



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - TRANSFORMATION AND MAJOR PROJECTS COMMITTEE

THURSDAY 7 MAY 2020 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

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

Nick Barr (NB)
Marieke Dwarshuis (MD)

IN ATTENDANCE:

Ross Haggart (RH)
Paul Stewart (PS)
John Dickie (JD)
Darren Riddell (DR)
Gillian Buchanan (GB)
Jason Sharp (JS)
John MacDonald (JMacD)
Jim McNeill (JMcN)
Richie Hall (RHa)
Andy Girrity (AG)
Garry Mackay (GMac)
Iain Morris (IM)
Linda MacKenzie (LMack)
Marysia Waters (MW)
Richard Whetton (RW)
Alasdair Cameron (AC)
Debbie Haddow (DH)

Deputy Chief Officer
Assistant Chief Officer, Director of Service Development
Assistant Chief Officer, Director of Training, Safety and Assurance
Area Commander, Programme Manager, Programme Office
Deputy Programme Manager, Programme Office
Area Commander Workforce Planning and Resourcing
Deputy Assistant Chief Officer, Service Development
Deputy Assistant Chief Officer, Service Delivery
Group Commander, Service Transformation Project Manager
Area Commander, Service Delivery Model Programme Manager
Area Commander, Response & Resilience
Head of Asset Management
Human Resource & Organisational Development Manager
Head of Communications & Engagement
Head of Corporate Governance
Group Commander Board Support
Board Support/Minutes

OBSERVERS

Heather Greig
Joan Nilsen
Leanne Stewart
Siobhan Hynes
Asha Narsapur

Board Support Executive Officer
Programme Office
Programme Office
Programme Office
Legal Services

1 WELCOME AND APOLOGIES

1.1 The Chair opened the meeting and welcomed those present and those participating via conference facilities. The pre-meeting guidance and virtual meeting protocol were reiterated to attendees.

1.2 No apologies were received.

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

2.1 No private items were identified.

3 DECLARATION OF INTERESTS

3.1 None

4 MINUTES OF PREVIOUS PUBLIC MEETING: 6 FEBRUARY 2020

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

4.2 **The minutes of the meeting held on 6 February 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 7.4.7 Major Projects People and Training Systems (06/02/20) – Inaccurate position statement recorded, to be amended. Briefing note was circulated separately and update to be provided later on the agenda.

The Committee asked how the recommendation for progressing the project relates to the consultancy work by Accenture. RH reminded the Committee of the original scope of the Digital Strategy and the subsequent widening out to look across structures and arrangements to see how well these are placed to deliver against the strategy plan. The contract awarded to Accenture has been put on hold due to COVID-19. The potential to resurrect this and hold future workshops was being discussed. It was noted that the People, Training, Finance and Assets systems was key work that needed to be progressed within the Service. It is envisaged that a single project dossier would be developed and submitted to the next meeting (August) and Accenture would provide their advice on this. It was noted that no decision had been made in regard to future systems and the Service would seek to utilise Accenture's experience and advice.

6 POB ACTION LOG

6.1 Included for information purposes only.

7 SERVICE TRANSFORMATION PROJECTS

7.1 Partner Agency Impact of SFRS Projects – COVID-19

7.1.1 DR presented the report to the Committee which provided an overview of the projects facing delays by partner agencies due to the impact of COVID-19.

7.1.2 In relation to McDonald Road, IM confirmed that work re-commenced on site on 27 April but was halted then restarted on 4 May 2020 following readjustment of social distancing/health and safety arrangements put in place. A change request (dignified facilities) would be brought back to the Committee in August 2020 and would highlight the impact of COVID-19 on this project.

7.1.3 IM confirmed that Scottish Government had been consulted on re-commencing construction work and confirmed that the Scottish Government/HSE guidance were

being adhered to. Legal Service were aware of the recommencement of construction work but had not been specifically consulted.

7.1.4 RH assured the Committee that the Service had fully complied with Scottish Government and public health guidance, noting the robust arrangements and the creation of a decision log to record all decisions made from the outset of COVID-19. The Committee were reminded of the criteria used to measure and determine whether it was appropriate for construction works to re-commence. The Service made the decision that work on McDonald Road, Operations Control Johnston and Training Facilities, Portlethen met these criteria.

7.1.5 In relation to the Out of Hospital Cardiac Arrest (OHCA) project, JMcN noted the reduced engagement with Scottish Ambulance Service (SAS), due to COVID-19, had impacted on progress of the Memorandum of Understanding and Service Level Agreement due to conflicting priorities within SAS. Reference was made to the ongoing work relating to additional medical support and provision of drivers.

7.1.6 **The Committee noted the report and verbal updates.**

7.2 Service Transformation Programme Dashboard

7.2.1 DR presented the Service Transformation Programme Dashboard, noting exceptions were being reported on OHCA/Emergency Medical Response (EMR) and Service Delivery Model Programme (SDMP).

