



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

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

**THURSDAY 5 NOVEMBER 2020 @ 1000 HRS**

**BY CONFERENCE FACILITIES**

**PRESENT:**

Fiona Thorburn (Chair) (FT)  
Nick Barr (NB)  
Mhairi Wylie (MW)

Marieke Dwarshuis (MD) (Deputy Chair)  
Brian Baverstock (BB)

**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
Darren Riddell (DR)	Area Commander Portfolio Manager
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
Andy Girrity (AG)	Area Commander, Service Delivery Model Programme Manager
Garry Mackay (GMack)	Area Commander, Response and Resilience
Iain Morris (IM)	Head of Asset Management
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Alasdair Cameron (AC)	Group Commander Board Support
Debbie Haddow (DH)	Board Support/Minutes

**OBSERVERS**

Malcolm Payton	Board Member
Heather Greig	Board Support Executive Officer
Asha Narsapur	Legal Services

**1 WELCOME**

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

**2 APOLOGIES**

2.1 None

**3 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE**  
3.1 The Committee agreed that the Strategic Review Update (Agenda item 10.1) would be moved into the private session due to confidential commercial/financial information (Standing Order 9E).

3.2 No private items were identified.

**4 DECLARATION OF INTERESTS**

4.1 None

**5 MINUTES OF PREVIOUS PUBLIC MEETING: 6 AUGUST 2020**

5.1 The following amendment was noted and agreed:

Item 7.2 ST00009 OHCA/EMR – RH requested that the reference to ACO Paul Stewart being tasked with producing a paper for the Strategic Leadership Team be amended to read ACO Stuart Stevens.

5.1.1 **Subject to the above amendment being made, the minutes of the meeting held on 6 August 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.

6.2 Following a brief discussion, it was agreed that the Benefits Management Tracker (internal resource) action would remain closed with any future issues being brought back to the Committee if necessary.

**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 DR presented the Service Transformation Programme Dashboard, noting exceptions were being reported on Service Delivery Model Programme (SDMP) projects showing Amber for Skills and Resources.

**8.2 SDMP Framework – Change Request and Framework**

8.2.1 JMacD presented a report to the Committee outlining the change request, revised framework and revised project dossiers. The following key updates were noted:

- Future Vision (renamed to Community Risk Index Model (CRIM)) – External validation being undertaken by Edinburgh University. Additional in-house resources identified to undertake regression testing to supplement the work of Edinburgh University.
- Station and Appliance Review and Demand Based Duty System – Full analysis required to be undertaken to identify the demand on station personnel over and above operational duties eg training, community engagement, operational intelligence, operational assurance, etc. Additional resources are required to support this work.
- Requests for additional short-term resources to support the above projects had been submitted and approved by the SMB and Strategic Leadership Team (SLT).

- Retained and Volunteer Duty System (RVDS) Strategy – Previously recommended the appointment of an on-call support team, however, the business case was rejected. Subsequently, an additional resource (Watch Commander) has been secured for a 3-year fixed term to support this project splitting their commitment 60/40 with the other SDMP projects. Highlighted that this project was still supported with limited resource (2 individuals) and therefore further resources were being actively pursued through the National RVDS Leadership Forum. National RVDS Leadership Forum's terms of reference would be circulated for information.

**ACTION: BST**

8.2.2 The Committee commented on the timings and governance routes for reports being brought to the Committee and the potential impact on the Committee's ability to fully scrutinise them. It was confirmed that any amended change requests and project dossiers presented to the Committee were the current versions. The Dashboard and verbal updates presented to the Committee were as up to date as possible. At the discretion of management, further written addendums to the reports being presented would be considered.

8.2.3 The Committee commented on the limited resources allocated to these projects and sought assurance whether this was adequate. RH stated that the Service was alive to resourcing all project areas adequately whilst continuing to be mindful of the potential impact and implications on other areas of the Service. Resources were continually being balanced to best meet the needs of the Service.

8.2.4 It was requested that additional information on change history and original delivery date be captured within future change requests and dashboard cover papers (for information).

**ACTION: PO**

8.2.5 Regarding ST0001 Terms and Conditions, it was noted that the SLT were to decide on the future of this project. A summary of the pathway to green to be included on the next iteration of the dashboard to aid the Committee and provide more clarity on next steps/progress.

