



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

**TRANSFORMATION AND MAJOR PROJECTS COMMITTEE
PUBLIC MEETING**

**THURSDAY 9TH MAY 2019 @ 1000HRS
TRAINING CENTRE CONFERENCE ROOM
PERTH FIRE STATION
401 HIGH STREET, PERTH PH1 1PL**

PRESENT:

Marieke Dwarshuis, (MD), Chair
Brian Baverstock, (BB)
Nick Barr (NB)

Mhairi Wyllie (MW) VC, Inverness
Fiona Thorburn (FT)

IN ATTENDANCE

Dave McGown, (DMcG)
Mark McAteer, (MMcA)

Ian McMeekin, (IMcM)
Gillian Buchanan, (GB)
Richard Whetton, (RW)
Alasdair Cameron, (AC)
Joan Nilsen, (JN)
Andrew Girrity, (AG)
Ramona Coxall, (RC)

Linda Mackenzie (LMack)

Iain Morris, (IM)
Colin Thomson, (CT)
Stuart Stevens, (SS)
John MacDonald, (JMacD)
Asha Narsapur (AN)

Deputy Chief Officer
Director of Strategic Planning, Performance &
Communications
Area Manager (AM), Programme Manager
Deputy Programme Manager
Head of Corporate Governance
Group Manager, (GM) Board Support Manager
Programme Officer
Group Manager, Project Manager
Human Resources Organisation Development
(HROD) Manager
Human Resources Organisation Development
(HROD) Manager
Head of Asset Management
Project Development Officer
T/DACO – Strategic Planning & Performance
DACO, Chief Officer's Business Support Manager
Solicitor, Legal Services

OBSERVERS

Julie Taylor (JT)
Karen Horrocks (KH)
Denise Christie (DC)
Colin Brown (CB)
Derek Smith (DS)
Marysia Waters (MW)

Internal Auditor
Internal Auditor
Fire Brigades Union (FBU)
Fire Brigades Union (FBU)
Scottish Government
Head of Communications & Engagement

1 WELCOME

1.1 MD welcomed everyone to the Transformation Major Projects Committee (TMPC) requesting first time attendees to provide introductions. MD welcomed Stuart Stevens, new T/DACO for Strategic Planning, Performance (SPP). MD acknowledged ACO Ross Haggart's recent appointment and his excellent contribution towards the Service Transformation programme. MD welcomed Marysia Waters new Head of Communications and Engagement, Linda Mackenzie, HROD Manager for Service Transformation and Major Projects, Colin Thomson, Project Development Officer for MacDonald Road and colleagues observing from FBU, Scottish Government and Internal Audit. MD requested TMPC Board Members introduce themselves for the benefit of those attending for the first time.

2 APOLOGIES

2.1 Apologies were received from:- Kirsty Darwent, Chair of the Board and Jim McNeill Area Manager Response and Resilience.

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

3.1 Minutes of Previous Meeting – 7th February 2019.

3.2 Action Log.

3.3 Service Transformation – Terms and Conditions.

3.4 Rebalancing the Frontline.

3.5 It was decided to take 3.3 and 3.4 in private due to the confidential nature as these related to current or future negotiations with representative bodies, and 3.1 and 3.2 as these related to private business from the previous meeting.

5 DECLARATION OF INTEREST

N/A

6 MINUTES OF PREVIOUS MEETING: (7TH February 2019)

6.1 Under Attendance amend Ross Haggart's designation to read "DACO, Strategic Planning & Performance".

6.2 This Minute was approved as a true and accurate record of the meeting upon the *proviso* of the above amendment.

7 TMPC ROLLING ACTION LOG

7.1 09/01/2018 – Item 11.1.2

IMcM agreed to check previous Minute to identify whether Key Themes should remain on the action log. MD requested now we have received updates Item 11.1.2 is closed and removed from action log.

7.2 08/11/2018 – Item 6.5

IMcM agreed to confirm with Gary Mackay whether a presentation on CCF can be delivered to this Committee. IMcM advised the presentation would require to be undertaken in Hamilton to demonstrate hardware. IM confirmed no delay with hardware which is currently being stored in Hamilton.

