



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

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

**THURSDAY 7 NOVEMBER 2019 @ 1000HRS**

**CONFERENCE ROOM, PERTH TRAINING CENTRE,  
401 OLD HIGH STREET, PERTH PH1 1PL**

**PRESENT:**

Fiona Thorburn (Chair) (FT)  
Brian Baverstock (BB)  
Mhairi Wyllie (MW)

Nick Barr (NB)  
Marieke Dwarshuis (MD)

**IN ATTENDANCE:**

David McGown (DMcG)	Deputy Chief Officer
Mark McAteer (MMcA)	Director of Strategic Planning, Performance & Communications
Darren Riddell (DR)	Area Commander, Programme Manager, Programme Office
Gillian Buchanan (GB)	Deputy Programme Manager, Programme Office
Andrew Girrity (AG)	Area Commander, Programme Manager, Service Delivery Model Programme
Iain Morris (IM)	Head of Asset Management
Marysia Waters (MWa)	Head of Corporate Communications
Richard Whetton (RW)	Head of Corporate Governance
Alasdair Cameron (AC)	Group Commander Board Support
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DH)	Board Support/Minutes

**OBSERVERS**

Colin Brown	Fire Brigades Union (FBU)
Derek Smith	Fire and Rescue Division, Scottish Government
Asha Narsapur	Legal Services

**1 WELCOME AND APOLOGIES**

1.1 In her new role as Chair, FT opened the meeting and welcomed those present.

1.2 Apologies were noted from:  
T/Deputy Assistant Chief Officer Stuart Stevens, Strategic Planning & Performance

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

2.1 The Committee agreed that the reports on *Command & Control Futures - Change Request & Updated Dossier* would be taken in private due to matters involving confidential commercial or financial information not already in the public domain

(Standing Order 9E) and matters relating to legal advice provided to SFRS (Standing Order 9D).

No further private items were identified

### **3 DECLARATION OF INTERESTS**

3.1 None

### **4 MINUTES OF PREVIOUS PUBLIC MEETING: 8 AUGUST 2019**

4.1 The following amendments were noted:

4.2 Item 7.1.8 – Rapid Response Unit (RRU) – FT requested that the text “The S&W Closing Report would be ...” be amended to “The RRU Closing Report would be ...”.

Item 10.2.3 – Delivery Plan – FT requested that the text “*Committee sought clarification upon anticipated approach .....*” be amended to “*Committee sought clarification on the anticipated approach ...*”.

4.3 **Subject to the above amendments being made, the minutes of the meeting held on 8 August 2019 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 updated.

5.2 It was noted that the updated Climate Change paper was available on the website (<https://www.firescotland.gov.uk/about-us/sfrs-board/transformation-and-major-projects-committee/08-august-2019.aspx>).

5.3 In relation to Item 10.3, the Benefits Management Strategy had been circulated outwith the meeting, for comment.

5.4 Standing Agenda items and for clarification going forward would include Communications and Engagement Update (previously referred to as Communications Plan) and Benefits Realisation Management Tracker (previously referred to as Benefits Management Plan) and the Command and Control Futures Project.

### **6 PROGRAMME OFFICE BOARD ROLLING ACTION LOG**

6.1 The Programme Office Board Rolling Action Log was presented and noted.

### **7 SERVICE TRANSFORMATION PROJECTS**

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

7.1.1 DR presented the new format of the Dashboard noting that it would be refreshed and submitted at all future meetings.

7.1.2 In relation to Out of Hospital Cardiac Arrest (OCHA), it was confirmed that the secondee from Scottish Ambulance Service would commence in post next week (w/c 11 November 2019) and the Memorandum of Understanding had been agreed.

#### **7.2 Service Delivery Model Framework**

7.2.1 AG presented the Project Change Request, the Committee noted the realignment of phases and reasons for this realignment

7.2.2 The Committee noted that there would now be one composite report for the 4 individual projects and asked how the Future Vision project could then inform the other projects.

AG stated that Phase 1 was the research stage and Phase 2 would inform longer term decision making. DMcG stated that the projects were now running concurrently rather than consecutively. Research data will be collated to identify risk and inform the next phases.

