



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

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**PUBLIC MEETING - TRANSFORMATION AND MAJOR PROJECTS COMMITTEE**

**THURSDAY 6 AUGUST 2020 @ 1000 HRS**

**BY CONFERENCE FACILITIES**

**PRESENT:**

Fiona Thorburn (Chair) (FT)  
Brian Baverstock (BB)

Nick Barr (NB)  
Marieke Dwarshuis (MD)

**IN ATTENDANCE:**

Ross Haggart (RH)	Deputy Chief Officer
Paul Stewart (PS)	Assistant Chief Officer, Director of Service Development
John Dickie (JD)	Assistant Chief Officer, Director of Training, Safety and Assurance
Stuart Stevens (SS)	Assistant Chief Officer, Director of Service Delivery
Liz Barnes (LBa)	Director of People and Organisational Development (for Item 8.5 only)
Gillian Buchanan (GB)	Deputy Portfolio Manager
John Miller (JM)	Deputy Assistant Chief Officer, Service Delivery
Richie Hall (RHa)	Group Commander, Service Transformation Project Manager (up to Item 7 only)
Andy Girrity (AG)	Area Commander, Service Delivery Model Programme Manager
Iain Morris (IM)	Head of Asset Management (for Items 8.3 and 8.4 only)
Marysia Waters (MW)	Head of Communications & Engagement (for Item 10 only)
Richard Whetton (RW)	Head of Corporate Governance
Kirsty Darwent (KD)	Chair of the Board
Alasdair Cameron (AC)	Group Commander Board Support Manager
Debbie Haddow (DH)	Board Support/Minutes

**OBSERVERS**

Bill McQueen (BMcQ)	Deputy Chair of the Board
Heather Greig	Board Support Executive Officer
Joan Nilsen	Portfolio Office
Leanne Stewart	Portfolio Office

**1 WELCOME AND APOLOGIES**

- 1.1 The Chair opened the meeting and welcomed those present and participating via conference facilities.

1.2 Apologies were noted from:  
Mhairi Wyllie, Board Member  
Darren Riddell, Area Commander Portfolio Manager

**2 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE**  
2.1 The Committee agreed that the verbal report on *Strategic Review Update* would be taken in private due to matters considered to be confidential (Standing Order 9G).

2.2 No further private items were identified.

**3 DECLARATION OF INTERESTS**

3.1 None

**4 MINUTES OF PREVIOUS PUBLIC MEETING: 7 MAY 2020**

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

4.2 **Matters Arising**

4.2.1 GB confirmed that the reference to the People, Training, Financial and Asset Systems, in the previous minutes (para 5.1) concerned the combining of the 2 original projects and noted that the revised dossier would be discussed later in the meeting. RH would brief the Committee on the current position with Accenture work later in the private session.

4.2.2 JD provided a verbal update on the MP0001 Command & Control Futures projects, noting:

- Seven week delay (versus four weeks originally anticipated) in software release from Systel, which did not include the expected number of high priority specifications as anticipated. The software was also found to be unstable and had not been deployed to UAT. It is anticipated that most of the bugs would be fixed once version 118 is released.
- Operations Control Johnstone would be handed back to the SFRS today. Recant was scheduled for 22 September 2020.
- Train the Trainer courses have been completed and the next phase of familiarisation training had commenced remotely.
- In accordance with the COVID Risk Assessment, the core project team are continuing to work on a blended approach, from home or the WSDA HQ.
- The impact on ICT support due to COVID-19 had been resolved.

4.2.3 **The minutes of the meeting held on 7 May 2020 were approved as a true record of the meeting.**

**5 ACTION LOG**

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

**Item 8.3.4 Benefit Management Tracker (06/02/20)** – Due to ongoing discussions to review benefit management arrangements and the resourcing of same, it was agreed that this action would remain open and the completion date would be extended.

