



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**  
Working together for a safer Scotland

**PUBLIC MEETING - CHANGE COMMITTEE**

**THURSDAY 5 AUGUST 2021 @ 1000 HRS**

**BY CONFERENCE FACILITIES**

**PRESENT:**

Fiona Thorburn, Chair (FT)  
Nick Barr (NB)

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

**IN ATTENDANCE:**

Paul Stewart (PS)	Assistant Chief Officer, Director of Service Development
John Dickie (JD)	Assistant Chief Officer, Director of Training, Safety and Assurance
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
Ali Perry (AP)	Head of Prevention and Protection (Item 9.1)
Kevin McCusker (KC)	Group Commander, Safe and Well Project (Item 9.1)
John MacDonald (JMacD)	Head of Service Development (Item 9.1)
Paul McGovern (PMcG)	PTFA Programme Manager (Item 9.2)
Heather Greig	Board Support Executive Officer
Debbie Hadow (DH)	Board Support/Minutes

**OBSERVERS**

Joan Nilsen	Portfolio Office
Siobhan Hynes	Portfolio Office

**1 WELCOME**

- 1.1 The Chair opened the meeting and welcomed those participating via MS Team, in particular, new Board Members Angiolina Foster and Stuart Ballingall to the Committee. She noted that due to a prior commitment, Stuart was unable to attend this 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.
- 1.3 This meeting would be recorded and published on the public website.

**2 APOLOGIES**

Stuart Ballingall, Board Member  
Ross Haggart, Deputy Chief Officer  
Alasdair Cameron, Group Commander Board Support

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

3.1 The Committee agreed that the McDonald Road Change Request (Agenda Item 17) and the Periodic Update: Command and Controls Futures (CCF) Project (Agenda Item 18) would be heard in the private session due to confidential commercial/financial information (Standing Order 9E).

3.2 No private items were identified.

**4 DECLARATION OF INTERESTS**

4.1 None

**5 MINUTES OF PREVIOUS PUBLIC MEETING: 6 MAY 2021**

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

5.1.1 **The minutes of the meetings held on 6 May 2021 were approved as a true record of the meeting.**

5.2 **Matters Arising**

5.2.1 None

**6 ACTION LOG**

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

**Item 8.5.6 Retained and Volunteer Duty System Change Request and Updated Dossier (05/11/20):** The Committee noted that the provided position statement did not address the original action. The Committee clarified that the original action was how we were emphasising the importance of Comms & Engagement into all projects. Portfolio Office were asked to update the position statement to more closely reflect the original action.

**Item 8 Service transformation Programme Dashboard (04/02/2021):** The Committee were content to close this item, however, agreed to revisit this action at the end of the meeting.

6.2 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 statement/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 ANNUAL VALUE ADDED STATEMENT**

8.1 FT presented the Change Committee (CC) Annual Value Added Statement 2020/21, outlining evidence of how the Committee supports the effective functioning of the Board.

8.2 The Committee discussed the potential inclusion of the general summary of assurance taken from the Committee's work and to highlight ongoing issues with specific projects/areas. It was noted that inclusion of this information may detract from the original purpose of the Value Added Statement. FT agreed to reflect on the discussions and review the statement which would be circulated by email for approval.

**ACTION: FT**

8.3 AM to review and provide revised wording for Section 5.2 (Financial Key Strategic Implications) within the covering report.

**ACTION: AM**

## 9 CHANGE PORTFOLIO/MAJOR PROJECTS

### 9.1 Change Portfolio/Major Projects Dashboard

9.1.1 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. Change Requests were presented for Emergency Services Network (ESN), Service Delivery Model Programme (SDMP), Community Risk Index Model (CRIM), Station and Appliance Review (SAR), Demand Based Duty System (DWDS) and Safe and Well (S&W) projects. An overview of the exception reporting for individual projects was provided.

9.1.2 In regard to SDMP, the Committee requested an update on the recruitment of the Public Involvement and Consultation Team and the potential implications of the imminent retirement of Deputy Assistant Chief Officer John MacDonald. PS noted the 3 main areas of resource in terms of SDMP which were actively being progressed. These included posts within Public Engagement and Consultation Team (3 No.), Impact Assessment and Business Case teams (2 No.), Strategic Data Analyst and GIS Officer. The Skills/Resources remain red for this project primarily since the recruitment was still ongoing. PS assured the Committee that the Service were actively identifying and considering options ahead of DACO MacDonald's retirement.