7.2.3 As referred to in the Dashboard, findings would be captured within the Service Delivery Model Programme (SDMP) composite (phase 1) report which will be submitted to the Strategic Leadership Team (SLT) (November 2019) and thereafter to the Programme Office Board (POB) and Transformation and Major Project Committee (TMPC) (February 2020).

7.2.4 Update to be provided at the joint workshop on 3 December 2019 regarding ideas on how the consolidated Service Delivery Model research will inform the next phase of projects. With the aim being for the output from the project/finding report coming back to TMPC formally in February 2020.

**ACTION: DMcG**

7.2.5 The Committee noted the SDMP project change request form.

### 7.3 **SFRS Future Visions, Phase One**

7.3.1 AG presented the Phase One dossier for noting highlighting the use of historical data to assist in forecasting for future years, ongoing risk profiling to identify community risk which would inform other projects, seeking external validation and embedding this approach and process going forward for other projects.

7.3.2 DMcG stated that the procurement of risk profiling software business case was be considered at the Senior Management Team (SMT/POB) on 1 November 2019.

7.3.3 The Committee queried the timescale allocated for Phase 2. DMcG stated that Phase 2 would be looking at new/future risk and demands and the timescales may be reduced going forward. DMcG confirmed that scenario planning within Phase One has been on historical data.

7.3.4 The Committee commented on the timing for presenting project dossiers for noting/approval and it was noted that Phase 2 project dossier would be presented at the next meeting to ensure proper governance.

7.3.5 DMcG noted that stakeholder engagement has been primarily internal to date which was deemed appropriate at this stage, further work was required to expand stakeholder engagement and timelines.

7.3.6 Phase 2 dossiers to be provided in February 2020 for SDMP, Future Visions, Demand Based Watch Duty System, Urban on Call, Station and Application Review, RRU and Rural Full Time Post (RFTP).

**ACTION: AG**

7.3.7 As a result of discussions during this item, it was highlighted that a review of Committee's Terms of Reference was required to clarify the responsibility for closing projects. Initial discussions may be had at joint SDC/TMPC workshop on 3 December 2019, however a separate dedicated workshop will be programmed in January 2020 as part of the Annual Governance Review of the Board and its Committees.

**ACTION: BST**

7.3.8 The Committee noted the SFRS Future Vision Phase One project dossier.

7.4 **Demand Based Watch Duty System (DBWDS) Phase One**

7.4.1 AG presented the DBWDS Phase One project dossier for noting, highlighting the research of existing systems, quantify current resource/demand, forecast future activity demands, consideration of existing watch duty system, interdependencies and deliver initial options appraisal.

7.4.2 The Committee requested that consideration be given to include Community Councils within external stakeholder engagement.

**ACTION: AG**

7.4.3 DMcG confirmed that this project was not dependent on revised uniformed terms and conditions.

7.4.4 The Committee requested confirmation of which non-fire service organisations were considered for benchmarking

**ACTION: AG**

7.4.5 The Committee noted the DBWDS Phase One project dossier.

7.5 **Urban On Call Phase One**

7.5.1 AG presented the Urban On Call Phase One project dossier for noting, highlighting the research into existing on call duty systems in comparable locations, analysis historical data/risk, assess the efficiency of current resourcing/demand and deliver an initial options appraisal.

7.5.2 The Committee noted the Urban On Call Phase one project dossier.

7.6 **Station and Appliance Review**

7.6.1 The Committee were given assurance that the recent roofing panel issues were being taken into consideration during this review.

7.6.2 AG informed the Committee that the views of local crews had been captured and communicated through the staff survey and going forward through the communication and engagement plan. DMcG noted that the Retained and Volunteer Duty System project would also help to identify and inform localised differences across the Service Delivery Areas.

7.6.3 The analysis and collation of incident data (5 years) from the Incident Recording System (IRS) was deemed sufficient. The declining incident numbers and aligning of prevention work would perhaps benefit from a wider period of analysis.

7.6.4 The Committee noted the Station and Appliance Review project dossier.

7.7 **RRU Implementation RDs/V Phase One Closing Report**

7.7.1 AG presented the RRU Implementation Phase One closing report for noting, highlighting the number of appliance delivered and deployed, additional cost due to revised vehicle specification, savings within the training budget, review period, benefit realised and lessons learnt.