**6 SENIOR MANAGEMENT BOARD ACTION LOG**

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

6.2 In regard to Item 10.4, the Committee requested an update on the Futures Vision communication and engagement plan. RH confirmed that a paper produced by Mark McAteer on the proposed engagement approach, including workshops, etc, was

recently presented to the Strategic Leadership Team. A report would be presented to the next formal Board meeting (August 2020). The Committee commented on the importance of focussing on outcomes not just process.

## **7 SERVICE TRANSFORMATION PROJECTS**

### **7.1 Service Transformation Programme Dashboard**

7.1.1 GB presented the Service Transformation Programme Dashboard, noting exceptions were being reported on Safe and Well and Service Delivery Model Programme (SDMP). Due to COVID-19, a revised dossier and change request for the Safe and Well project will be presented at the next meeting.

*(P Stewart joined the meeting at 1030 hrs)*

### **7.2 ST00009 OHCA/EMR**

7.2.1 RH presented the change request and revised dossier to the Committee noting that the revisions were due to impact of COVID-19 and the outcome of the terms and conditions ballot. He noted that the revised milestones have all been met with the caveat that specific delivery information/implementation had still to be finalised. In regard to clinical governance, there had been specific governance agreed to support OHCA and also general clinical governance arrangements were being developed and lead by JD. This would be captured within a further updated dossier to support this joint work.

7.2.2 RHa reiterated that the milestones have been met as far as possible. However, until the location of co-responding stations were identified, the implementation plan, training strategy, draft call-handling agreement and communication strategy could not be finalised. Similarly, the Service Level Agreement could not be completed at this time.

7.2.3 RHa confirmed that the engagement with Scottish Ambulance Service was improving and returning to pre-COVID levels.

7.2.4 RHa outlined potential future partnership opportunities for future wider emergency medical response.

7.2.5 RH informed the Committee that since the outcome of the ballot, no discussions had taken place with the Fire Brigades Union on the potential delivery of capabilities within the broadened role proposals. Work has since commenced to review this. SS had been tasked to produce a joint paper for the Strategic Leadership Team (SLT) on OHCA (specific geographical areas) and options to operationalise Marauding Terrorist Attack (MTA) response. This paper would allow the SLT to discuss options to progress these matters within the Service.

7.2.6 The Committee asked whether the overall costs for the project were known. RH noted that an updated business case was being developed, however some costs were still unknown. These related to training, resourcing, etc and were dependent upon the footprint of the activities. Updates on the business case and estimated costs would be brought to the next meeting.

**ACTION: RH/RHa**

### **7.3 ST0004 Youth Volunteer Scheme**

7.3.1 JM presented the change request and closing report to the Committee. Due to COVID-19 restrictions, only six schemes were implemented by April 2020 while the remaining four would be delivered through business as usual once restrictions allow.

7.3.2 The Committee supported and understood the reason for the closure of the project and noted the success of the project and the potential sustained success going forward.

7.3.3 In relation to the non-cashable benefits, the Committee commented on the opportunity to review the interim benefits specifically around the contribution towards positive destinations (GIRFEC). JM stated that the measuring of the benefits could be done through the annual review process including apprenticeships and full employment. Information to come back to the Committee to review the measures taken around the benefits and further expand on non-cashable benefits that currently were not able to be measured eg GIRFEC.

**ACTION: JM**

7.3.4 Confirm that an update on the Youth Volunteer Scheme be included within the Annual Performance Review 2019-20.

**ACTION: BST**

#### 7.4 RRU Project Review/Evaluation

7.4.1 The Committee thanked those involved in the production of the detailed evaluation report and welcomed the opportunity to focus on the lessons learnt.

7.4.2 RW presented the evaluation report to the Committee, noting the following key points:

- General lessons learnt within the Portfolio Office since this project commenced have led to improved business case development, governance and benefit management.
- Highlighted the overspend of RRU project and the subsequent management of the project.
- Need for improvements at initial planning stages and appropriate governance.
- Importance of identifying baseline and accurately articulating benefits.
- Importance of collating project documentations for reference purposes.
- Consideration to be given to process for the closure of projects.
- Scope of projects need to be clear and definitive avoiding any ambiguity.
- Improvement Plan with key recommendations from evaluation report would be produced and implemented by the Portfolio Office.