#### 9.1.3 Safe and Well – Change Request and Updated Dossier

AP presented the Change Request and updated Dossier noting the challenges arising from Covid had resulted in an options paper being developed and the decision to introduce a pilot scheme with the flexibility to draw from other staffing groups. The changes were outlined: extension to project timeline, additional milestones, inclusion of pilot analysis and associated resource and financial implications.

9.1.4 AP explained that the financial implications associated with the extended pilot had resulted in budget allocated for training within the current financial year not being fully realised, however, it would be required next financial year and a business case would have to be submitted. Similarly, project based personnel would remain on the project for this extended period.

9.1.5 The Committee sought clarification on the timeline for the extended pilot and the proposed roll out. AP confirmed that the pilot would be extended for 6 months (April 2022). Regarding identifying a specific timeline for the roll out, AP noted some of the challenges and other factors that needed to be considered, ie ongoing discussions with Rep Bodies, full period of communications and engagement, alignment with other projects, competing demands on ICT.

#### 9.1.6 **The Committee scrutinised and noted the change request and updated dossier.**

*(A Perry and K McCusker left the meeting at 1030 hrs)*

*(J MacDonald joined the meeting at 1030 hrs)*

#### 9.1.7 Emergency Services Network – Change Request and Update Dossier

PS presented the Change Request and updated Dossier noting the revised timeline as dictated by the Home Office. The transition from commencement and completion and Airwave shut down were noted. Confirmation of business case approval was still awaited.

9.1.8 The Committee noted the extended timeline and requested whether there was any additional risk to the Service. PS noted the risk related to short-medium term actions already taken based on the expected timeline. An example being the OI tablets purchased and the potential need to review and replace this equipment, if they do not have the necessary capabilities required. He noted the potential impact on the financial and resource perspective which would have to be reviewed once the business case was

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approved. The Committee noted the update and welcomed the horizon scanning and collation of potential risks.

- 9.1.9 The Committee commented on the interdependencies and impact on the Command and Control Futures Project. PS confirmed that both the ESN Board and CCF Board were alive to the interdependencies and this would be discussed further under agenda Item 18.
- 9.1.10 The Committee commented on the risk relating to coverage (new network was not as strong as Airwave) and the mitigation action (drive testing) and requested reassurance on the fundamental level of risk involved.
- 9.1.11 PS assured the Committee that the Service were making significant representation at a UK level on the coverage elements and work continues to improve the mast infrastructure. A presentation would be provided to the project board on the extended mast infrastructure locations. Assessing the coverage across Scotland continues by drive testing, which is the most effective method of testing whether the masts are distributed appropriately to support the Service in all locations. The Service were currently trialling coverage booster over several sites. PS assured the Committee that the Service was represented at a programme and UK level in order to ensure that the coverage was acceptable and, as the Senior Responsible Officer, he would not sign off the project unless the coverage was suitable. He confirmed that all testing would be undertaken and finalised prior to the go live date.
- 9.1.12 **The Committee scrutinised and noted the change request and updated dossier.**
- 9.1.13 Service Delivery Model Programme – Change Request and Framework  
CRIM/SAR/DWDS – Change Request and Dossiers  
JMacD presented 4 change requests and 3 updated project dossiers to the Committee noting the Senior Management Board's approval of these documents. The following key points were highlighted:
- SDMP Framework updated to include:
    - Recognition of the RVDS element transferring to business as usual within the Operations Function. He assured the Committee that the appropriate level of contact will be maintained.
    - Updated terminology to take account of recent changes of the naming of the Change Committee, etc.
    - Inclusion of additional resources allocated to the project.
    - Alignment of SDMP into the overarching strategic change timeline.
  - Projects dossiers had been updated to reflect the above changes and included additional detail and timelines.
- 9.1.14 The Committee noted on the extended timeline of 2 years. JMacD explained that the extended timeline would enable to the Service to develop a suite of options, allow due process for appraising the options, undertake formal consultation and give due regard to the outcomes and the development of an appropriate implementation plan which takes cognisance of key stakeholders and deliverability.
- 9.1.15 JMacD assured the Committee that the Service recognised the importance of consultation and noted the engagement/input/training with the Consultation Institute to ensure best practice. JMacD provided a brief update on the recruitment of the Public Involvement and Consultation Team.
- 9.1.16 PS reiterated the Service's awareness of the significant importance of consultation, the recruitment of dedicated resources, willingness to learn from previous consultations and the need to adhere to the Gunning principles to ensure the Service undertake a structured and systemic process which meets the needs of a public consultation.