7.3 **ACTION: MD requested IMcM confirm with Project Manager, Gary Mackay if a demonstration is possible and move meeting location to Hamilton to accommodate this hardware presentation. ACTION: IMcM**

- 7.4 **08/11/2018 – Item 11.9**
MD held the view this item was complete. After seeking clarification, it was agreed this item could be closed and removed from action log.
- 7.5 **07/02/2019 – Item 12.14 Risk Spotlighting**
- 7.6 MD discussed how risk spotlighting could be taken forward and suggested liaise further with ACO Ross Haggart and DCO Dave McGown. One issue resulting from discussion was the Corporate Risk Register in relation to the Service Transformation. The Service Transformation Risks in the Corporate Risk Register were no longer entirely relevant as it was drawn up at a time when the programme was still in development. One issue to be reviewed is the relevance of Corporate Risks in relation to service transformation programme. DMcG held the view this would require alignment between SPPC and SLT. MD requested that Corporate Risks come forward to the next Committee meeting in August.
- 7.7 **ACTION: MD requested Corporate Risk to come forward at the next TMPC meeting in August. ACTION: IMcM/DMcG**
- 7.8 **07/02/2019 – Item 15.7**
Items for Consideration at Future IGC, Board & Strategy Day Meeting
- 7.9 MD advised it had been agreed to take forward interdependencies, financial underpinnings along with an explanation of the programme to the Board Strategy Day at the end of February. Complete.

8 PROGRAMME BOARD ACTION LOG

- 8.1 No questions from Committee on POB Action Log.

9 SERVICE TRANSFORMATION PROJECTS

- 9.1 IMcM explained to Committee the re-structured Agenda and papers with the introduction of Dashboards. MD requested Committee members provide feedback on this new reporting style. The Committee held the view this provided a broader insight of programme progress and issues and was a more structured method of reporting, however, a fuller description of report titles is needed. MD agreed this is a more informative reporting style under the three portfolio sections.
- 9.1.1 **Service Transformation Cover Paper and Dashboard**
- 9.1.2 IMcM provided an overview of the Programme Dashboard which reflected the current status on a variety of programme of works from 16th December 2018 to 16th March 2019. Progress has been made despite some reports showing amber. IMcM reported some projects were dependent upon T&C's being negotiated therefore remain at risk to the programme i.e. Out of Hospital Cardiac Arrest (OHCA)/ Emergency Medical Response (EMR), Safe & Well and MTA which are being dealt with on an area by area basis. IMcM also reported interdependencies with SFRS and Scottish Ambulance Service (SAS) in relation to Inoculations/Protection of Vulnerable Groups (PVG's).
- 9.1.3 Committee requested who represents SFRS within the Reform Collaboration Group (RCG) and were they able to provide an update on ongoing discussions relative to OHCA.