**ACTION: PO**

8.2.6 JMacD outlined the changes to the SDMP Framework document including project name change, changes in Executive Leads' roles and governance route (SMB) and revised timelines.

### 8.3 **Futures Vision – Change Request and Updated Dossier**

8.3.1 JMacD advised the Committee of the approved project name change to more accurately reflect the purpose of the project and remove any potential confusion with the wider Future Vision Strategy. The project has been renamed the Community Risk Index Model (CRIM). The project milestones have been revised to provide a more defined timeline.

### 8.4 **Combined Station and Appliances Review and Demand Based Duty System – Change Request and Updated Dossiers**

8.4.1 JMacD reminded the Committee of the impact of COVID-19 on these projects and the requirement to revise timelines. A subsequent review has been carried out which has resulted in the timelines being refined further.

### 8.5 **Retained and Volunteer Duty System – Change Request and Updated Dossier**

8.5.1 JMacD reminded the Committee of the impact of COVID-19 on this project and the requirement to revise timelines for Phase 2.

- 8.5.2 JMacD informed the Committee that any impact on Phase 3 timelines, due to the extension of Phase 2, for the above projects was still to be identified and would depend on the outcome of Phase 2.
- 8.5.3 The Committee sought assurance on how the Service had adapted and would respond to any subsequent COVID waves. JMacD noted that the Service were now more informed and therefore able to react better to any subsequent waves. He commented on the SLT's focus on resilience, response and delivery of key strategy issues including SDMP. As the primary function of the Service was operational delivery, it may be necessary to redirect resources to meet Service needs which could impact on project deliverables. In turn this would need to be balanced with the SLT's commitment to maintain a focus on SDMP.
- 8.5.4 In relation to CRIM, JMacD indicated that the stakeholder consultation referred to both internal and external facing around all aspects of the SDMP eg approach, methodology and Phase 2 outcomes. He commented on the importance of engagement with key stakeholders/partners following the development of the engagement and communication plan. The Committee reiterated that communication and engagement were critical and an integral part of every project. SLT had recently approved the recruitment of a dedicated and skilled communication and engagement resource to develop the communications and engagement plan.
- 8.5.5 It was noted that resilience continued to be a key focus of the Service with particular awareness and preparation for future concurrent events eg COVID, Brexit, adverse weather, COP 26, etc.
- 8.5.6 The Committee requested further details on how emphasis is placed on the importance of communications and engagement and ensuring it is integrated into projects appropriately.

**ACTION: PO**

8.5.7 **The Committee noted the change requests and updated dossiers.**

8.6 **Out of Hospital Cardiac Arrest (OHCA) – Change Request and Updated Dossier**

- 8.6.1 JMacD advised the Committee that Scottish Ambulance Service (SAS) have agreed to provide clinical governance for OHCA and all other aspects of casualty care provided by the Service. He indicated the change in Executive Lead, extension of the project end date and updated milestones for establishing the Memorandum of Understanding and Service Level Agreement, establish a communications and engagement strategy, develop an OHCA training strategy, establish communication protocols between Operations Controls and develop an implementation plan.
- 8.6.2 The Committee asked whether there was a risk of the Service failing to achieve the standard required for clinical governance. JD provided assurance that the standard of clinical governance sought by the Service would be an appropriate standard and would cover all areas of risk. He outlined the work being undertaken on the implementation plan, reviewing of training materials, assessing of medical equipment and the governance route for clinical governance reporting and ongoing collaboration with SAS.
- 8.6.3 JMacD explained that further options on the OHCA Delivery Model were being presented to SLT.
- 8.6.4 **The Committee noted the change request and updated dossier.**

8.7 **Safe and Well – Change Request and Updated Dossier**

8.7.1 AP advised the Committee of the revisions to project milestones and stated that the end date remained unchanged. Changes to the Executive Lead had helped to review and redefine milestones, in particular the development of ICT system.

8.7.2 AP explained how the project would deliver benefits by reducing the number of journeys undertaken through targeting high risk/vulnerable visits which will result in an overall reduction in visits.

8.7.3 COVID-19 impacted on the potential to seek secondments from partner organisations to help develop the question set/links and this is being reviewed whether this is still necessary.

