



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 3 FEBRUARY 2022 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Fiona Thorburn, Chair (FT)
Stuart Ballingall (SJB)
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
Curtis Montgomery (CM)	Change Centre of Excellence Manager
David Lockhart (DL)	Head of Service Development
David Farries (DF)	Head of Operations (Item 8.1)
Paul McGovern (PMcG)	PTFA Programme Manager (Item 9.1 and 9.2)
Liz Barnes (LBa)	Director of People and Organisational Development (Item 10.3)
Scott Semple (SSe)	Head of People and Organisational Development (Item 10.3)
Heather Greig (HG)	Board Support Executive Officer
Debbie Hadow (DH)	Board Support/Minutes

OBSERVERS

Leanne Stewart	Portfolio Office
Siobhan Hynes	Portfolio Office
Lynn Gow	Project Manager Safe and Well Project

1 WELCOME

- 1.1 The Chair opened the meeting and welcomed those participating via MS Teams, in particular Curtis Montgomery, Change Centre of Excellence Manager following his recent appointment and Lynn Gow, Project Manager (Safe & Well).
- 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

John Dickie, Assistant Chief Officer, Director of Training, Safety and Assurance

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).

4 DECLARATION OF INTERESTS

4.1 None

5 MINUTES OF PREVIOUS PUBLIC MEETING: 4 NOVEMBER 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 4 November 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.

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 RH informed the Committee that further work would be undertaken to broaden the scope of the Low Carbon Appliance project dossier and this would potentially be submitted through normal governance processes to the next Committee meeting (May 2022).

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 (SDMP) (3 projects) – Red for Skills and Resources.
- Emergency Services Mobile Network Programme (ESMNP) - Amber for Costs and Time.
- Retained/Volunteer Duty System (RVDS) – Three dossiers and framework document being presented under item 8.1.
- People, Training, Finance and Assets Systems Programme (PTFAS) – Updates on the 2 projects (Rostering Item 8.1 and People, Payroll & Finance Item 8.2) later in the agenda.
- Safe and Well (S&W) project: Overall Green for project health, however there were some delays in milestones. Assurances had been received that this will not impact on the overall delivery timeline at this stage.
- Command and Control Futures (CCF): Amber for Time, Cost, Quality and Skills & Resources. Update to be provided later in the agenda (Item 15).
- Refurbishment of McDonald Road: Amber for Costs, Quality, Skills & Resources.

8.1.2 AM highlighted the Capacity to Deliver section within the covering report had been updated in line with the action raised at the previous meeting.

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- 8.1.3 The Committee noted the dashboard was helpful. However, the Committee requested that financial information/scale be provided against each project to assist in providing an overall sense of perspective on the size of the project.
- ACTION: PO**
- 8.1.4 AM reminded the Committee that work had commenced to develop a financial tool across the whole portfolio to identify a total cost associated for individual projects. However, due to capacity and other priority work commitments, this work has currently stalled but would resume in due course.
- 8.1.5 In regard to the SDMP recruitment, it was noted that this was impacted by both inhouse processes/capacity and the current external market place. DL updated the Committee on the ongoing recruitment of the Public Involvement and Engagement Team and the recent appointment of the Team Manager, the revision of the Senior GIS Analyst job description and subsequent re-advertisement and the potential opportunities to recruit post graduates were being explored.
- 8.1.6 With regard to the dashboard, the Committee noted that further clarity was required to help understand whether implementation dates had been revised and the reasons why, any interdependency implications and how rigorous the RAG status was being applied/monitored. AM provided assurance that the Portfolio Office (PO) were currently considering how the dashboard could be revised to provide further clarity on revised dates, milestones, etc. AM noted the work being undertaken to introduce dependency management. AM further noted that the standardisation of RAG status and how this was being used was also being considered.
- 8.1.7 With regard to baseline dates, AM informed the Committee that further work was required to enhance the understanding of re-baselining projects and identifying baselines at the outset.
- 8.1.8 RH provided assurance to the Committee that the Senior Management Board (SMB) applied rigour to the RAG status on all projects. Due to the sequence of meetings, there may be some discrepancies in the information being provided.
- 8.1.9 People Training Finance and Assets Systems Programme (PTFAS) Rostering Brief
PMcG presented the Project Brief to the Committee and highlighted the following key points:
- Second project within the PTFAS programme, with similar themes to People, Payroll and Finance (PPF) project.
 - Several legacy rostering systems were still being used for Retained Duty System (RDS) personnel.
 - Rostering project would have a direct impact on mobilising.
 - Examples of ongoing issues were:
 - Management of Time off in Lieu (TOIL): No standardised recording system and lack of visibility on financial implications.
 - Limited access to KRONOS therefore the Central Staffing Team were handling a high number of (leave/rostering) enquiries from staff.
 - Challenges with the lack of integration which impacts on recording skills competency ie no automation of input. This could impact on rostering and mobilisation.
- 8.1.10 The Committee commented on the potential negative connotations of the word *compromise* when comparing off the shelf and bespoke solutions. PMcG noted the comment and would take this into consideration.
- 8.1.11 The Committee noted the benefits of hearing the example of current working practices/processes to truly understand the situation. It was noted that awareness of the

