



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - CHANGE COMMITTEE

MONDAY 15 AUGUST 2022 @ 1400 HRS

BY CONFERENCE FACILITIES

PRESENT:

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

Nick Barr (NB)
Angiolina Foster (AF)

IN ATTENDANCE:

Stuart Stevens (SS)	Deputy Chief Officer
David Lockhart (DL)	Assistant Chief Officer, Director of Service Development
Andy Main (AM)	Head of Portfolio Office
Curtis Montgomery (CM)	Change Centre of Excellence Manager
Stewart Nicholson (SN)	Deputy Assistant Chief Officer, Service Delivery (Item 8.1)
Scott Semple (SSe)	Head of People and Organisational Development (Item 8.2)
Ally Cameron (AC)	Group Commander Board Support Manager
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS

Leanne Stewart	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, Deputy Chair
Gillian Buchanan, Deputy Portfolio Manager

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

- 3.1 The Committee agreed that the Highlight Reports (Agenda Item 16), Financial Reports (Agenda Item 17) and 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).

4 DECLARATION OF INTERESTS

4.1 None

5 MINUTES OF PREVIOUS PUBLIC MEETING: 12 MAY 2022

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

5.1.1 **The minutes of the meeting held on 12 May 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 actions were agreed and removed. The Committee noted and welcomed the detailed Youth Volunteer Scheme update contained on the action log.

Action 9.1.1 Portfolio Office Progress Update (3 February 2022): AM confirmed that this was still being progressed through the Senior Management Board and the Strategic Leadership Team. Due date to be extended to November 2022.

6.2 **The Committee noted the Action Log.**

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 For information SS noted that the action referencing the creation of a risk spotlight related to GETAC tablets. The risk spotlight would be presented at the SMB and the Service Delivery Committee.

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

8 CHANGE PORTFOLIO/MAJOR PROJECTS

8.1 Change Portfolio/Major Projects Dashboard

8.1.1 AM 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:

- Transition ongoing to the new reporting format (to be presented under Agenda Item 16 in the private session).

8.1.2 Low Carbon Appliance – Proof of Concept Dossier

SN presented the Dossier to the Committee and highlighted the following key points:

- New phase of project moving to the introduction and delivery of appliance to service delivery and acknowledgement of the change of Executive Lead to SN from Iain Morris, Acting Director of Asset Management.
- Focus on engagement with internal partners including training, operations, etc and external partners, ie Scottish Government, Transport for Scotland, Scottish Enterprise.
- Next steps include identifying how to maximise opportunities and innovation for the appliance, gather intelligence and share learning throughout the sector and wider stakeholders.
- Overview of current and future steps for the project outlined within the Dossier.
- Timeline - Anticipated to be delivered November/December 2022, initial 3 month period of familiarisation/training (National Training Centre) followed by operational deployment in March 2023.
- Executive Lead and Portfolio Office were identifying and focussing on evaluation of the project.

- 8.1.3 The Committee noted on the financial contribution from Transport Scotland and subsequent commitment from the Service associated with this project. The Committee sought clarification whether the project remained within budget and what resources were allocated to the project. The Committee commented on the advanced stage of the project and the fact that this was the first time the Committee had been made aware of it and sought assurance that this situation would not be repeated.
- 8.1.4 SN confirmed that the project remained in line with the projected budget and provided assurance of the governance arrangements now in place for the project which would ensure that the Committee would be kept fully informed of progress.
- 8.1.5 As a result brief discussion took place on the failure to initiate and produce a business case for this project and the need to evaluate whether it would be appropriate to retrospectively document the business case to identify and track added value/benefits. It was noted that the work of the Portfolio Office to develop a design authority process would reduce this re-occurring. The Committee Chair supported the development of a retrospective business case. Portfolio Office to consider and confirm whether a retrospective business case or an alternative means to capture benefits would be developed to support this project.

ACTION: PO

- 8.1.6 AM confirmed that the formal presentation of the Portfolio Office function's new governance arrangements would be tabled at the Strategic Leadership Team in September 2022, this will address the intake of major change going forward. The Committee welcomed the confirmation that the framework (presented at the Committee workshop on 11 August) would be the gateway for all new proposals going forward.
- 8.1.7 SN noted that the original scope of the project was to deliver a standard reliable rescue appliance. Any wider opportunities to explore innovation, both in relation to appliances and firefighting, would be considered in the future.
- 8.1.8 **The Committee scrutinised the report and the Low Carbon Appliance Dossier.**

(SS joined the meeting at 1430 hrs)

8.2 **People, Training, Finance and Assets Systems (PTFAS) Programme Update**

- 8.2.1 SS presented an update to the Committee on the PTFAS programme, highlighting the following key points:
- Discussions ongoing with Scottish Government to explore the opportunity for joint procurement of a new HR/Finance solution. Anticipate a more detailed update would be provided at the next meeting (November 2022). **(ACTION: PMcG)**
 - As a result of the Resource Spending Review (RSR), the plan would be reviewed to identify options for phasing of programme and prioritising elements.
 - Contract with current HR provider to be further extended. Currently this is due to expire in September 2023.
 - Preparatory work ongoing for the Digital Scotland Service Standard and Technical Assurance Framework audits. Both audits were scheduled for October 2022.
 - Work undertaken to develop and align the programme visions, values, principles and benefits. Thanks were extended to the Portfolio Office for their assistance in this area.
- 8.2.2 The Committee noted and welcomed the review of the phasing of the programme due to the significant size, complexity and associated risk. However, the Committee also noted their concern that the phasing of such a complex programme may not be sufficient given the level of risk and financial pressures.

