SCOTTISH FIRE AND RESCUE SERVICE
Working together for a safer Scotland

PUBLIC MEETING - TRANSFORMATION AND MAJOR PROJECTS COMMITTEE

THURSDAY 4 FEBRUARY 2021 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Fiona Thorburn, Chair (FT)	Marieke Dwarshuis, Deputy Chair (MD)
Nick Barr (NB)	Brian Baverstock (BB)
Mhairi Wylie (MW)	

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
Gillian Buchanan (GB)	Deputy Portfolio Manager
Ali Perry (AP)	Deputy Assistant Chief Officer, Prevention and Protection
John MacDonald (JMacD)	Deputy Assistant Chief Officer, Head of Service Development
David Farries (DF)	Deputy Assistant Chief Officer, Head of Operations
George Lindsay (GL)	HROD Manager (Item 9.4 only)
Gary Belfield (GBe)	ICT Technical Strategy Manager (Item 9.2 only)
Stuart Chalmers (SC)	ICT Business Services Manager (Item 9.2 only)
Alasdair Cameron (AC)	Group Commander Board Support
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS

Heather Greig	Board Support Executive Officer
Paul McGovern	People, Training, Finance and Assets Programme Manager

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

2   APOLOGIES
Darren Riddell, Area Commander Portfolio Manager
Richard Whetton, Head of Governance, Strategy and Performance

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

3.1   The Committee agreed that the Periodic Update: Command and Controls Futures (CCF) Project (Agenda item 17) would be heard in the private session due to confidential commercial/financial information (Standing Order 9E). It was agreed that future CCF projects updates would be heard in the public session and, if appropriate, any specific commercial sensitivities would be heard in private session.

3.2   No further private items were identified.

4   DECLARATION OF INTERESTS

4.1   None

5   MINUTES OF PREVIOUS PUBLIC MEETING: 5 NOVEMBER 2020

5.1   Minor typographical errors were noted and agreed:

5.1.1   **Subject to the above amendment being made, the minutes of the meetings held on 5 November 2020 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 7.2.6 Service Transformation Projects ST00009 OHCA/EMR (06/08/2020) – Following discussions, it was agreed that this action would remain open until the closing report was presented. It was acknowledged that events had overtaken the requirement for an updated business case and costs to be presented. Due date to be revised to May 2021.

Item 7.4.2 RRU Project Review/Evaluation (06/08/21) – Due date to be revised to May 2021.

Item 9.2.7 Major Projects Command and Control Futures – Change Request and Updated Dossier (05/11/20) – Due to potential sensitivities, the Committee requested further clarification on the activities/issues affecting the Service mobilising system over the bonfire period to be provided in the private session.   Following this clarification (in private session), it was agreed that this action would remain closed.

6.2   Within future updates, the Committee requested that should any original due date not be met; a brief explanation be provided within the position statement.

7   SENIOR MANAGEMENT BOARD (SMB) ACTION LOG

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

8   SERVICE TRANSFORMATION PROJECTS

8.1   **Service Transformation Programme Dashboard**

8.1.1   GB presented the Service Transformation Programme Dashboard, noting that all projects were currently showing Green and briefed the Committee on the projects updates being presented.

8.1.2   The Committee queried what risk was being highlighted by the statement "the impact of new terms and conditions (T&C) for uniformed staff". It was recognised that several projects were reliant on the new T&Cs which had not been agreed. It was clarified that the risk statement should read "the impact of the lack of new Terms and Conditions".

ACTION: GB

8.1.3   In relation to Mass Casualty Event project, the dashboard indicates that this was on hold, therefore was potentially not being progressed by the Service and addressed by the Committee. RH acknowledged the potential for this to be misinterpreted and noted that these arrangements continued to be an area of focus and scrutiny for the Service Delivery Committee. RH advised that the portfolio was currently being reviewed and all Service Transformation projects, with the exception of Safe and Well, would be terminated or closed. The revised dashboard would be presented at the next meeting (May 2021).

8.1.4   For assurance purposes, progress on key milestones being achieved within the period of the report should be included in future dashboard reports.