7.2.2 ST00009 OHCA/EMR

RHa noted that the indicator for time has been changed to Amber due to the direct impact of COVID-19. It was confirmed that progress was still being made on other areas of the project including training materials.

7.2.3 A brief discussion took place on the dashboard reflecting as up to date and accurate a position as possible. RH confirmed that the intention would be to provide up to date accurate information, however due to the dynamic situation and providing information outwith the normal governance arrangements, some information within the dashboard may be conflicting. The Committee noted their thanks and welcomed information being presented as up to date as possible.

7.2.4 ST0013 Demand Based Duty System

JMacD reminded the Committee of the 10-years data compiled regarding demand based profile and the projected forecast for future years. This data has been provided to the Operational Availability Group to assist with resilience planning, based on risk, during the current COVID-19 pandemic.

7.2.5 JMacD confirmed that there were opportunities to learn from actions taken in support of the Service's response to COVID-19 and this was being captured.

7.2.6 For all projects DR explained the indicators for time, depending on the stage of the individual project, could be set on both milestones or timescale. He confirmed that future dashboard reports would provide reasons for exception reporting and detail the realignment pathway.

7.2.7 ST0017 SFRS Futures Vision

AG noted that the change request would be submitted at the next meeting for Phase 2 with additional milestone details. He noted his confidence that all milestones could still be met within Phase 2. University of Glasgow were now unable to help with external

validation at this time. Requests have been made to other universities and responses are still awaited.

- 7.2.8 To support the Operational Availability Group, significant work has been undertaken with online mapping to support appliance withdrawal strategies across the 3 service delivery areas. This work would feed into and support the future community risk index model.
- 7.2.9 ST0015 Station/Appliance Review
Workshop sessions have been postponed and the option to hold virtual workshops was being explored.
- 7.2.10 ST0016 RVDS Strategy
Delayed due to the impact of COVID-19, however some areas of the RVDS Strategy could benefit from the ongoing work to improve resilience within the Service.

8 MAJOR PROJECTS

8.1 Major Projects Dashboard

- 8.1.1 DR presented the Major Projects Dashboard noting project updates would be provided from individual Project Managers on Command and Control Futures (CCF), McDonald Road Refurbishment, Protection of Vulnerable Groups (PVG) and People & Training Systems.
- 8.2 MP0001 Command & Control Futures (Including Agenda Item 8.2)
- 8.2.1 JD noted that the project was currently reporting Amber on cost, quality and skills/resources. Report to be produced for the CCF Board, to identify a clear pathway to resolve these issues and return to Green. The impact of COVID-19 on the project was noted and reference was made to the specific risk added to the risk register.
- 8.2.2 The Committee requested further information on control measures identified and implemented in relation to COVID-19.
- 8.2.3 The Committee were provided with additional information against the control measures identified and implemented in relation to COVID-19. The key areas were:
- Project dependencies, assumptions and actions were reviewed weekly by key stakeholders group and the shared agreed timeline document updated.
 - Separate weekly review sessions held with Project Manager, lead SFRS ICT representatives and Systel to monitor, review and report on any specific ICT issues.
- 8.2.4 The Committee were informed of 5 key factors which individually were not sufficient to apply pressure to the overall timeline project. However, a full review would be carried out and reported to the CCF Board (May 2020). The possibility of a delay due to one or more aspects of the project go-live may be brought forward.
- Systel confirmed one-month delay in software release, version 117.6 which includes a high number of SFRS specific requirements. This would result in a delay to scheduled testing and the ability to measure development work carried out.
 - Delays to the refurbishment of Operations Control Johnston.
 - Delays to scheduled Train the Trainer courses, rescheduled to June 2020.
 - Core project team based at WSDA HQ, remainder home working or shielding.
 - Impact on ICT support due to COVID-19 issues.
- 8.2.5 JD confirmed that Scottish Government would be informed of any delay to the delivery of the project.

8.2.6 JD stated that the Project Manager and ICT have engaged with all existing suppliers to ensure that the current systems remain in place until July 2021 (baseline date). Procedures were in place to report the status and any issues with the current system both formally and informally. Resilience testing had been carried out over recent weeks and there were no areas of concern.

8.2.7 GMack informed the Committee that the Service would seek to utilise the earliest possible software iteration that met all high and essential requirements to go live with the system.

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

8.3 MP0006 McDonald Road Refurbishment

8.3.1 Due to COVID-19, IM noted that the project was currently reporting Amber on time and cost. He further noted that discussions had taken place with the Director of Finance to highlight the impact of COVID-19 on several construction projects and the subsequent need to realign the capital budget accordingly.