- 9.1.4 DMcG reported this is a joint project moving forward. CO Blunden and Kirsty Darwent Chair of the Board represent SFRS. DMcG and MMcA attended the last RCG whereupon a joint paper was developed and tabled by SFRS and SAS explaining SAS's contribution. SFRS will host a secondment of a SAS paramedic officer to this project who will work alongside GM Richie Hall to develop training protocols and governance arrangements responding to OHCA. MMcA advised this would be initially for one year with the potential (*dependent upon agreement of T&C's with rep bodies*) to roll-out a joint plan developed with SAS. There was agreement to hold a follow-up meeting with SAS to further explore arrangements to support this roll-out plan.
- 9.1.5 Committee asked why it has taken so long to obtain this high level agreement and questioned any risk surrounding the robustness of this agreement. DMcG having received confirmation, assured Committee that this will be a jointly run project with SAS with a seconded paramedic officer on a full time basis.
- 9.1.6 MD referred to Interdependences and was pleased to see pro-active work undertaken with TED colleagues in respect of training requirements. MD held the view if there was a revised Corporate Risk Register (in relation to Service Transformation risks) she would expect something around the training capacity around delivery of the Service Transformation Programme to come up as a Corporate risk, and therefore sought re-assurance at the next Committee meeting from the risk owner that training requirements are fully mapped out. MD requested someone from TED to provide either verbal assurance or provide a brief schematic table of planning at the next Committee meeting. DMcG reported Paul Stewart, TED has already provided a brief timetable to CO Blunden and himself and information will be provided to the Committee to give assurances that this review has identified OHCA as a training requirement.
- 9.1.7 **ACTION: MD requested Paul Stewart, TED attend next Committee meeting to provide overview on how training requirements coming out of collective projects are being anticipated and planned and how capacity is being assured.**
ACTION IMcM/PS
- 9.1.8 MD requested clarification upon non-allocation of budgets to certain projects. DMcG explained cost for Safe & Well equipment has not yet been identified. Additional monies previously set aside for breathing apparatus face fit testing has now been allocated to PVG's.
- 9.2 **Rapid Response Units (relating to Crewing Levels) – A Girrity**
- 9.2.1 AG provided Committee with verbal update on the key points as follows:-
- 34 RRU's deployed in operational environment.
 - 20 within NSDA/ 11WSDA/ 3 ESDA
 - Last RRU went live in March 2019
 - 6 remaining RRU's will be retained for resilience.
 - Gathering of analysis of what has/has not worked well
 - Busiest Station – Troon (WSDA)
- 9.2.2 Modern technology utilised i.e. high-pressure lances have received positive feedback from operational crews. Some technical issues have been identified but these have been attributed to RRU's being new. AG reported having worked closely with Emergency One who have responded well to rectifying any issues.
- 9.2.3 The Committee was eager to look at the productivity of this product.

- 9.2.4 DMcG reported a report will come forward shortly to SLT. It is intended to introduce additional RRU's during 2020/21 and will look at risk across the country and then determine type of appliances and how they are utilised.
- 9.2.5 MD inquired was there data regarding the inability to deploy any RRU due to a crew of 4 not being available. AG reported only six occasions whereby there was an inability to deploy due to crewing levels. DMcG reported availability levels within some stations have increased.

10 MAJOR PROJECTS

10.1 McDonald Road redevelopment – dossier and update

IM provided verbal update upon key challenges around McDonald Road redevelopment which incorporates The Museum of Fire (MoF).

10.1.2

Committee sought clarification around capital/revenue costs and voiced concerns upon undertaking such a project before identifying how much it will cost to run. Committee also sought confirmation that 10% tolerance was built in and how this was determined. IM confirmed the tolerance rate is a standard 10% which has been built into the financial/capital element and is standard industry practice for projects this size. The ongoing maintenance of artefacts and heritage will be through the SFRS Educational Cultural and Commemorative Trust. DMcG provided assurance to Committee that the Trust will be self-sufficient. The Committee suggested this should be referenced within the paper. DMcG further re-assured Committee this Trust is looking at means to generate funds IM referred Committee to the Greenock model which has proven to work well. IM circulated first draft of the "Museum Concept Study – Developed Design" to re-assure Committee upon the amount of work and the concept of design currently undertaken.

10.1.3 **ACTION: Project dossier to clarify the governance and financial status of the Museum of Fire, in particular in relation to ongoing revenue once operational.**

ACTION: IM

10.1.4 IM reported whilst having successfully migrated staff into modular buildings and Ph1 Appliance Bays now complete there have, however, been unexpected challenges identified with the redevelopment of McDonald Road. During the intrusive demolition stage (only possible at that time, and would not have been identified earlier) it was established there are no wall ties in some of the walls. The roof area comprises Ciprex aeriated concrete panels. 30 panels have cracked and failed. IM reported having received alert from Standing Committee of Structural Safety (SCOSS) recommending replacement of any Ciprex panels therefore looking to replace the entire roof. Two concrete pillars have also been identified as having structural defects therefore will require to be reinforced.

10.1.5 The financial impact is currently unknown therefore an options appraisal has been requested for time, cost and monies to rectify the above.

10.1.6 Committee voiced dissatisfaction at dossier coming forward with no plan/milestones and expect to see this moving forward. IM agreed.

10.1.7 **ACTION: MD requested a Change Request regarding finance together with a Dossier with fully populated future milestones come forward to the next TMPC Committee meeting (provided SLT consider and agree capital can be made available).**
ACTION: IM/IMcM

10.2 **Major Projects Dashboard**

10.2.1 IMcM reported information provided within Dashboard was from 16th December 2018 – 16th March 2019.

10.2.2 *CCF Ph2* – Amber for Time.