benefits in the formative stages of the project would be helpful albeit may be difficult to quantify. It was noted that in order to make sensible business decisions and prioritise resources, it was critical that the Service were aware of what required to be fixed, any cost implications and anticipated benefits.

- 8.1.12 AM informed the Committee that the format of providing update reports on major projects was being reviewed along with the benefits of using business architecture to give an illustrative view of change.
- 8.1.13 With regards to the extension of legacy contracts, PMcG noted that contracts would have to be extended beyond December 2022 however, until the procurement process had been completed a definitive timescale was unknown.
- 8.1.14 Retained/Volunteer Duty Strategy – Improvement Framework Document
DF presented the Improvement Framework Document to the Committee and highlighted the following key points:
- Framework document clearly articulates the nature of the programme, approach and aims throughout the lifetime of the programme.
 - Five overarching objectives and 3 individual projects.
 - Programme Overview which outlines the outcome aims for each individual strand.
 - Resources and management of same for the programme of work. Individual project leads identified, who would use their current teams/resources as a bolt on to BaU and would be supported by the RVDS Support Team.
 - Governance: National Retained and Volunteer Leadership Forum (NRVLF) which the Retained Firefighters Union (RFU) attends, through the RVDS Improvement Programme Board, SMB, Strategic Leadership Team (SLT) and Committee.
- 8.1.15 DF confirmed that the Fire Brigades Union (FBU) had been invited to attend however, they declined the invitation.
- 8.1.16 The Committee queried how the bolt on activities and associated project costs would be captured. AM advised the Committee that there were plans to track the resources within projects going forward however this was an area of work that was still in development.
- 8.1.17 The Committee noted the challenges surrounding recruitment, retention, community based demand/risk and queried whether there was sufficient data available to progress. DF commented on the amount of data available, the challenges to align the relevant data with the local challenges, ie recruitment, training, etc. DF commented on the interdependencies within the 3 projects presented today and how this would help to understand risks within the local area and match resources accordingly.
- 8.1.18 **The Committee scrutinised and noted the Improvement Framework Document.**
- 8.1.19 Retained/Volunteer Duty Strategy – Duty System Relationship Dossier
Retained/Volunteer Duty Strategy – Attract and Recruit Improvement Dossier
Retained/Volunteer Duty Strategy – Variable Contracts and Station Establishment Dossier
- 8.1.20 DF presented the 3 Project Dossiers to the Committee and highlighted the following key points:
- Duty System Relationship - Links directly to CCF, PTFAS and SDMP. Objectives, milestones and benefits were detailed in Sections 2, 8 and 17 respectively. RVDS Retention (8%) is baselined on the average rate of leavers.
 - Attract and Recruit Improvement Dossier - Innovation being used within the community to attract and prepare candidates for recruitment. Process mapping exercise undertaken to understand the processes applied across the Service.
 - Variable Contract and Station Establishments - Variable contract options, dependent upon outcomes of harmonisation of RVDS Terms and Conditions. Potential to attract a more diverse and inclusive workforce with local communities.

8.1.21 The Committee thanked DF for the quality of the framework document and report, however, noted the possibility of the project being over governed. As Senior Responsible Officer, DF noted that the requisite level of decision making would be applied to the relevant group and not necessarily progressed through to the top of the governance route.