7.7.2 IM informed the Committee that RRU's were included within normal business as usual processes which would ensure the maximum benefit from all appliances within the Service.

7.7.3 The Committee noted an increase in appliance availability due to increased recruitment and asked for this to be included in the evaluation, this will be presented to the Committee at a future meeting (TBC).

**ACTION: AG**

7.7.4 IM stated that there were no further technical issues with the Cobra high pressure hose, however, as a result of these issues, a national Cobra UK user group has been set up across the UK Fire and Rescue Services.

7.7.5 The Committee queried the 18/24 month review period and commented on the lack of detail around the cashable benefits within the closing report. DMcG stated that this was due to the low number of incidents over the review period and that cashable benefits/financial projections would be identified through the full evaluation process.

7.7.6 Programme Office (PO) are to communicate to the Project Manager's ensuring that financial projections/cashable benefits are fully captured at initial dossier stage through to closing reports moving forward.

**ACTION: PO**

7.7.7 The Committee approved the RRU Implementation closing report.

#### 7.8 **Rural Full Time Posts (RFTP) - Closing Report**

7.8.1 AG presented the RFTP closing report for noting, highlighted was the delivery on 18 posts within year one, future recruitment, savings, the 18/24 month review period, benefits realised and lessons learnt.

7.8.2 The Committee noted the overall success of the project and thanked all those involved.

7.8.3 The Committee commented on the lack of cashable benefits within the closing report and asked for this to be included in the evaluation being presented to the Committee at a future meeting (TBC).

**ACTION: AG**

7.8.4 The Committee approved the Rural Full Time Posts closing report.

#### 7.9 **Safe and Well Project Change Request and Updated Dossier**

7.9.1 DMcG presented the project change request for noting, highlighting the change of Project Manager and the extended project end date to September 2021 due to identification of additional software/hardware requirements and potential training implications.

7.9.2 DMcG stated that through increased referral pathways, additional safe and well visits would be generated.

7.9.3 DMcG stated that the reallocation of capital funds would allow a new ICT software recording system to be development for all S&W and HFS visits.

7.9.4 The Committee noted the project change request and updated dossier.

#### 7.10 **SFRS Youth Volunteer scheme Project Change Request and Updated Dossier**

7.10.1 DMcG presented the project change request for noting, highlighting the reduction to 10 schemes (originally 15) due to resourcing and achievability. The remaining 5 schemes would be implemented by 2021.

7.10.2 The Committee noted the project change request and updated dossier.

## 8 MAJOR PROJECTS

### 8.1 Major Projects Dashboard

8.1.1 DR presented the new format of the Dashboard in relation to Major Projects noting the Command and Control Futures project, currently showing red on time, would be discussed within the private session.

### 8.2 Soft Facilities Management Closing Report

8.2.1 IM presented the Soft FM closing report for noting, highlighting the procurement process, increased scope of project, delivery within budget, lesson learnt and challenges encountered.

8.2.2 In relation to the provision of security services IM noted that this was originally anticipated as a separate entity, however, the Service were advised to include this within the project.

8.2.3 The Committee asked for clarification on the lack of financial savings realised in relation to this project. IM stated that due to the wide range of legacy arrangements in place, there was a lack of clarity regarding cashable savings. The 10% tolerance was deemed acceptable as it is the industry standard and practice. However, this project was now delivering an increased and consistent level of service across the SFRS.

8.2.4 The Committee approved the Soft Facilities Management closing report

### 8.3 Protection of Vulnerable Group Scheme Project Change Request and Updated Dossier

8.3.1 DMcG presented the project change request for noting, highlighting the benefit of ongoing engagement with rep bodies and the development of procedure and processes.

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

### 8.4 McDonald Road/Museum of Fire Project Change Request and Updated Dossier

8.4.1 IM presented the project change request for noting, highlighting the difficulties encountered with the structure of the building and roofing panels and subsequent increased costs due to remedial works and extension to completion date (November 2020). Reconstruction of roof has already commenced.