10.2.3 *Training Facilities, Newbridge* – Amber for time due to delay with permanent power supply, however, matters are progressing.

10.2.4 *Business Process Review* – Red for Time – Change Request.

10.2.5 **PVG Project Brief.**

10.2.6 LMack provided Committee with and overview on PVG Project Brief. As a result of discussions with SFRS Legal Services and Disclosure Scotland (DS) it was stated by DS the current work activity undertaken by Firefighters could be considered as “regulated work” under the terms of the “Protecting Vulnerable Groups (Scotland) Act 2007” therefore the majority of operational staff are subject to PVG check. A further paper was presented to POB-SMT in January 2019. LMack reported the key area around this project is the budget. A Business Case has been submitted and will be financed through prioritisation over alternative projects. The Programme Office has established a PVG Interdependency Group.

10.2.7 Committee sought clarification why the PVG position has changed. MMcA reported Disclosure Scotland (DS) changed their position therefore we now require to comply with the PVG scheme as operational crews are now regarded as “regulated business”. Committee inquired whether position could be legally challenged. MMcA reported Legal Team have already counselled against this course of action.

10.2.8 Committee held the view moving forward that Project Briefs should identify high level risks in order these can be easily identified.

10.2.9 Further discussion arose around potential risk to SFRS. It was understood (DS) are aware SFRS are in the process of addressing PVG therefore expected (DS) will look favourably upon SFRS, given previous discussions around OHCA. LMack reported upon a two year timescale for implementation but this will depend on the budget. LMack reported when Project dossier is brought forward to the next Committee it will look at timescales and efforts undertaken to prioritise resources.

10.2.10 Committee recognised estimated cost of £400K, noted paper suggested a one off cost with no mention of cost this year within budget. This will be shown as re-recurring cost within project dossier coming forward. Renewal cost has not been identified by Disclosure Scotland.

10.2.11 **ACTION: Project Dossier will be presented to the Committee in August 2019.**
ACTION: LMack

10.3 **Business Process Review – Change Request**

10.3.1 IMcM reported the Change Request was an extension of timescale to allow completion of the cultural diagnostic exercise due to a change in the delivery schedule and change in scope. Original scope has been completed therefore looking to extend timescales until end of Q1 this year. MMcA explained Business Process Review is within budget, looking to use balance of time to work with staffing groups to determine where SFRS

sits within the cultural journey. Committee agreed the Change Request provided it reflects the scope and change as well as delivery time change.

11 LEGACY REFORM PROJECTS

11.1 IMcM provided Committee with overview of projects and sought approval for closure.

11.1.2 *New Watch Duty System – Closing Report*

This report was tabled to Committee on two previous occasions. IMcM discussed cashable/non cashable benefits and sought Committee's agreement they were happy with lessons learned and the way in which this had been communicated. Committee advised they were still not fully content with the level of information and held the view it was neither frank nor transparent enough in respect the implementation challenges. DMcG, SRO for the overall project will take Closing Report back to the Project Manager, POB then bring back to Committee in August'19.

11.1.3 **ACTION: MD requested New Watch Duty System Closing Report comes back to the next Committee with clear assessment of implementation challenges, costs, and lessons learnt. ACTION: DMcG**

11.1.4 *Pay & Reward Ph2 – T&C Harmonisation – Implementation of the Consolidation of Uniformed T&C's.- Closing Report*

11.1.5 IMcM directed Committee to focus on anticipated benefits and actual benefits realised both cashable/non cashable and directed Committee to Item 2.2 which lists non cashable benefits and evidenced what was stated within the initial dossier has now been achieved. Significant lessons have been learned within this document and sought comments and agreement from Committee for closure.

11.1.6 Committee sought background information surrounding KRONOS with a view to encouraging system to be more efficient. IMcM unable to provide information around specific details, however, agreed to feedback information from Project Manager. JMacD reported KRONOS contract expires 2020 therefore currently looking at an alternative solution.

11.1.7 Committee inquired whether Staff Governance Committee were content all relevant aspects of this project have been delivered and requested confirmation from someone within HROD.