8.1.22 **The Committee scrutinised and noted the Dossier.**

(D Farries left the meeting at 1105 hrs)

8.2 **People, Training, Finance and Assets Systems Programme Update**

8.2.1 PMcG presented an update to the Committee on the PTFAS programme, highlighting the following key points:

- Engagement sessions held with Service Delivery and 5 key themes have been identified. These include simpler processes, easy to use systems, integrated systems, ability to use personal devices and visibility of personal data ie TOIL.
- Ongoing development of the Business Case for the PPF project including identifying deliverable benefits.
- Ongoing development of the Statement of Requirements for the PPF project to ensure that it aligns with relevant UK standards and principals.
- Project Executive and Manager has been appointed for the Rostering project and the project brief has been developed. Engaging with other UK FRS to scope out their approach/processes prior to commencing the procurement process.
- Working closely with Finance colleagues to understand the associated budget costs for the PTFAS programme and any potential savings.

8.2.2 With regard to the PPF project, PMcG confirmed that he was engaging with other non-FRS organisations to review their systems/processes and that consideration would be given to engage both FRS and non FRS in regard to the rostering project.

8.2.3 PMcG outlined the next stages and timescales for the completion of the business case. A Scottish Government Digital Assurance Office Business Justification gateway review was scheduled to take place on 28 February 2022.

8.2.4 PMcG advised the Committee of the rigorous nature of the business case gateway review process and noted that the statement of requirement would undergo a similar process pre-procurement. PMcG noted that the 4 stages of the gateway review (initial business justification, pre-procurement, delivery and go-live) and confirmed that a Red Stop Assessment could be given at any stage. An independent health check was carried out on the business case prior to the gateway review and a similar check could be undertaken for the statement of requirement, if deemed necessary.

8.2.5 The Committee requested clarification on the governance route for the business case and when this will be brought back to the Committee.

ACTION: PO

8.2.6 The Committee commented on the potential need to adapt current practices for any new systems being introduced and queried the level of support and understanding for any future changes. PMcG noted that part of the procurement process was business readiness and engagement. AM reminded the Committee that at the Executive/SLT level, the general principal was for an off the shelf/commercially available product and this was fully supported. Any issues raised during the implementation phase would be managed through the management of change process.

8.2.7 RH reminded the Committee that the responsible Executive Board (SMB) consisted of all Directorates and Heads of Functions therefore there was sufficient opportunities for senior

leaders to be involved at all stages. RH commented on previous experiences with bespoke systems which the Service were keen to avoid in the future.

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

(P McGovern left the meeting at 1130 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 PO in developing new and existing capacity specific to Portfolio, Project and Programme management. The following key points were highlighted:

- Strategy Awareness Sessions have been concluded and were well received.
- Portfolio Office Function Strategy document has been drafted and would be submitted to the SMB for approval. Following corporate branding, the strategy would be shared with the Committee for review/input. **(ACTION: AM)**
- Business Change Lifecycle Design Phase 1 internal workshops held and subsequent sub-processes workshops would now be held. Spotlight session to be scheduled with the Committee.
- Portfolio Office Function Recruitment update including the recent appointment of Curtis Montgomery. Benefits Management and Master Planning roles were being progressed and currently being evaluated.
- Portfolio Level Financial Reporting: Work was progressing.
- Portfolio Strategic Roadmap Development: First draft of Functional Roadmap for the PO had been developed along with a Strategic Timeline Roadmap for the Change Portfolio.
- Internal Audit (Azets) have commenced their audit on the PO function. Due to preparatory work undertaken in advance to identify known gaps within the function, Azets have agreed to take an advisory approach to their findings and recommendations.

9.1.2 AM to discuss potential spotlight sessions with FT regarding Business Change Lifecycle Design update.

ACTION: AM

9.1.3 With regard to the Internal Audit report, it was acknowledged that the report should be submitted to both the Audit and Risk Assurance Committee and Change Committee. Timelines for the Internal Audit report to be reviewed to identify and ensure that it is submitted to both Committees.

ACTION: PO

9.1.4 AM advised the Committee that PTFAS were working with Moore Insights to develop the business case to ensure alignment with the guidance for the 5-case model from the HM Treasury. In terms of progress and next steps, AM noted that Committee workshops and spotlight sessions would be scheduled to engage, update and review assurance levels. Work has commenced on a draft benefits framework which aligns with the Business Change Lifecycle.

9.1.5 The Committee noted the previous benefits tracking process and queried whether/how these historical projects would continue be monitored.

9.1.6 AM noted that the previous method for identifying and monitoring benefits was not supported by any tangible framework or robust process. AM confirmed the intention was for the benefits framework, once finalised, to be used for all future projects. This would ensure good practice and a standardised approach being adopted.