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

8.4 MP0009 Protection of Vulnerable Groups

8.4.1 Due to COVID-19, LMack noted that the project was currently reporting Amber on time and cost. A full update was provided on the issues encountered and progress made to date. As a result of the pandemic, Disclosure Scotland's services have been moved to an online application basis only. The process was still being developed and the Service would be participating in end user testing. Internal SFRS practices and processes will also have to be amended and communicated appropriately. The project has been suspended until the end of June 2020.

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

8.5 MP0011 People and Training Systems

8.5.1 JS reminded the Committee of the remit and objectives of the project, in particular the ability to interface or integrate with other key areas of work including CCF. It was noted that the PTS data would be used to populate the CCF to enable more effective mobilising of operational assets. It was further noted timescales have been identified for uploading this information onto the CCF.

8.4.2 Due to COVID-19, JS noted that the project was reporting Amber on time and skills/resources. This was primarily due to the Service's focus on ensuring business continuity throughout the escalating pandemic.

8.4.3 A change request and combined People and Training Systems and Finance and Assets project dossier were being developed and submitted to the Programme Office Board in June 2020. Any knowledge gained during the response to COVID-19 would be fed into this project.

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

(Meeting broke at 1135 hrs and reconvened at 1140 hrs)

10 COMMUNICATIONS AND ENGAGEMENT UPDATE

10.1 MW presented the Communications and Engagement update report in support of ongoing transformation projects and highlighted the following key areas:

- 10.1.1
- Prioritisation of COVID-19 related communications and subsequent suspension of all other communications work.
 - Business partners have been assigned to individual projects and communication and engagement plans were being developed.
 - Plans have been developed for 2 projects – RDS Rebrand and Futures Vision. All other plans were in development.
 - Consultation Institute training events have been postponed and will be rescheduled.

10.1.2 The Committee commented on the Gateway Review recommendation re Review of Stakeholder Engagement Strategy to provide clarity of messaging and shared short/medium/long term vision and were informed that there would be a session at the next Strategy Day (28 May 2020) on this.

10.1.3 RH commented on the recent Strategic Leadership Team restructure, the intention to review the Gateway Review action plan, the opportunity to review and refocus the change portfolio and continual learning from the ongoing COVID-19 situation.

10.1.4 **The Committee noted the communication and engagement update report.**

9 GENERAL REPORTS

9.1 Gateway Review – Strategic Assessment of Programme

The Committee were reminded that the Gateway Review had been completed and the report was previously circulated.

9.1.1 **The Committee noted the report.**

9.2 Gateway Review Action Plan

9.2.1 DR presented the Gateway Review 0 Action Plan created following the independent assurance report by Scottish Government's Programme and Project Management Centre of Expertise. He confirmed that the action plan has been developed with priority status and timescales assigned. However, timescales were assigned prior to the impact of COVID-19, therefore adjustments would now be necessary.

9.2.2 **The Committee noted the report.**

9.3 Value Added Statement

9.3.1 The Committee reviewed the Value Added Statement and no amendments were requested.

9.3.2 **The Committee noted the report.**

11 RISK

11.1 Risk Tracker/Dashboard

11.1.1 DR presented the risk tracker/dashboard for noting, highlighting the addition of 4 new risks relating to the CCF (2 No.), OHCA (1 No.) and SMDP (1 No.) projects.

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

11.2 Strategic Risk Register

11.2.1 Due to the review of the Strategic Risk Register, RW noted that the version presented to the Committee was not up to date. He further explained that the risk tracker contained

up to date information, therefore, there were discrepancies between the risk documents. He confirmed that work was still ongoing to develop the new risk register format, the final version would be submitted to the Strategic Leadership Team (12 May 2020) and subsequently to the Audit & Risk Assurance Committee (9 July 2020).

11.2.2 The Committee were reminded that the next Strategy Day (28 May 2020) would include a session on risk. The Committee noted their interest on providing input on the reporting content/format through InPhase, going forward to Board/Committees.

11.2.3 **The Committee noted the report.**

12 COMMITTEE ROLLING FORWARD PLAN

12.1 Committee Forward Plan

12.1.1 The following was noted:

- Review to be undertaken due to new report classification.
- McDonald Road Refurbishment (Change Request) – August 2020
- People, Training, Finance and Asset Systems (Single Dossier) – August 2020

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

12.2.1 The following was noted for the IGF:

- Risk Reporting on InPhase
- Short/Medium/Long Term Vision

13 REVIEW OF ACTIONS

13.1 No actions were recorded.

14 DATE OF NEXT MEETING

14.1 The next meeting is scheduled to take place on Thursday 6 August 2020 at 1000hrs.

14.2 There being no further matters to discuss, the meeting closed at 1210 hrs.

PRIVATE SESSION

15 MINUTES OF PREVIOUS TMPC PRIVATE MEETING: 6 FEBRUARY 2020

15.1 The minutes of the private meeting held on 6 February 2020 were approved as a true record of the meeting.

16 PRIVATE ACTION LOG

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