges.
- Take assurance on how risks were being managed across the Service.
- Offers support to Executive and opportunity to share Non-Executive perspective/experience.

10.4 Risk Spotlight: Strategic Risk 8 (Ability to anticipate and adapt to a change environment through innovation and improvement performance)

10.4.1 PS provided a verbal update to the Committee and noted the following key points:

- Resource and capacity: Proactive action to recruit resources, including Centre of Excellence Manager, Communication and Consultation posts, etc into the Service to manage the activity. Ongoing challenges with recruitment/market. Increased focus to understanding any capacity requirements to deliver change prior to instigation of major projects/programmes for change.
- Improved performance: Linked to consultation processes and organisational strategy on change activity.
- Development and improvement within the business case process.

10.4.2 RH reminded the Committee of the current challenges regarding costs (particularly construction) and the recruitment and retention of personnel in the existing climate. RH noted that the Service had limited ability to influence the situation but were managing and prioritising the capacity available as appropriate.

10.4.3 The Committee noted the situation and the links to the business change lifecycle which enables the Service to prioritise the resources available appropriately.

10.4.4 With regard to innovation, the Committee asked whether the change agenda was sufficiently innovative to address this strategic risk. PSt noted that the Service were still in the early stages of innovation maturity and further work was required to identify, create and progress. The Committee commented on the Service's overall focus on innovation and whether there were opportunities for improvement. AM informed the Committee that the concept of business architecture was being considered within the Service.

10.4.5 The Committee sought clarification on the current risk rating, RAG status and percentages within the Status column. RH advised that the RAG status and percentage relate to the progress on the actions identified to address the risk and once addressed the risk rating would be reviewed. It was noted that this had been previously raised and an action taken at the Service Delivery Committee.

10.4.6 **The Committee noted and scrutinised the report.**

11 COMMITTEE ROLLING FORWARD PLAN

11.1 Committee Forward Plan

11.1.1 The following items were noted:

- Risk Appetite (February 2022)

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

11.2.1 No items were identified.

12 REVIEW OF ACTIONS

12.1 AC confirmed that one formal action was recorded during the meeting.

13 DATE OF NEXT MEETING

13.1 The next meeting is scheduled to take place on Thursday 3 February 2022 at 1000hrs.

13.2. There being no further matters to discuss, the public meeting closed at 1200 hrs.

PRIVATE SESSION

14 MINUTES OF PREVIOUS PRIVATE MEETING: 8 AUGUST 2021

14.1 Subject to minor typographical errors, the minutes of the meeting held on 5 August 2021 were approved as a true record of the meeting.

14.2

15 PRIVATE ACTION LOG

15.1 The Committee considered the action log, noted the updates and agreed the closure of completed actions.

16 COMMAND AND CONTROL FUTURES (CCF) PROJECT

16.1 Command and Control Futures Project Update

16.1.1 JD presented the Periodic Update Report (including Highlight Report), Digital Assurance Office (DAO) Health Check Review Report, Change Request and updated Dossier to the Committee. A short presentation was given to the Committee to summarise the current position.

16.1.2 **The Committee noted and thanked JD and GMaCK for the update and their ongoing efforts on the project.**

16.2 Digital Assurance Office Health Check Review

16.2.1 Covered under 16.1

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16.3 **Command and Control Future: Change Request and Updated Dossier**

16.3.1 Covered under 16.1

17 McDonald Road Refurbishment Project Update

17.1 IM provided a brief verbal update to the Committee on the McDonald Road Refurbishment project.