



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

**PUBLIC MEETING - CHANGE COMMITTEE**

**THURSDAY 12 MAY 2022 @ 1000 HRS**

**BY CONFERENCE FACILITIES**

**PRESENT:**

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

Nick Barr (NB)  
Angiolina Foster (AF)

**IN ATTENDANCE:**

Paul Stewart (PS)	Assistant Chief Officer, Director of Service Development
Andy Main (AM)	Head of Portfolio Office
Gillian Buchanan (GB)	Deputy Portfolio Manager
Alasdair Perry (AP)	Head of Prevention & Protection (P&P) (up to Item 9 only)
Curtis Montgomery (CM)	Change Centre of Excellence Manager
David Lockhart (DL)	Head of Service Development
Des Donnelly (DD)	Group Commander, Chief Officer Business Support
Paul McGovern (PMcG)	PTFAS Programme Manager (Item 9.2 only)
Ruth Cairns (RC)	Youth Volunteer Scheme - National Officer (Item 9.1 Only)
Heather Greig (HG)	Board Support Executive Officer
Pamela Nicol (PN)	Corporate Admin Assistant Team Leader/Minutes

**OBSERVERS**

Leanne Stewart	Portfolio Office
Siobhan Hynes	Portfolio Office
Joan Nilsen	Portfolio Office

**1 WELCOME**

- 1.1 The Chair opened the meeting and welcomed 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.
- 1.3 This meeting would be recorded and published on the public website.

**2 APOLOGIES**

Brian Baverstock, Board Member  
Ross Haggart, Deputy Chief Officer

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

3.1 The Committee agreed that the Portfolio Office Progress Update (Agenda Item 17) and the Risk Spotlight: SDD01 Inability To Deliver Effective Sustainable Change And Strategic Objectives (Agenda item 18) would be heard in the private session due to the confidential nature of the issues (Standing Order 9G).

3.2 The Command and Control Futures (CCF) Project (Agenda Item 19) and the People, Training, Finance and Assets Systems Business Case (Agenda Item 20) 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: 3 FEBRUARY 2022**

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

5.1.1 **The minutes of the meetings held on 3 February 2022 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 closed actions were agreed and removed.

6.2 The Committee agreed Item 11.2.2 on the Action Log had been superseded and should be closed.

**7 SENIOR MANAGEMENT BOARD (SMB) ACTION LOG**

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

7.2 PS informed the Committee that there was no further update to add to the Action Log.

7.3 **The Committee noted the SMB Action Log.**

**8 ANNUAL VALUE ADDED STATEMENT 2021/22**

8.1 FT presented to the Committee the annual Value Added Statement report for 2021/22, which outlined evidence of how the Committee supports the effective functioning of the Board.

8.2 The Committee queried the word 'assurances' in Section 4, paragraph 2 and agreed on its use in the singular form.

**ACTION: BST**

8.3 **The Committee approved the report subject to the above amendment.**

**9 CHANGE PORTFOLIO/MAJOR PROJECTS**

**9.1 Portfolio Office Project Dashboard**

9.1.1 GB presented the Portfolio Office Project 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:

- West Asset Resource Centre (ARC) – Change Request: Increase the Project funding to allow for the recently submitted costs and allocation of some 10% contingency, all to the sum of £14.3million.

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- Safe and Well – Change Request and Updated Dossier: Extend project timeline to ensure sufficient numbers of visits can be conducted to enable necessary data to be gathered to undertake a meaningful evaluation. It will also ensure there is time to engage with and sign up partners to participate in the pilot; a key element to the Safe and Well project.
- Youth Volunteer Scheme (YVS) Evaluation Report: Provided for information only to advise the Senior Management Board (SMB) of a 'Year One' evaluation which was carried out from March 2020 to April 2021 of the Scottish Fire and Rescue Service (SFRS) Youth Volunteer Scheme.