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

8.8 **Youth Volunteer Scheme – Mission Station, Outcomes and Syllabus**

8.8.1 AP recorded his thanks to DACO John Miller, Megan Taylor and team for the work undertaken to deliver this project which has now transferred over to business as usual. He explained that the GIRFEC (Getting it Right for Every Child) approach was at the heart of the development of the YVS and this extended to involving participants to help develop the scheme, syllabus and training materials. Six long term outcomes have been identified and will be assessed annually to monitor benefits for participants, volunteers and the wider community as well as future prospects.

8.8.2 The Committee requested a summary/broad profile of the young people involved including care experienced background, contributing to Saltire Awards and potential to support the closure of the attainment gap. (To be circulated via the BST.)

**ACTION: AP**

8.8.3 AP informed the Committee of the positive impact of using participants of the scheme to engage with peers during the current bonfire period.

8.8.4 **The Committee noted the update.**

*(The meeting broke at 1134 hrs and reconvened at 1140 hrs)*

9 **MAJOR PROJECTS**

9.1 **Major Projects Dashboard**

9.1.1 DR presented the Major Projects Dashboard, noting exceptions were being reported on Command and Control Futures (CCF) project showing Amber for Cost and Quality, McDonald Road showing Amber for Time, Cost and Skills/Resources, Protection of Vulnerable Groups Pilot showing Amber for Cost and People, Training, Finance and Assets System showing Amber for Skills/Resources.

9.2 **Command and Control Futures – Change Request and Updated Dossier**

9.2.1 JD presented an overview of the assessed impact of COVID-19 mitigation measures on project delivery and the resultant proposed amendments to the delivery timelines. The Committee were reminded of the project update provided at the workshop on 16 August 2020 and JD noted the positive progress made since.

9.2.2 GMack noted that the project was reporting Amber for Costs and Quality. This was due to some costs being transferred between fiscal years and ongoing issues with gazetteer functionality and some delays in functionality due to the revised release schedule.

9.2.3 GMack presented the updated dossiers and highlighted the key points:

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- Revised timeline to take account of the COVID-19 impact assessment. Key stage deliverables timelines referenced.
- Clarification on the delay of Airwave connectivity and the actions being taken to resolve this.
- Key areas of consideration include the financial impact (milestone payments, staffing costs and continuing maintenance of existing systems) and operational risk and impact of delayed delivery (risk associated with existing systems).
- Key areas of progress and challenge includes the positive weekly meetings with Systel, early notification of potential travel restrictions impacting on specialist onsite resources pre/post Go live events.
- Areas of development include telephony workshops with demonstrations of the new build and key areas of benefits. Work progressing with BT and Systel to testing stages.
- Entering User Acceptance Testing phase despite some initial delays.
- Draft communication plan has been developed and issued via the OC Newsletter, engagement visits were scheduled during December/January along with video presentations being published on iHub.
- Individual identified to undertake a 6 month secondment in order to develop an e-learning module and platform for flexi-duty officers and wholetime operational personnel.
- Continuing to liaise with Scottish Government's Digital Assurance Office to provide progress updates and establishing a further gateway review.
- In anticipation of potential COVID-19 impact, mitigation strategy has been developed to allow UAT activities to continue albeit at a reduced capacity.

9.2.4 The Committee noted the improved relationship with Systel and the positive progress being made. JD reminded the Committee of the continuing weekly meeting with Systel's Chief Executive Officer to enable progress/issues to be scrutinised and discussed at the highest level. This also includes any potential early sight of impact/delays due to COVID-19 and alternative options for delivery.

9.2.5 GMack commented on the system stability issues around new software and the recent extended periods of instability which subsequently impacts on the next release. This has been raised at monthly meeting with Systel and assurances have been provided that this would be investigated and measures (remote monitoring) would be put in place to highlight instances of instability. He further noted the increased focus on defect management and the measures put in place to monitor, categorise and rectify any defects. All defects were also reported into the CCF Board to formally monitor and if necessary, raise during the weekly CEO meetings.

9.2.6 In regards to the current legacy systems, JD confirmed that maintenance contracts were in place, monthly monitoring reports are submitted to the CCF Board and the Contingency Planning Group has been stood up.