ACTION: GB

8.1.5   **The Committee noted the report.**

8.2   **Service Delivery Model Programme (SDMP) Update**

8.2.1   JMacD updated the Committee on recent progress including the completion of potential scope of change report which had previously been shared with the SLT and Board. This was a high-level assessment of the Service portfolio. The Committee were given assurance, when looking at the scale of change, that a clear process would be followed, which included

- Understanding profile of risk across the Scotland in order to accurately baseline any potential options for change.
- Operationally model any potential options to assess their viability.
- Impact assessments in terms of the equality impact on people and operational ability to maintain resilience and deliver service. A detailed business case for each individual option would also be required.
- Formal consultation process.

8.2.2   JMacD noted that the further work would be required to develop the potential scale of change. The importance of legal compliance and best practice regarding public consultation was recognised. Due to a number of interdependent projects ie Unwanted Fire Alarm Signals (UFAS), running alongside the SDMP, a review of the wider change portfolio timelines was being undertaken. The impact of these interdependent projects would need to be understood before seeking to take forward any proposed SDMP changes.

8.2.3   JMacD informed the Committee that the Community Risk Index Model (CRIM) was on scheduled for completion by the end of March 2021 and the validation process with Edinburgh University was well advanced. An initial baseline CRIM for the East Service Delivery Area had been produced and had provided assurance that the risk assessment/profiling was accurate. This would enable the Service to target resources appropriate for both prevention and interventions activities.

8.2.4   JMacD advised the Committee that ORH Ltd had been appointed as consultant for operational modelling and noted their positive feedback on the level of information being used by the Service. He noted that the external validation from both Edinburgh University and ORH would help support and evidence the processes being applied by the Service should there be any future external scrutiny.

8.2.5   JMacD noted that the next steps included the planning both internal and external engagement and noted the recruitment for a dedicated full-time co-ordinator position to support the project.

8.2.6   The Committee commented on the risk associated with the communications and engagement elements. PS advised the Committee that the communications and engagement risk was a key component by the SMDP. A paper would be presented to the Strategic Leadership Team to discuss the staffing requirements including the recruitment of the co-ordinator role and the links to the wider Communications and Engagement function. He reminded the Committee of the 3 future consultations (Future Vision, UFAS and SDMP) which would be undertaken and noted the revised timelines would assist the Service to manage the process around the SDMP. Given the importance of this area, the Committee requested that as soon as practical the communication and engagement plan be presented for scrutiny and assurance purposes.

8.2.7   The Committee commented on the importance of understanding the level of existing communication within local areas and building on this foundation. Also, the importance and benefits of engagement with local communities being undertaken by local teams. JMacD assured the Committee that, from a SDMP perspective, the knowledge and support from the Local Senior Officer's and their teams was essential to understand the local area's needs and requirements.

8.2.8   It was confirmed that the updated timeline would be presented to the Board on 25 February 2021.

8.2.9   **The Committee noted and welcomed the update.**

8.3   **Retained and Volunteer Duty System – Change Request and Updated Dossier**
8.3.1   DF presented the Change Request and updated dossier to the Committee noting that the Retained and Volunteer Duty System (RVDS) project had been extracted from the wider SDMP into the Operations function. This would improve alignment with other existing RVDS improvement workstreams, support successful delivery of project objectives and raise the profile of RVDS recruitment, retention and working practices. A Liaison Officer had been appointed to ensure any links with the wider SDMP and updates to the projects were maintained and identified.

8.3.2   **The Committee noted the change request and updated dossier.**

8.4   **Safe and Well - Change Request and Updated Dossier**
8.4.1   AP presented the Change Request and Updated Dossier noting the involvement of ICT in the development of the Safe and Well ICT system following the reallocation of capital funds. An additional milestone for the finalisation of the ICT system build (February 2021) had now been included. The final build would take account of the improvements and refinements identified through the analysis of the initial build and engagement with Community Action Team/LSO teams.

8.4.2   AP advised the Committee that he was not aware of any implications for the People, Training, Finance and Assets System project.