- 9.1.2 The Committee observed that every project has a resource and skills challenge attached to it and many are related to resource constraints mostly within People and Organisational Development (POD). The Committee asked if we were challenging the priority for the areas that input was being requested from. AM agreed that the observation was well made and is a common theme across the Change Portfolio as well as organisation wide. CM advised of the ongoing work to create a link to the organisational strategy which would set out the priorities of which capabilities were needed to deliver and when and spin out projects from that roadmap. This would be discussed further during the resourcing spotlight. PS added that several aspects are impacting the resourcing challenge, including skills availability, buoyancy of job market and pay rates as well as process and facilitation of resources.
- 9.1.3 Having scrutinised the Project report as highlighted in Appendix B and in the absence of the Executive Lead, Acting Director of Asset Management, the Committee were content with the West ARC Change Request.
- 9.1.4 **The Committee scrutinised the West ARC Change Request.**
- 9.1.5 AP highlighted key points in relation to the Change Request submitted for the Safe and Well Project. The pilot scheme was due to be undertaken during the period October 2021 – March 2022 but faced delays due to the impact of the Omicron variant which affected the ability to engage with partner agencies. The project has worked closely with ICT to develop a system which is user friendly and is aimed to reduce impact on the front line. There are some delays in finalising a progressive web application, however, it is expected to deliver within the project timeline. In delivery of the paper, AP commended Group Commanders Lynne Gow and previously Kevin McCusker on their work in bringing the project forward in challenging circumstances. AP asked the Committee to consider an extension to the project timeline from April 2022 – August 2022.
- 9.1.6 **The Committee scrutinised the Safe and Well Change Request and Updated Dossier.**
- 9.1.7 RC highlighted the positive work undertaken by the YVS and to share its 'One Year' evaluation. The Committee commended the team on their work. RC gave an overview from February 2020 – April 2021 on delivery of the YVS which faced many digital challenges, poor rural connectivity, digital fatigue after the school day and the challenge on mental wellbeing and work life balance that the pandemic brought during lockdown.
- 9.1.8 RC provided further information in relation to what the YVS were able to deliver, this included virtual engagements both locally and at national level, support in progressing the set up of new units and adapting accordingly to meet short term outcomes set out in the evaluation plan. Feedback from the participants included increase in self-esteem, development of life, work and learning skills, improved communication and support in improving their health and wellbeing.
- 9.1.9 RC shared information relating to the evaluation of SFRS YVS, detailing 7 schemes launched face-to-face on fire stations and currently engaging with 89 young people with all 15 schemes anticipated to be launched by the end of summer 2022.

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- 9.1.10 The Committee praised the team on the good and uplifting work being undertaken. It was highlighted that the YVS work would be an important existing building block should the Service become involved in the Scottish Government initiative which encourages larger public bodies in Scotland to recognise their potential in making a difference to local communities beyond their stated core business and become 'anchor institutions'.
- 9.1.11 Following discussion, AP would explore what further work could be undertaken by the Service under the anchor institution banner.