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- 8.2.3 The Committee noted that the programme values differed from the Service's values of Safety, Teamwork, Respect and Innovation. The rationale for this was explained and understood by the Committee.
- 8.2.4 The Committee noted the SMART benefits and sought assurance that the appropriate benchmarking would be in place to evidence benefits in the future. SS advised the Committee of the intention to develop the matrix to be able to evidence future benefits.
- 8.2.5 AM further advised the Committee that the Service would be taking a benefit led approach to inform the phasing of the programme to ensure measurable benefits against the level of investment. AM noted that the benefits framework would help individual teams identify targets, benefits, etc and would assist the Executive in making informed decisions regarding the future programme.
- 8.2.6 CM summarised the support provided to help identify benefits, smart objectives, improve focus on improvement including smart objectives and supporting matrix measures. CM noted the collation of a business process catalogue to target high yield end to end processes across the whole organisation which would help to identify what was feasible, potential savings and options of future planning (blueprint).

8.2.7 **The Committee scrutinised the report.**

(S Semple left the meeting at 1450 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.
- 9.1.2 The Committee observed that the Portfolio Office were gaining momentum and progressing at pace and thanked all those involved for their continued work. The Committee noted that the discussions at the recent Strategy Day and Committee workshops were informative and helpful.
- 9.1.3 The Committee sought clarification whether the reporting periods related to calendar or fiscal years. AM confirmed that the reporting period was fiscal year and would adjust future reports to provide this clarity.

ACTION: PO

9.1.4 **The Committee noted the report.**

9.2 **Internal Audit - Portfolio Office**

- 9.2.1 AM provided a verbal update to the Committee on the findings of the Internal Audit report, noting that there were no new issues identified. AM highlighted the alignment from the progress reporting on the roadmap against the Internal Audit recommendations, noting that work had already begun. AM noted that there was recognition and work still required within the Service in regard to fully resourcing the Portfolio Office function.
- 9.2.2 AM confirmed the governance arrangements for the Internal Audit report were Good Governance Board and Audit and Risk Assurance Committee.
- 9.2.3 **The Committee noted the report.**

10 RISK

10.1 Portfolio Office Risk Report

10.1.1 AM 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. The following key points were noted:

- Reformat to align with Strategic Risk Register
- Downward trend in risk (reduction of 26 to 22 critical risks)

10.1.2 AM intimated that the reduction in risk may not be truly reflective of the situation. AM noted that dependencies across the portfolio were not always reflected from a risk perspective, however, internally work was ongoing to review/change risk narrative.

10.1.3 The Committee commented on the distinction between risks and issues (ie a risk that has crystallised/materialised therefore becomes an issue).

10.1.4 AM commented on the need for further education within the Service to help differentiate risks and issues and when appropriate, the need to identify corrective and remedial actions. AM advised the Committee of ongoing discussions to identify future improvements, greater understanding, consistency and appropriate governance routes.

10.1.5 AM advised that the intention was for future reports to capture the separation of risks and issues (crystallised risks) and be supported by a revised management response. AM to provide an update with regard to the development of this work.

ACTION: PO

10.1.6 CM noted that a separate issues log would be implemented for all new projects going forward.

10.1.7 **The Committee scrutinised the report.**

10.2 Committee Aligned Directorate Risks

10.2.1 DL presented the Aligned Directorate Risks report to the Committee noting the following key points:

- 10.2.2
- Two new risks.
 - Increased risk rating relating to SD001 (Delivery of Directorate Commitments) and SD004 (Organisational Culture).

10.2.3 **The Committee scrutinised the report.**

11 COMMITTEE ROLLING FORWARD PLAN

11.1 Committee Forward Plan

11.1.1 No items were identified. AC highlighted the update on the Safe and Well Evaluation would be brought to the next meeting (November 2022).

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

11.2.1 AC reminded the Committee that PTFAS was scheduled to be discussed at a Strategy Day, however, this has been deferred due to the broader prioritisation discussions required.

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

12 REVIEW OF ACTIONS

12.1 AC confirmed that 4 formal actions were recorded during the meeting.

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13 DATE OF NEXT MEETING

- 13.1 The next meeting is scheduled to take place on Thursday 10 November 2022 at 1000hrs.
- 13.2 There being no further matters to discuss, the public meeting closed at 1510 hrs.

PRIVATE SESSION

14 MINUTES OF PREVIOUS PRIVATE MEETING: 12 MAY 2022

- 14.1 The minutes of the meeting held on 12 May 2022 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.

16 PORTFOLIO OFFICE PROJECTS

16.1 New Highlight Report (Test of Change)

AM presented the Project Highlight Reports to the Committee for scrutiny. It was noted that these reports were being taken in private due to the financial information now being contained within the reports.

- 16.2 Brief discussion took place on whether future reports should be taken in private due to the financial and contractual elements whilst maintaining transparency. It was noted that transparency could still be made through public Board reports. Proposed for future highlight reports to omit the financial elements and a separate financial report would be presented.

16.3 The Committee scrutinised the report.

17 FINANCIAL REPORTING – CHANGE PORTFOLIO

- 17.1 AM presented the report to the Committee, commented on the good partnership with Finance (Marcus Jenks, Decision Support Manager) in producing monthly forecasting reports and trying to drive further improvements into the reports.

- 17.2 AM confirmed that the Low Carbon Appliance project would be included in future reports.

17.3 The Committee noted the report.

18 COMMAND AND CONTROL FUTURES (CCF) PROJECT

18.1 Command and Control Futures Project Update

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

- 18.2 **The Committee scrutinised the report and thanked GMackK for the update.**