9.1.17 On behalf of the Committee, FT thanked JMacD and wished him well for his imminent retirement from the Service.

9.1.18 **The Committee scrutinised and noted the updated Framework, change requests and updated dossiers.**

*(J MacDonald left the meeting at 1055 hrs)*

*(P McGovern joined at meeting at 1055 hrs)*

## 9.2 **People, Training, Finance and Assets System Project Update**

9.2.1 PMcG provide the Committee with a verbal update on the PTFAS Project, highlighting the following key points:

- Four tranches include finance/people/payroll, rostering, training and asset management
- Project timeline projected to March 2025, which is subject to change at Senior Management Board and includes time for benefit realisation.
- Building core programme team and associated contracted individuals. Bringing in resources from other areas of the Service/Directorate to help resource and direct the project.
- Focus over the first 6 months has been finance/people/payroll to identify current challenges, understand what better looks like, identify future target operating model.
- Some deliverables for the first phase include development of business case (HM Treasury 5 Case Model) to ensure approval for the significant level of investment required, develop statement of requirements for procurement exercise, engaged research partner (Gartner) to sense check and review, reviewing options for progressing work to include client side partner, engaged with other customers to learn from their experiences notably advised to stay standard and not to try to adapt systems (adopt rather than adapt).
- Engaging with Service Delivery Team Management Team meetings to reflect on current service being provided and proposal to engage with personnel throughout the service/station structure.
- Current Finance and HR licences expire in April and October 2023 and engagement had commenced with suppliers to ensure flexibility to enable the Service had time to identify any change.
- Potential costs are wide ranging and the Service needs to refine the project scope to enable costs to be more accurate.
- Governance – Additional project manager to be in post by September 2021 and the Programme Board to step back to undertake a more strategic overview.
- Rostering tranche commenced with a Business Analyst being appointed, who would identify stakeholders, understand the Service's vision for the future of rostering, help to develop an analysis plan that includes the development of a business case, initiate procurement process, recognise the significant operational impact of this tranche of the programme.

9.2.2 The Committee welcomed the engagement with customers/end users and noted that the instilling the sense of ownership with our staff was fundamental to the success of the programme.

9.2.3 The Committee requested clarification on the programmes relationship with the Portfolio Office. AM informed the Committee of early discussions with PMcG since taking up his post and to oversee governance arrangements, AM would sit on the Project Board. AM noted the opportunity to use PTFAS as a potential blueprint for other programmes/projects and integrate any learnings.

9.2.4 The Committee asked how previous learning from other programmes/projects was being taken on board and influencing the Service. PMcG noted one example of how previous

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learning had highlighted the importance of using and seeking professional advice (business analyst) from outwith the Service.

9.2.5 The Committee requested that a written report be submitted for future meetings.

**ACTION: PMcG**

9.2.6 PMcG confirmed that the Service were engaging with other public bodies and private companies, ie Police Scotland, Renfrewshire Council and Liberty Steel. Scottish Government have also offered to share information and extended invitations to attend supplier demonstration. The Committee noted that several Scottish universities had undertaken a similar project and it may be worthwhile to engage with them.

9.2.7 The Committee referred to the initial proposals for a single system and asked whether a single system was still viable or whether separate systems were being considered. PMcG noted that a single HR/finance system was still an option, however this would depend on the pros/cons of a single or separate system and as part of the business case we would need to evaluate the options. He noted the potential level of compromise which may be required for a single system and also the improved integration opportunities now available. PMcG reiterated the intention to purchase “off the shelf” system(s) and did not envisage using/creating bespoke system(s).