**ACTION: PO**

7.4.3 The Committee commented and reflected on the level of rigor of the Board/Committee at the start of this project, the importance of clearer expectations/outcomes and the accurate articulation of benefits. The Committee commented on the lessons learnt and the improvements in discipline and rigor in these areas whilst acknowledging that further improvements could be made.

7.4.4 GB informed the Committee of the Lessons Learnt Log which captures any lesson learnt throughout the lifetime and at the conclusion of projects. This information is continually reviewed and shared with existing/new project managers to aid project planning/management.

7.4.5 The Committee noted the importance of clearly articulating benefits and measurement of same. It was suggested that the Board should review and collectively reflect on the lessons learnt from these projects (captured under Item 12.2).

7.4.6 RW confirmed that the potential for an external project evaluation had been previously discussed, however, this had been successfully undertaken in-house. RW stated that external validation of the evaluation could still be carried out eg through a gateway review.

7.4.7 RW indicated that an improvement to the planning process would be to implement test of change/pilot phases to benefit the overall process. This would help highlight potential changes to technical specifications.

7.4.8 The Committee commented on the resources and capacity within the Portfolio Office and that a realistic review of this was undertaken. RH recognised the current resourcing within the Portfolio Office, highlighted the ongoing Accenture work and gave assurances of the Strategic Leadership Team's focus to appropriately resource this area.

7.4.9 RH thanked the Committee for their supportive scrutiny of the project evaluation and reiterated the Service's commitment to continually learn and embed lessons learnt going forward.

## 7.5 Rural Full Time Posts (RFTP) Project Review/Evaluation

7.5.1 RW presented the evaluation report to the Committee, noting the good practice of carrying out an interim 1<sup>st</sup> year review which was taken forward into the following year. The benefits have been partially met as the full outcomes/benefits are still to be realised within the local community.

*(Due to JD's other commitments, it was agreed that Item 8.2 would be brought forward on the agenda)*

## 8 MAJOR PROJECTS

### 8.2 MP0001 Command & Control Futures

8.2.1 JD presented the report to the Committee providing an overview of the assessed impact of COVID-19 mitigation measures on project delivery and proposed amendments to the delivery timeline. The following key points were noted:

- Key areas impacted were staffing/resources, access to internal and external stakeholders, construction and refurbishment work and resource/support from Operations Control.
- Review of timeline undertaken and full summary of updated timeline to be submitted at the next TMPC meeting.
- Indicative delivery dates.
- Virtual meeting scheduled with Systel's CEO next week with further weekly meetings to be requested. JD to clearly outline SFRS's expectation during this initial meeting and would be requesting assurances on future releases to enable appropriate preparation and planning of training, etc.
- Recent software releases contained fewer high priority components than anticipated and were found to be unstable.
- Brief overview of the revised timeline and actions required, which has increased by approximately 3 months.
- Associated risks include the inability of Systel to deliver and the continued use of legacy systems. Monthly reports are provided at the CCF Board on the current systems. The Contingency Group have been stood up to review all contingency measures should they be required.
- Project Manager engaging with other fire and rescue services to help identify reasons for the issues being incurred.
- No further milestone payments have been made to Systel.

8.2.2 JD noted that most ICT projects encountered issues and Systel were no exception. SFRS's Head of Finance and Procurement conducts a monthly check on Systel's financial viability and no issues have arisen.

8.2.3 The Committee briefly commented on the potential alternatives available to the Service in regard to the outcome of this project. JD assured the Committee of his determination to ensure that Systel are held to account and deliver the project.

8.2.4 It was proposed that an additional meeting/workshop be scheduled in September to allow for a further update to be given to the Committee (captured under Item 12.1).