8.4.3   **The Committee noted the change request and updated dossier.**

         (A Perry left at 1115 hrs)

9   **MAJOR PROJECTS**
9.1   **Major Projects Dashboard**
9.1.1   GB presented the Major Projects Dashboard, noting exceptions were being reported on Command and Control Future project showing Amber for time, cost and quality; McDonald Road Refurbishment project showing Amber for time, cost and skills &

resource due to COVID restrictions; Protection of Vulnerable Groups project showing Red for time and cost and Amber for skills and resource; Emergency Service Network project showing Amber for time and Red for cost; and the People, Training, Finance and Asset project showing Amber for skills and resource

9.1.2 The Committee commented on the benefit of expanding on the information being provided within the covering report to assist them to identify and focus on the important issues. GB noted the comment and would reflect this in the next iteration of the report. GB advised that this forms part of the wider development of the Portfolio Office and future reporting would be via management system rather than a manual process.

9.2 **Emergency Services Network/ESMCP – Implementation Dossier**
9.2.1 PS reminded the Committee that the Emergency Services Network (ESN) was a UK Government led project and the Service continued to seek assurances from Scottish Government on the financial arrangements.

9.2.2 PS presented the updated project dossier to the Committee noting the implementation date has been deferred to 2023 and provided a brief overview of the project.

9.2.3 The Committee sought assurance on how the new Command and Control Mobilising System (CCMS) would integrate with the new ESN system. JD informed the Committee that Systel were working with the Home Office to deliver the ESN software. He also confirmed Systel's existing working relationship with South Yorkshire Fire and Rescue Service, who were the pilot site for the ESN project. JD noted that regular updates were provided at the Command and Control Future (CCF) Board on Systel and the ESN programme, and he does not foresee ESN impacting on the CCF Programme.

9.2.4 The Committee noted that the project risk controls were primarily beyond the scope of the Service and sought assurance that the Service were being as pro-active as possible in this regard.

9.2.5 The Committee were informed that the financial business case had not yet been received by the Service and this was outwith the Service's control. The Service were regularly engaging with Scottish Government and would continue to collate initial and potential reoccurring costs incurred. Procurement processes for equipment would be lead at a national project level. The Committee were reminded that Scottish Government were responsible for funding the project, however some costs would be borne by the Service.

9.2.6 **The Committee noted the updated dossier and verbal update.**

9.3 **West Asset Resource Centre – Change Request**
9.3.1 GB presented the Change Request noting one technical change due to the installation of a 10-tonne crane no longer being required. There was no impact on the project timeline and would reduce the (Stage 2 construction) costs by £97K.

9.3.2 **The Committee noted the Change request.**

9.4 **Protection of Vulnerable Groups Scheme – Change Request and Updated Dossier**
9.4.1 GL presented the Change Request and Updated Dossier to the Committee and outlined the reasons for the 6-month extension period (September 2021) and the measures put in place to address these; the scope of the project to be extended to include all uniformed employees and appointment of new Project Manager.

9.4.2   Due to the lower than anticipated applications being processed, a potential underspend has been identified and highlighted to Finance.

9.4.3   **The Committee noted the change request and updated dossier.**

(G Lindsay left at 1145 hrs)
(The meeting broke at 1145 hrs and returned at 1155 hrs.)

10   GENERAL REPORTS
10.1   Benefits Management Tracker
10.1.1   GB presented the Benefit Management Tracker to the Committee to provide an overview for the business change initiatives and noted its ongoing development by the Portfolio Office and Project Managers.

10.1.2   In relation to the inclusion of detailed cost benefits, GB advised the Committee of the intention to develop a more robust benefit management tracking system. This forms part of the wider review and restructure of the Portfolio Office. Due to the current recruitment of 2 keys roles, the timescale for the completion of the revised benefits management system had still to be determined.

10.1.3   The Committee commented on the benefit of highlighting any changes being made to the tracker to ensure appropriate attention can be given to them.

10.1.4   In relation to highlighting revisions within project documentation, RH agreed that this should be applied in a consistent manner.

10.1.5   In order to strengthen the Senior Management Board awareness, RH advised the Committee that a review of the financial aspects of projects was being undertaken. He reiterated the intention for additional financial information to be included in the benefits management tracker. He acknowledged the previous weaknesses in this area and respectfully asked the Committee for their forbearance when reviewing longstanding projects.

10.1.6   Following the appointment of the Head of Function and Programme Manager posts, new processes would be developed and introduced, however this would continue to be an iterative process regarding benefits management.