**ACTION: AP**

### 9.2 **People, Training, Finance and Assets Systems Programme Update**

- 9.2.1 PMcG presented an update to the Committee on the PTFAS programme, highlighting the main areas of activity in the most recent reporting period including the Programme Blueprint which was also published on the SFRS iHub.
- 9.2.2 The Programme Blueprint describes the current and future state under four main topics – Process, Organisation, Technology and Information. PMcG explained that the Process referred to the shift from the old ways of working to new working practices/processes being introduced. The Organisation topic describes the skills and culture changes that will be needed to support new ways of working; the Technology topic describes the software, hardware and other technical resource requirements and the Information topic describes the data and information required to support the future business operations and performance measures.
- 9.2.3 A Scottish Government Audit had been carried out in relation to the People, Payroll and Finance Project which provided positive feedback whilst recognising further work was still required. Further discussion around this would be held during the Private Session of the meeting.
- 9.2.4 The Rostering project is now underway and is in the process of building a Project team. Analysis work has commenced focussing on processes and benefits and aligning to outcomes of the Service Delivery Model Programme (SDMP) in terms of future ways of working. Engagement had started following a Prior Information Notice being issued to the market and potential solution providers were invited to engage. 12 suppliers joined last month's session and a further 7 suppliers have asked to speak with the Service on a 1-2-1 basis.
- 9.2.5 The Committee praised the development of the Blueprint. PMcG advised this would be used as a starting point for the overall programme to help define delivery, including close working with the Portfolio Office in terms of articulation, workshops and resources required to develop further.
- 9.2.6 It was noted that the Blueprint would give assurances around the design of the future state, taking an enterprise approach across the four domains, setting out the road map to the future state and the end point with newer change capabilities, transitional architecture covering data domain, technology architecture, business process architecture and the Organisational target operating model.
- 9.2.7 The Committee observed that there was a fundamental shift in the programme in terms of organisational thinking, culture and technology usage. PMcG agreed that the challenges and issues identified around processes, culture, etc required to be fundamentally addressed at this stage and that the Programme Board recognised the transformation needed.
- 9.2.8 The Committee expressed concern re the significant scale, complexity and cost of the PTFAS programme and offered words of caution in regard to the way forward. The

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Committee asked if any of the work could be broken down to alleviate the associated risks. The Committee emphasised the requirement for broader conversations in relation to these concerns.

- 9.2.9 AM highlighted the need for a benefits led approach, identifying the needs of the organisation eg improved ways of working, integrated systems, driving efficiencies etc. However due to the scale of the programme careful consideration would be required on how it is structured going forward. The Committee provided feedback as to how this could be managed with lower risk.

## 10 GENERAL REPORTS

### 10.1 Internal Audit Report 2021/2022 – Portfolio Office

- 10.1.1 AM summarised the findings of the final Internal Audit report received from Azets which included their review for accuracy. The report detailed an accurate reflection of the current state and provided encouragement that aligned to the organisation's roadmap. The sequence of activity currently being worked on was largely in line with the recommendations set out by Audit Scotland. The Audit report would be presented to the next formal Strategic Leadership Team (SLT) meeting in June and following the correct governance route to the Audit and Risk Assurance Committee (ARAC) thereafter. AM suggested that the report be circulated to the Change Committee for consideration at that time.

- 10.2 The Committee asked that the Internal Audit report be circulated to the Change Committee members at the same time as ARAC members.

**ACTION:PO**

- 10.3 **The Committee noted the report.**

## 11 RISK

### 11.1 Portfolio Office Risk Log / Tracker

- 11.1.1 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 and noted that the areas of change were highlighted within the covering report.

- 11.1.2 GB reminded the Committee of the intention to adopt the revised format, similar to the Aligned Directorate Risks report, which was being developed and would be presented to the Senior Management Board (SMB) in June.

- 11.1.3 **The Committee noted the report.**

### 11.2 Committee Aligned Directorate Risks

- 11.2.1 PS presented the Aligned Directorate Risks report to the Committee highlighting that the spotlight risk would be discussed during the Private session.

- 11.2.2 **The Committee noted the report.**

## 12 COMMITTEE ROLLING FORWARD PLAN

### 12.1 Committee Forward Plan

- 12.1.1 No items were identified.

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

- 12.2.1 The Committee agreed that further discussion should take place regarding prioritisation going forward, specifically around People, Training, Finance and Assets Systems (PTFAS) programme with regards to scale, complexity and resource challenges which seems to be a common thread through a number of projects discussed at the meeting.

## 13 REVIEW OF ACTIONS

- 13.1 HG confirmed that three formal actions were recorded during the meeting.

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**14 DATE OF NEXT MEETING**

14.1 The next meeting is scheduled to take place on Thursday 11 August 2022 at 1000hrs.

14.2 There being no further matters to discuss, the public meeting closed at 1130 hrs.