11.1.8 **ACTION: MD requested confirmation from SGC they are content all relevant aspects of Pay & Reward Ph2 have been closed off ACTION: MD/HROD**

11.1.9 *Operational Intelligence*

11.1.10 MD reported Operational Intelligence is highlighted within the Risk covering report and stipulates ...

11.1.11 *"HMFSI have produced a report on Operational Intelligence and action plan has been created to address all relevant concerns raised within".*

11.1.12 MD sought clarification upon the monitoring of progress of this action plan which lies with the Service Delivery Committee. NB confirmed HMFSI report does lie with Service Delivery and will not come forward to TMPC. MD reported one project recommendation which may be relevant to TMPC is to ... *"Strengthen the use of an option appraisal in evaluation approach in relation to Project Planning."*

- 11.1.13 Committee agreed that one action point relevant to project management issues which came out of the Operational Intelligence report should come back to this Committee to confirm how it is addressed.
- 11.1.14 **ACTION: Committee agreed the one action point relevant to project management issues out of the Operational Intelligence report. This should come back to this Committee to confirm how it is addressed.** **ACTION: IMcM**

12 GENERAL REPORTS

12.1 Blue Print Presentation

- 12.1.2 IMcM provided Committee with verbal overview on the Service Transformation Blueprint and wished to highlight the main purpose of this blueprint was to maintain focus on delivering the required transformation and business change.
- 12.1.3 DMcG held the view Blue Print Presentation should be referred to as a "Delivery Plan" and envisaged creating a Gantt Chart which will identify how each project will link and identify potential risk. DMcG advised workflow and interdependencies which IMcM and his team are working on will help populate this document.
- 12.1.4 RW considered it was good practice for a portfolio of this size having a blue print or roadmap demonstrating the current state, expectations and end state for the entire programme.
- 12.1.5 Committee would like to see this piece kept simple and remain at a level which can be utilised as an engagement piece. If it is deemed agreeing this blueprint does not sit with Committee it should come forward to the Board and Strategy Days.
- 12.1.6 The Committee acknowledged High level Plan is agreed by the Board and sets out direction, however, to ensure its delivery a 'Delivery Plan' requires to come forward to this Committee. Alongside 'Delivery Plan' the Benefits Realisation Plan is also required. Committee held the view it would be of benefit to see these pieces together and inquired whether the 'Delivery Plan' and Benefits Realisation Plan can be brought forward to the August Committee meeting, even if these are not quite finalised yet. Committee also requested sight of the internal/external Communications piece to be considered at the next Committee meeting in August.
- 12.17 **ACTION: MD requested (1) Delivery Plan and (2) Benefits Realisation Map together with (3) internal/external Communications piece brought forward to the next Committee meeting in August.** **ACTION: DMcG/IMcM/RW**

12.2.1 Staffing Interdependency Working Group

- 12.2.2 IMcM provided Committee with an explanation of the Staffing Interdependencies Working Group, contributing to the workload of the Programme Office. IMcM reported obtaining correct information and distributing to the appropriate people timeously, and that quality review processes have been undertaken to validate milestones. Project Managers validate milestones with their stakeholders. This has provided more opportunity to identify interdependencies.
- 12.2.3 IMcM sought feedback from Committee upon anything to be considered at this group or other groups.
- 12.2.4 Committee held the view this was a highly sensible and positive way forward to ensure cross organisational working necessary to deliver a successful programme of work.

12.3.1 **Value Added Statement**

12.3.2 AC provided verbal update to Committee upon the added value of the TMPC for the period April 2018 – March 2019, including also. Future Work priorities of the Committee and actions to improve the Committee's Governance arrangements. Implementation of the Deputy Chair has also been included.