9.2.7 The Committee requested a brief update on the activities and/or issues affecting the Service mobilising systems over the next 24 hours (5/6 November).

**ACTION: GMack**

9.2.8 **The Committee noted the report and verbal update.**

9.3 **McDonald Road Redevelopment Incorporating the Museum of Scottish Fire Heritage – Change Request and Updated Dossier**

9.3.1 IM outlined the impact of COVID-19 on the cost, time and skills/resources for the project. This included deferring costs into the next financial year, delayed delivery of products,

restricted personnel on site and contractual obligations. The Committee were updated on the positive progress made on site (photos were circulated during the meeting).

9.3.2 IM noted that the change request included the redesigned access to the museum and subsequent increased costs. He confirmed that this would not impact on the project end date.

9.3.3 IM provided clarification of the NAC3 contract process and subsequent tendering process. He commented on the potential cost implications, due to delays caused by COVID/Brexit, associated with preliminaries and that legal advice was being sought.

9.3.4 **The Committee noted the Change request and updated dossier.**

#### 9.4 **West Asset Resource Centre**

9.4.1 IM provided a verbal update to the Committee noting progress with the identified Contractor, achievability of timeline and costs and consideration would be given to benefits realisation. Review to be undertaken on high level benefits from Newbridge and Dundee ARC to identify benefits and lessons learned.

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

### 10 **GENERAL REPORTS**

#### 10.1 **Strategic Review Update**

10.1.1 Deferred to the private session.

#### 10.2 **Gateway Review Action Plan**

10.2.1 RH presented the Gateway Review Action Plan update report to the Committee and advised that this continued to be developed and updated.

10.2.2 **The Committee noted the report.**

#### 10.3 **Benefits Management Tracker**

10.3.1 DR presented the Benefits Management Tracker to the Committee noting its continuous development by the Portfolio Office and Project Managers.

10.3.2 The Committee commented on the absence of smart measures/targets including cashable and non-cashable and the preference for benefits and disbenefits for individual projects to be presented together to help provide a fuller picture.

10.3.3 **The Committee noted the report.**

### 11 **RISK**

#### 11.1 **Portfolio Office Risk Log**

11.1.1 DR presented the risk log and noted that updates had been provided earlier in the meeting on both the CCF and SDMP.

11.1.2 **The Committee noted the report.**

#### 11.2 **Strategic Risk Register**

11.2.1 RW presented the TMPC aligned Directorate Risks highlighting revisions to the risk descriptors, controls, actions and owners.

11.2.2 RW indicated that within the current financial year, it was anticipated that any mitigation measures and actions intended to be delivered would progress the current risk rating towards the target risk rating.

11.2.3 The Committee commented on the specific risk in failing to consult and communicate with stakeholders regarding service change. RW noted that the Service were alive to this risk, fully aware of the importance of communication and engagement and would anticipate some positive movement over the reporting period. RH commented on the potential optimistic target position given the current circumstances and noted that there had not been sufficient time to affect any significant changes due to the ongoing work to redefine risks.

11.2.4 In relation to the Command and Control Futures risks, it was agreed that these would be reviewed with the potential to separate the CCF project and maintenance of legacy risks. The CCF project would continue to be presented to this Committee and the legacy risks would be presented to the Service Delivery Committee, as business as usual.

**ACTION RH/PS**

11.2.5 **The Committee noted the report.**

## **12 COMMITTEE ROLLING FORWARD PLAN**

### **12.1 Committee Forward Plan**

12.1.1 The following was noted:

- Future Risk Spotlights will be identified when appropriate.
- Removal of Standing Agenda item Communication & Engagement due to this being an integral part to all projects/programmes.

### **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 6 formal actions were recorded during the meeting.

## **14 DATE OF NEXT MEETING**

14.1 The next meeting is scheduled to take place on Thursday 4 February 2021 at 1000hrs.

14.2 There being no further matters to discuss, the public meeting closed at 1300 hrs.

## **PRIVATE SESSION**

### **15 MINUTES OF PREVIOUS PRIVATE MEETING: 6 AUGUST 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 an additional action (Item 22.7).

### **10.1 STRATEGIC REVIEW UPDATE**

10.1.1 RH provided the Committee with a verbal update on the Strategic Review.