10.1.7   **The Committee noted the update report.**

10.2   Gateway Review Action Plan
10.2.1   GB presented the Gateway Review Action Plan update report to the Committee and advised that this continued to be developed and updated. The Committee were advised of the training delivered for the various roles across the portfolio.

10.2.2   The Senior Management Board continued to monitor progress and give due regard to the action plan; however, this would eventually be superseded once the Service's Long-Term Vision was agreed by the SFRS Board.

10.2.3   The Committee noted the significant progress being made against all recommendations

10.2.4   **The Committee noted the report.**

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 noted that updates had been provided earlier in the meeting on both the CCF and SDMP. The following key areas were highlighted:

- Seven risks recording ratings of 15 or more.
- Two new risks added (CCF1.7 and SDMP 3/004).
- One risk removed (CCF1.4). Now realigned to Service Delivery due to risk referring to day to day (business as usual) management of the legacy system.

11.1.2 It was clarified that Risk CCF1.1.1 would remain on the Portfolio Office Risk Register as the risk referred the failure to mobilise due to the legacy system with the mitigation being the implementation of a new mobilising system.

11.1.3 The Committee commented on the similarity between the risks CCF1.1.1, CCF1.1.2 and CCF1.1.3 and requested that this be reviewed for the next iteration of the report.

11.1.4 The Committee commented on the potential separation of risk CCF1.1.0 into the 2 individual risks. JD noted the comment and would consider whether any action was required.

11.1.5 **The Committee noted the report.**

11.2   **Strategic Risk Register**

11.2.1 PS presented the Aligned TMPC Directorate Risks to the Committee noting the revised format and noted that some risks had been discussed earlier in the meeting.

11.2.2 **The Committee noted the report.**

11.3   **Spotlight – Portfolio Office Resourcing**

11.3.1 PS presented a report to the Committee providing an update on the resourcing of the Portfolio Office (PO) as part of the Service's progress in setting up to deliver future organisational change programmes. The following key areas were highlighted:

- Impact of COVID on the newly formed Service Development Directorate's ability to define its role and structure.
- Outcomes of the Strategic Review including setting up to deliver and a path to the future.
- Current recruitment of critical key posts - Head of Function and Programme Manager.
- Review of management and processes from inflight projects and programme.
- Plan for the Plan's key areas of focus would include benefit trackers, development of process/systems, ensuring consistency of approach, knowledge management/ learning.
- Initial consideration has been given to the restructure of the wider Portfolio Office structure.

11.3.2 The Committee welcomed the progress to date, the recruitment of key personnel within the function and the ultimate outcome of the Service being aware of and effectively manage the true cost of change including resources ie SFRS and non SFRS people deployed on projects.

11.3.3 **The Committee noted the report.**

12   COMMITTEE ROLLING FORWARD PLAN
12.1   **Committee Forward Plan**
12.1.1 The following was noted:
- RRU Evaluation Plan (May 2021)

12.2   **Items for consideration at Future IGF, Board and Strategy Day Meetings**
12.2.1 There were no items identified.

13   REVIEW OF ACTIONS
13.1   AC confirmed that 2 formal actions were recorded during the meeting.

14   DATE OF NEXT MEETING
14.1   The next meeting is scheduled to take place on Thursday 6 May 2021 at 1000hrs.

14.2   There being no further matters to discuss, the public meeting closed at 1237 hrs.

PRIVATE SESSION - STARTED AT 1245 HRS

15   MINUTES OF PREVIOUS PRIVATE MEETING: 5 NOVEMBER 2020
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.

16.2   With regard to Item 9.2.7 Major Projects Command and Control Futures – Change Request and Updated Dossier (05/11/20) recorded on the public action log, the Committee were provided with clarification and it was agreed that this action would remain closed.

17   PERIODIC UPDATE: COMMAND AND CONTROL FUTURES PROJECT – (PHASE 2) IMPLEMENTATION OF A NEW COMMAND AND CONTROL MOBILISING SYSTEM (CCMS)
17.1   JD presented a report to the Committee providing overview of the CCMS project timeline, progress against milestone payment schedule and the continued management of any contingency impacts (including but not limited to) COVID-19 mitigation measures.

17.2   The Committee discussed the overall progress being made, impact of issues and concerns and potential mitigating actions. A joint CCMS workshop with the Service Delivery Committee was scheduled on 11 March 2021.