12.3.3 Committee agreed it was content with Value Added Statement.

13 COMMUNICATIONS UPDATE

13.1 MMcA provided a verbal update to Committee on plans for Comms activity around Transformation for next 6-9 months

- Focus Groups currently being undertaken with various Stakeholder groups.
- Looking to develop Comms & Engagement Strategy.
- 3 major pieces of work for August with interdependencies linking with Strategic plan and supporting Delivery Plan:-
- Initiation meeting undertaken to build upon discussions held at SLT/Board Development Away Day in March around core statements, strategic direction of the service, transformation programme, building a narrative which will reflect through Comms and Engagement activity.
- Review of internal communications across the service.
- Political Engagement – looking at how information is used coming from the engagement programme

13.1.2 MMcA held the view this programme of work requires to become visible. The Staff Survey will be built into this programme of work.

13.1.3 Committee inquired where the role of the Board will sit in the Communications strategy and asked to describe the difference now compared with previously. MMcA said it is important how this transformation plan looks and feels and requires to be tangible. Rather than focusing on the abstract, we require to capture examples coming from projects and showcase these as best practice.

13.1.4 Committee welcomed the direction of travel and looked forward to this communication activity being set in a plan alongside the Delivery Plan at next Committee meeting.

13.1.5 **ACTION: Committee requested Transformation Communications and Engagement Plan will come forward to the next Committee Meeting in August.**
ACTION : MMcA/MW

14 RISK

14.1 IMcM reported on the tracking of risk methodology outlined within the risk management policy and reported on risks within the project risk register marked red. It is the intention to introduce a risk dashboard as the new form of reporting. Committee were comfortable with new reporting style and look forward to receiving sight of new dashboard format at the August Committee meeting.

14.1.2 Committee agreed to the re-phrasing of OHCA4, 3.3.2.1 to read ... *“As part of the OHCA project, a business case has been created which has established the estimated costs and benefits of providing an OHCA response capability”.*

14.1.3

ACTION: Committee look forward to having sight of new reporting format at the next Committee meeting in August together with the re-phrasing of Page 4, OHCA 4, 3.3.2.1
ACTION: IMcM

15 GATEWAY REVIEW

- 15.1 IMcM provided an update on actions undertaken in response to the Gateway Review. An Action Plan had been developed for the six recommendations and the Committee were provided with an overview of work undertaken to date.
- 15.1.2 Committee referred to Recommendation 2/4 and held the view the action proposed does not fully address the recommendation for contingency planning. DMcG held the view the overall recommendation has been covered, acknowledging control measures have not been explained clearly, however, he was content contingencies for these projects are in place.
- 15.1.3 Committee sought assurance upon how they will know contingency plans are in place for each project. DMcG provided the Committee with assurance explaining that contingency plans for each significant risk (rather than for each individual project) are addressed.
- 15.1.4 MMcA provided further assurance that the Programme Office have shared Action Plans with the Centre of Excellence who are content SFRS have reflected recommendations with action plan.
- 15.1.5 MD sought further clarification upon whether contingency plan intends to be a statement of control measures in relation to risk or a statement of a 'Plan B' in the event of delivery failure for a project.
- 15.1.6 **ACTION: MD requested further clarification upon what the contingency plan (recommendation form Gateway Review) requires to cover at next Committee Meeting in August.**

ACTION: IMcM/DMcG

16 COMMITTEE ROLLING FORWARD PLAN

- 16.1 MD requested alterations to Forward Plan for next Committee on 8th August as follows:-
- Standing Items
Remove:- Programme Delivery and Key Project Update.
Add:- Dashboards for 3 Portfolios, Communications & Engagement Update.
 - For Recommendation
Add: - Delivery Plan, Benefits Realisation Plan, Transformation Comms and Engagement Strategy, Closing Report on 5WDS, CCF(Possible Demonstration, Hamilton)
 - For decision:
Add : 5 watch duty system Closing Report
 - For Noting
Add: - Update on Training P Stewart, TED (*particularly capacity to deliver training associated with the Transformation Programme and projects*)

16.1.2 **Items for Consideration at future Integrated Governance Committee (IGC) and Strategy Day Meetings.**

MD agreed to take Change Management Process to IGC to determine whether or not this is something to discuss at a future Strategy Day.

17 **AOCB – N/A**

18 **DATE OF NEXT MEETING**

18.1 The next meeting is scheduled to take place on 8th August 2019 at 1000hrs. Venue may be re-located to Hamilton, however, this location will be confirmed.

18.2 There being no further matters to discuss, the meeting closed at 13:15 hrs.