9.1.7 AM reiterated the issues with the previous method of benefits management, ie no standardised or clear understanding for identifying benefits. The Committee noted this

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position, however, clarification was requested on where historical projects/benefits would continue to be monitored. PSt noted the Committee's scrutiny in this area, reiterated the future direction to improve benefits management and the limited resources available to develop the new approach and monitor historical/inflight projects.

9.1.8 PO to look at how to manage the gap around benefits realisation for projects currently in progress.

ACTION: PO

9.1.9 **The Committee noted the report.**

9.2 **Protection of Vulnerable Groups Scheme, End of Project Spotlight Review**

9.2.1 AM presented an end of project spotlight report to the Committee which outlined the learning and lessons learnt from the Protection of Vulnerable Groups Scheme (PVG). The following key points were highlighted:

- Over 6,000 positions were required to join the PVG Scheme, overall completion rate was 99%.
- Primarily identified as Business as Usual, however, the decision was made to adopt the framework and procedures from the PO to apply to help manage and standardise process.
- The project was subject to 3 change requests during its lifetime and was delivered within budget.
- Value of post implementation reviews for all projects to ensure that the PO identify opportunities for learning and embedding lessons for future projects and where appropriate, light touch review to be undertaken.
- Lessons identified during the project, the multiple changes of project manager (4) and the potential risk to the successful delivery of the project. This has been raised at the People Board to consider transition planning.
- Change control effectively and consistently applied.
- Opportunity for PO to consider more trend based reporting to mitigate for prolonged periods of the project being in a potential risk state.
- Opportunity to introduce a measurable approach to benefits.

9.2.2 **The Committee welcomed this approach and 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 and noted that the areas of change were highlighted within the covering report.

10.1.2 GB reminded the Committee of the intention to adopt the revised format, similar to the aligned directorate risk report, for future meetings.

10.1.3 **The Committee noted the report.**

10.2 **Committee Aligned Directorate Risks**

10.2.1 PS presented the Aligned Directorate Risks report to the Committee.

10.2.2 With regard to SDMP3/004 (Communication and Engagement), the Committee noted both the current risk rating (25) and target risk rating (4) and asked for an estimated timescale for this to be realigned. PS advised that the Public Consultation Team had been identified and it is anticipated that the Team will be in place by March 2022.

10.2.3 Brief discussion took place on the Committee's role to scrutinise strategic/directorate risks as well as the separate project risks and the ability to deep dive/spotlight the effectiveness of risk management process to seek assurance.

10.2.4 **The Committee noted the report.**

(L Barnes and S Semple joined at 1205 hrs)

10.3 **Risk Spotlight: POD 010 (Project Support)**

10.3.1 LBa provided a verbal update to the Committee and noted the following key points:

- Imminent proposals to reduce the overall risk rating from 16 to 12.
- Secured additional resources within POD.
- Continue to focus on the Annual Operating Plan to ensure quality of delivery and avoid over commitment of resources.
- PTFAS programme was a significant and critical project for the directorate.
- Early engagement was critical to support other change programmes.
- Overall number of vacancies (10) within the directorate. Ongoing challenges with external recruitment market and the need to identify early intervention required, ie market allowance.

10.3.2 **The Committee noted the report.**

(L Barnes and S Semple left at 1210 hrs)

11 COMMITTEE ROLLING FORWARD PLAN

11.1 **Committee Forward Plan**

11.1.1 No items were identified.

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

11.2.1 The Committee were reminded that a Budget Strategy/Development session was scheduled to be brought to the Board on 24 February 2022 and then formally to the Board meeting on 31 March 2022.

11.2.2 The following items were noted:

- PO Risk Register and the value of linking to Committee Aligned Directorate Risks. FT/NB to discuss further and confirm.

ACTION: FT/NB

12 REVIEW OF ACTIONS

12.1 HG confirmed that seven formal actions were recorded during the meeting.

13 DATE OF NEXT MEETING

13.1 The next meeting is scheduled to take place on Thursday 12 May 2022 at 1000hrs.

13.2 There being no further matters to discuss, the public meeting closed at 1232 hrs.

PRIVATE SESSION

14 MINUTES OF PREVIOUS PRIVATE MEETING: 4 NOVEMBER 2021

14.1 The minutes of the meeting held on 4 November 2021 were approved as a true record of the meeting.

15 COMMAND AND CONTROL FUTURES (CCF) PROJECT

15.1 **Command and Control Futures Project Update**

GMack presented the Periodic Update Report to the Committee providing an overview of the project timeline, progress against critical pathways and relevant events and issues.

15.2 **The Committee noted and thanked GMack for the update.**