8.2.5 **The Committee noted the report.**

*(J Dickie left the meeting at 1140 hrs)*

*(Meeting broke at 1140 hrs and reconvened at 1145 hrs)*

7.6 Service Delivery Model Programme (SDMP) COVID-19 Impact Assessment

7.6.1 AG presented a report to the Committee providing an update on the impact due to COVID-19 and additional work not originally included on the SDMP planner. The following key points were noted:

- Supported COVID-19 planning and resilience arrangements by producing an appliance withdrawal strategy mapping tool.
- Restricted engagement opportunities.
- Delay in recruiting support role.
- Restricted in implementing communication and engagement plan.
- Delay in securing external validation (Community Risk Index Model) arrangements.
- Delays resulted in extension of 6 months to Phase 2 of the SDMP (based on current resourcing) to September 2021.
- Potential to condense Phase 3 to deliver the overall programme within timescale.
- Production of the Impact Assessment has resulted in the assessment of the resourcing required to deliver Phase 2 milestones and wider discussions on long term resourcing within the programme and Service Development Directorate.
- Still feasible to deliver key elements of the programme on time but with the caveat that additional resources would be required.

7.6.2 **The Committee noted the report and thanked AG for his verbal update.**

## 8 MAJOR PROJECTS

### 8.1 Major Projects Dashboard

8.1.1 GB presented the Major Projects Dashboard noting project updates would be provided from individual Project Managers on West Asset Resource Centre (ARC), McDonald Road Refurbishment and People, Training, Finance and Assets (PTFA) Systems. The project update for the Command and Control Futures (CCF) had been heard earlier in the meeting.

### 8.3 MP0007 West Asset Resource Centre

8.3.1 IM presented the revised project dossier to the Committee. Due to the timescales for producing the project dossiers, the Business Case approval date/by whom information was still to be updated.

8.3.2 The Committee reiterated the importance of accurately articulating benefits to ensure that they are measurable, quantifiable and baselined and sought assurance that this could be done. In regard to the risk, it was noted that the impact of the events were recorded as “*to be confirmed*” within the project dossier.

8.3.3 IM stated that information was being gathered to allow baseline data to be captured from current sites to allow comparisons to be made. He noted that the project specification had been revised to incorporate additional environmental aspects.

8.3.4 It was agreed that further consideration would be given to the benefits, business case dates, etc to be updated along with the impact of risks and action taken. IM to review.  
**ACTION: IM**

8.3.5 **The Committee noted the report.**

*(L Barnes joined the meeting at 1200 hrs)*

8.4 MP0006 McDonald Road Refurbishment

8.4.1 IM presented the change request for the project noting changes to the specification in line with the standard station design, impact of COVID-19 and the increased costs. The project was currently Amber for resources, this was due to on site restrictions for contractors, however, the project was continuing to progress.

8.4.2 The Committee noted the increased costs and requested that a breakdown of these costs be provided. Cost breakdown information, including the impact on the overall capital budget, to be provided and circulated (by email) to the Committee.

**ACTION: IM/BST**

8.4.3 **The Committee noted the verbal report.**

8.5 MP0011 People, Training, Finance and Assets Systems Programme

8.5.1 LB presented the change request and updated dossier to the Committee noting the SLT's decision to combine the original individual projects due to their interdependencies. The following key points were noted:

- Funding has been authorised and a Programme Board has been established.
- Authorised to recruit a suitably qualified and experienced programme manager due to the complex nature of the project.
- Overarching benefits include streamlining interdependent process, strong interoperability and future plug and play capabilities.
- Dossier would continue to develop as project continues to evolve.
- Fully integrated solution that meets all requirements and where possible without diluting any benefits.
- Outline of business benefits included reduction of manual input, improved accuracy and ability to redirect resources.
- Programme phased over 5 years with the overall estimated costs being £2-3million. The Committee commented on the potential underestimate of costs given the scale of the programme of work.
- Challenges with the expiration of existing contracts and the actions required.