8.4.2 The Committee noted that the additional capital costs had been approved by the Board ([June 2019](#)).

8.4.3 The Committee noted the project change request and updated dossier

### 8.5 Training and Employee Development Review Closing Report

8.5.1 DMcG presented the Training and Employee Development Review closing report noting the delayed completion date to complete the review and the potential formal projects arising from the recommendations. Both the SLT and Staff Governance Committee (SGC) have noted the report.

8.5.2 Potential overlap with SGC/TMPC and would be taken to Integrated Governance Committee for discussion regarding Governance routes.

**ACTION: FT**

8.5.3 DMcG to circulate the full TED Review report in due course.

**ACTION: DMcG**

- 8.5.4 The Committee approved the Training and Employee Development Review closing report.

*(I Morris and A Girrity left the meeting at 1145 hrs)  
(Meeting broke at 1145 hr and reconvened at 1155 hrs)*

## **9 LEGACY REFORM PROJECTS**

### **9.1 Legacy reform Projects Dashboard**

- 9.1.1 DR presented the new format of the Dashboard in relation to the final Legacy Reform projects.

### **9.2 Operational Intelligence Phase 3 Closing Report**

- 9.2.1 McG presented the Operational Intelligence Phase 3 closing report noting, highlighting the delivery under budget, savings due to termination of other systems and lessons learnt i.e. ensuring sufficient time to develop projects,

- 9.2.2 The Committee asked whether all the HMFSI recommendations had been addressed. DMcG confirmed that this would be reported via the normal governance route through the Performance Improvement Forum (PIF), Corporate Assurance Board and then to the Service Delivery Committee.

- 9.2.3 The Committee sought assurance on the risk associated with the integration of the existing system and the new mobilising system. DMcG stated that there was a risk but there was no concern relating to integration.

- 9.2.4 The Committee approved the Operational Intelligence Phase 3 closing report.

## **10 RISK**

### **10.2 Strategic Risk Register**

- 10.2.1 RW presented the Strategic Risk Register for noting, highlighting the updated format which now includes improved risk descriptions, existing controls and action required.

- 10.2.2 The Committee welcomed the inclusion of the risk relating to negotiation and engagement on terms on condition to enable transformation and noted that the risk rating will fluctuate.

- 10.2.3 The Committee commented on the risk rating in relation to the risk for delivery of transformation programme within budget (CR3.10) and the recent discussion at Board level. RW noted that the transformation programme is currently underspent but acknowledged the potential future position. In relation to CR3.10, the Committee requested a review of the existing control wording to accurately reflect discussions at Board level and reconsider the risk rating/reputation/finance position.

**ACTION: RW**

- 10.2.4 PO to inform and support Project Managers in summarising risk within projects dossier linking to the strategic risk register.

**ACTION: PO**

The Committee noted and welcomed the new format.

### **10.1 Risk Tracker/Dashboard**

- 10.1.1 RW presented the risk tracker/dashboard for noting, highlighting that the tracker captured the primary risks identified by Project Managers and provided a focus for the Senior Responsible Officer (SRO)/POB meetings.

10.1.2 Following a brief discussion, it was noted that improved articulation of risk with papers would be beneficial.

10.1.3 The Committee noted the risk tracker/dashboard.

### 10.3 **Example Project Risk Register**

10.3.1 RW commented on the example project risk register for the Newbridge Training Project for information and highlighted the following:

- All projects have their own risk register and were monitored.
- Project Managers welcome input on the risk register and escalation of risk to raise the profile together with further input/support from the SRO.
- PO working closely with PM's.
- Standardised template to be introduced and working with the new Performance Management System (InPhase) to use this forum.
- PM's have varying levels of understanding risk appetite across the Service.
- Consideration of potential training/support for PM's.

10.3.2 The Committee commented on the interdependencies linked to InPhase and the need to record these. RW anticipated that an interdependencies map will be developed by the end of the financial year. It was agreed that this would be discussed further at the joint workshop on 3 December 2019.

**ACTION: RW**

10.3.3 The Committee noted the example project risk register.

## 11 **GENERAL REPORT**

### 11.1 **Gateway Review – Action Plan Update**

11.1.1 DR presented the report and highlighted the following:

- Internal Audit report on hold.
- Gateway Review 0 to be undertaken on 16-18 February 2020.
- Change of preferred project management system (Clarizen) to InPhase.