9.2.8 **The Committee noted the verbal update.**

*(P McGovern left the meeting at 1130 hrs)*

*(J Dickie joined the meeting at 1130 hrs)*

## 10 GENERAL REPORTS

### 10.1 Gateway Review Action Plan

10.1.1 AM presented the Gateway Review Action Plan update report to the Committee.

10.1.2 Following on from the recent Committee workshop, AM outlined his intentions to:

- Define and establish a roadmap to reflect the continuous improvement programme which relates to the Portfolio Office.
- Close the Gateway Review Action Plan as this would be replaced by the roadmap (Portfolio Progress Update) which would be reviewed by the Senior Management Board.
- Continue to report quarterly to the Change Committee with the addition of granting access to the roadmap outwith the normal reporting cycle.

10.1.3 In regard to benefit tracker/management, AM noted that a review would be undertaken in this area and as discussed at the workshop, consideration would be given to recruit into this area to improve effectiveness and this would be reflected within the roadmap.

10.1.4 **The Committee noted the report.**

### 10.2 New Watch Duty System Project Evaluation and RRU, RFTP and NWDS Evaluation Combined Action Plan

10.2.1

PSt presented the combined action plan developed following the recent post project evaluations carried out for the Rapid Response Units (RRU), Rural Full Time Post (RFTP) and New Watch Duty System (NWDS) projects for scrutiny. The following key points were noted:

- Combined action plan created due to the similarities identified within the findings for each project.
- Strengthening oversight of action plan, improve governance arrangements and strengthened performance management.
- Majority of actions were allocated to the Portfolio Office which would be addressed during the review of this function.

10.2.2 The Committee noted the quality of the project evaluations, the progress being made and supported the combining of the action plans.

10.2.3 The Committee commented on the evaluation reports focusing on the governance and process rather than the outcomes of the projects. PS acknowledged the Committee comment. He noted that due to elements of the original process being missing, this had led to certain elements not being captured and therefore not able to be included within the evaluation reports. The Committee noted the immaturity of the Service at the time of these projects and the development made since.

10.2.4 **The Committee noted the report.**

*(Meeting broke at 1137 hrs and reconvened at 1145 hrs)*

## **11 RISK**

### **11.1 Portfolio Office Risk Log**

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 the following key areas were highlighted:

- Six risks were added to the risk log. These related to McDonald Road (3 No.), PTFAS (1 No.) and ESN (2 No.)
- Six risks were removed and transferred back onto the project risk registers. These related to S&W (3 No.) and ESN (3 No.).

11.1.2 **The Committee noted the report.**

### **11.2 Strategic Risk Register**

11.2.1 The Committee noted the SRR and Aligned Change Committee Directorate Risks. It was noted that the resource and capacity within the SDMP project has been previously discussed.

11.2.2 **The Committee noted the report.**

## **12 COMMITTEE ROLLING FORWARD PLAN**

### **12.1 Committee Forward Plan**

12.1.1 The following was noted:

- Future PTFA updates should be submitted as a written report.
- Gateway Review Action Plan to be removed and replaced by Portfolio Progress Update (roadmap).

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

12.2.1 No items were identified.

## **13 REVIEW OF ACTIONS**

13.1 HG confirmed that 3 formal actions were recorded during the meeting.

13.2 The Committee confirmed that Item 8 Service Transformation Programme Dashboard (04/02/21) would be closed.

## **14 DATE OF NEXT MEETING**

14.1 The next meeting is scheduled to take place on Thursday 4 November 2021 at 1000hrs.

14.2 There being no further matters to discuss, the public meeting closed at 1150 hrs.

**PRIVATE SESSION**

**15 MINUTES OF PREVIOUS PRIVATE MEETING: 6 MAY 2021**

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

**16 PRIVATE ACTION LOG**

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

**17 MCDONALD ROAD – CHANGE REQUEST**

17.1 IM presented the change request to the Committee and provided an overview of the increased project costs, some general and specific project challenges, mitigating actions and potential risks.

17.2 **The Committee noted the updated and change request.**

**18 COMMAND AND CONTROL FUTURES (CCF) PROJECT – STATUS UPDATE**

18.1 GMack presented a report to the Committee to provide an overview of the current project progress and an indication of emerging issues and impacts.

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