8.5.2 In regard to Risk POD2, LBa noted that the overall risk rating would be amended as the probability has reduced due to the commencement of the project. The 6 main risk areas have been identified and noted the measures being taken or required to address these.

8.5.3 LBa stated that the project would identify what/how the Service currently works and further identify what the Service needs to do going forward. The Committee commented on the need to review current working practices in order to identify and remove unnecessary/inefficient processes and practices. The Committee welcomed this and emphasised the critical importance of this approach to mitigate the risk of automating poor/inefficient processes.

8.5.4 The Committee noted the link with the ongoing Accenture work.

8.5.5 The Committee noted the high level benefits, however as the project progresses it would be essential that specific benefits be articulated. LBA noted that both cashable and non-cashable benefits would be identified with each element of the project. It was recognised that once individual elements have been identified, separate dossiers would be produced as and when necessary. The Committee suggested the idea of three phases be considered.

8.5.6 The Committee discussed the complexities with procuring large integrated systems, using bespoke systems and parallel procurement processes with different suppliers.

8.5.7 The Committee noted the importance of this project and the fundamental changes to how the Service delivers its services. An update on the project would be presented at the TMPC Workshop in September.

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

*(L Barnes left the meeting at 1250 hrs)*

## **9 GENERAL REPORTS**

### **9.1 Gateway Review Action Plan**

9.1.1 Due to COVID-19, GB informed the Committee that limited progress had been made against the action plan. The impact of the Accenture work had still to be identified and the action plan would be revisited in due course.

9.1.2 **The Committee noted the report.**

### **9.2 Benefits Management Tracker**

9.2.1 GB presented the high level benefit map to the Committee for information. It was noted that underneath this high level map, both the portfolio and individual project benefits were also captured and linked back into the high level benefits.

9.2.2 **The Committee noted the report.**

## **10 COMMUNICATIONS AND ENGAGEMENT UPDATE**

10.1 The Communications and Engagement update report was presented and noted by the Committee.

10.2 **The Committee noted the communications and engagement update report.**

*(M Waters left the meeting at 1255 hrs)*

*(The meeting broke at 1255 hrs and reconvened at 1300 hrs)*

*(B Baverstock left the meeting at 1300 hrs)*

## **11 RISK**

### **11.1 Risk Tracker/Dashboard**

11.1.1 This item had been covered during earlier discussions.

11.1.2 It was noted that the new format of the Portfolio Office Risk Log, which will be available for the next meeting, will include actions.

11.1.3 **The Committee noted the risk tracker/dashboard.**

### **11.2 Strategic Risk Register**

11.2.1 PS presented the new format TMPC aligned Directorate Risks, which have been extracted from the Strategic Risk Register. It was noted that the information on the



action timescales were contained within individual Directorate Risk Registers and that actions were aligned on a quarterly basis. A note to this effect would be included in future iterations of the Committee aligned risks.

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:

- Committee workshop to be scheduled in September to discuss CCF and PTFA.
- Strategic Review (Accenture) to be added as Standing Agenda item.

### **12.2 Items for consideration at Future Integrated Governance Forum (IGF), Board and Strategy Day Meetings**

12.2.1

The following was noted for the IGF:

- Review and embed lessons learnt (projects) at Board/Committee Level.

## **13 REVIEW OF ACTIONS**

13.1 AC confirmed that five formal actions were recorded during the meeting.

## **14 DATE OF NEXT MEETING**

14.1 The next meeting is scheduled to take place on Thursday 5 November 2020 at 1000hrs.

14.2 There being no further matters to discuss, the public meeting closed at 1315 hrs.

## **PRIVATE SESSION**

### **15 PRIVATE ACTION LOG**

15.1 The Committee considered the action log and noted the updates.

### **16 STRATEGIC REVIEW UPDATE**

16.1 RH provided a verbal update on the progress of Accenture work and the next stages.