11.1.2 In relation to R6/1 (analyse the role of business change manage within peer organisation), RW confirmed that peer organisations include Police Scotland, Scottish Programme and Project Management Group (local authority).

11.1.3 In relation to R3/5 (Governance proposals), the Committee commented on the appropriateness of reviewing their Terms of Reference and clarifying the Committee's role. RW confirmed that the terms of reference would be subject to review at a January 2020 workshop during the annual Board/Committee review and proposed that this could be discussed in some more detail at the joint workshop on 3 December 2019 if appropriate.

11.1.4 The Committee noted the report.

### 11.2

#### 11.2.1 **Benefit Management Tracker**

DW presented the Benefits Management Tracker for noting, highlighting the business change initiative and the transformation portfolio to enable consistent measuring and reporting on benefits including cashable benefit.

12.2.2 It was acknowledged that benefit tracking/management was a specialist role with portfolio management and the difficulties associated with identifying baseline data.



- 11.2.3 The Committee requested a future update on the favoured approach and potential additional resource required re benefits analysis

**ACTION: RW**

- 12.4.4 The Committee noted the report.

### 11.3 **Updated Project Dossiers – Strategic plan 2019/22**

- 11.3.1 DR presented a report for noting, highlighting the changes to all Project Dossiers following the publication of the Strategic Plan 2019/22.

- 11.3.2 The Committee noted the update links to strategy dossiers.

## 12 **COMMUNICATIONS AND ENGAGEMENT UPDATE**

- 12.1 MWa presented a report for noting, outlining the Communications and Engagement (C&E) planning that is required to support the transformation agenda, ensuring appropriate communications and engagement is delivered consistently to all stakeholders. The following key issues were noted:

- “One size does not fit all”
- Need to move from communicating to engaging with stakeholders.
- Need to improve pre-consultation/engagement phase.
- Individual engagement requirements for each project due to different stakeholder groups.
- Assistance to be sought from Comms relating to planning, EIA and stakeholder analysis.
- Roles and responsibilities and the options to upskill Comms and Project Managers.

- 12.2 All project dossiers contained communications and engagement milestones (partner stakeholders) and the need to reaffirm the importance of this was noted.

*(M McAteer left the meeting at 1245 hrs)*

- 12.3 A discussion took place on how C&E would be presented to the Committee going forward, the importance of effective communications, in-house investment into change management C&E and the potential need for specialist resources.

- 12.4 Review consultation with C&E team at initial stages of projects. Further consideration to be given to co-ordination and reporting to the Committee.

**ACTION: PO/MWa**

- 12.5 The Committee noted the report.

## 13 **COMMITTEE ROLLING FORWARD PLAN**

### 13.1 **Committee Forward Plan**

- 13.1.1 The following was noted:

- Standing items to include Command and Control Future Project, Communication and Engagement Update, Benefit Management Tracker
- TED Capacity to Delivery (February 2020)
- McDonald Road (TBC)

### 13.2 **Items for consideration at Future IGC, Board and Strategy Day Meetings**

- 13.2.1 The following was noted for the IGC:

- TED Review
- Approach to Risk
- InPhase (Burden of expectation).

**14 REVIEW OF ACTIONS**

- 14.1 AC confirmed the actions arising during the meeting and those detailed within Item 5 to ensure full closure where applicable.

**15 DATE OF NEXT MEETING**

- 15.1 The next meeting is scheduled to take place on Thursday 6 February 2020 at 1000hrs in Meeting Room 1, East Service Delivery Area Headquarters, 28 Claylands Road, Newbridge, EH28 8LF

- 15.2 There being no further matters to discuss, the meeting closed at 1305 hrs.

**PRIVATE SESSION**

**16 MINUTES OF PREVIOUS TMPC PRIVATE MEETING: 8 AUGUST 2019**

- 16.1 The minutes of the private meeting held on 8 August 2019 were approved as a true record of the meeting

**17 PRIVATE ACTION LOG**

- 17.1 The Committee considered the action log and noted the updates.

**18 MAJOR PROJECTS**

**18.1 Command and Control Future Change Request and Updated Dossier**

- 18.1.1 The project change request and updated dossier were presented to the Committee.