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FIRE AND RESCUE SERVICE

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PUBLIC MEETING - TRANSFORMATION AND MAJOR PROJECTS COMMITTEE

THURSDAY 6 FEBRUARY 2020 @ 1000 HRS

**LECTURE ROOMS 1 & 2, NEWBRIDGE TRAINING CENTRE,
28 CLAYLANDS ROAD, NEWBRIDGE, EH28 8LF**

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
Stuart Stevens (SS)	Deputy Assistant Chief Officer Strategic Planning & Performance
Darren Riddell (DR)	Area Commander, Programme Manager, Programme Office
Gillian Buchanan (GB)	Deputy Programme Manager, Programme Office
Jason Sharp (JS)	Area Commander HROD (Item 7.4 only)
John MacDonald (JMacD)	Deputy Assistant Chief Officer, Service Delivery (Item 17 only)
Andrew Girrity (AG)	Area Commander, Programme Manager, Service Delivery Model Programme (Item 17 only)
Richard Whetton (RW)	Head of Corporate Governance
Bill McQueen (BMcQ)	Deputy Chair of the Board
Alasdair Cameron (AC)	Group Commander Board Support
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS

Derek Smith	Fire and Rescue Division, Scottish Government
Asha Narsapur	Legal Services

1 WELCOME AND APOLOGIES

1.1 The Chair opened the meeting and welcomed those present.

1.2 Apologies were noted from:
Mark McAteer, Director of Strategic Planning, Performance & Communications
Ross Haggart, Assistant Chief Officer, Director Prevention and Protection
Marysia Waters, Head of Corporate Communications

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

2.1 The Committee agreed that the reports on *Service Delivery Model Programme* would be taken in private due to matters considered to be confidential, including information

relating to any consultations or negotiations or contemplated consultations or negotiations in connection with any labour relations (Standing Order 9F).

2.2 No further private items were identified

3 DECLARATION OF INTERESTS

3.1 None

4 MINUTES OF PREVIOUS PUBLIC MEETING: 7 NOVEMBER 2019

4.1 *Command and Controls Futures* would be added to the Forward Plan as a standing agenda item.

4.2 Reference to Marysia Waters (MWa) to be applied consistently throughout minutes.

4.3 **Subject to the above amendments being made, the minutes of the meeting held on 7 November 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.

Item 7.7.3 Service Transformation Projects RRU Phase 1 – Action to remain open.

Item 7.8.3 Service Transformation Projects Rural Full Time Post – Action to remain open.

Item 12.4 Communication and Engagement Update – To be discussed under agenda item 9.

7 SERVICE TRANSFORMATION PROJECTS

7.1 Service Transformation Programme Dashboard

7.1.1 DR presented the Service Transformation Programme Dashboard, noting all projects were currently showing green. The Service Delivery Programme Model project would be discussed further in the private session.

7 MAJOR PROJECTS

7.1 Major Projects Dashboard

7.1.1 DR presented the Major Projects Dashboard noting the Command and Control Futures report, discussed during the private session at the previous meeting had been resubmitted for public discussion.

7.2 Command & Control Futures – Change Request and Dossier

7.2.1 DMcG presented the project change request and dossier for noting.

7.2.2 The Committee noted 'Resources' were being amended to amber and were subject to full review of costings associated with extending the project team. These costings would be submitted to the next POB meeting (26 February 2020).

7.2.3 Following a brief discussion, it was agreed that a detailed explanation regarding what the phase technical debt meant, including impact on timing (Gantt chart) and addressing the associated technical aspects would be circulated by email.

ACTION: DMcG/PO

7.2.4 **The Committee noted the report.**

7.3 **Newbridge Training Facilities – Closing Report**

7.3.1 DR presented the closing report for noting.

7.3.2 The Committee noted and welcomed the comprehensive list of lessons learnt and were advised that these were published on the iHub to aide future projects and project managers. Work was ongoing in regard to improving closing reports, evaluating projects, and increasing communications eg to highlight the value in reading these lessons learned to support individual projects and provide simplified messaging from the Programme Office.

7.3.3 **The Committee noted the closing report.**

7.4

7.4.1 **People and Training System Brief and Dossier**

JS presented the project brief and dossier for noting, highlighting the tasking of the ICT Application Strategy's sub group to analyse and recommend the replacement of critically ageing and end of life People and Training Systems (P&TS). The overarching objective was to ensure that future P&TS had the ability to interface or integrate to reduce duplication of effort. The constraints of this major project would include significant resources and funding. A hosted vendor engagement event to discuss what the future output based requirements would be required and further engagement events are planned. The importance of people and training data for CCF was also discussed.

(B Baverstock joined the meeting at 1030 hrs)

7.4.2 JS advised the Committee of 3 options available, these where one single system, several interfaced systems from one vendor or several individual systems which have the ability to interface.

7.4.3 The Committee raised their concerns on how this project links with the overall ICT Strategy and also the high level of risks associated with the project, as it is not clear within the paper presented, however assurance was given that this does align. The Committee noted their disappointment at the lack of prior awareness of this issue given the project started in June 2019 and the importance of the Committee being involved at an earlier stage to scrutinise, challenge, support and add value.

7.4.4 DMcG noted that a clearer link to the ICT strategy and the wider Digital Strategy would have been helpful, however, he was content with the stage at which the project was currently at and also the presentation of the dossier/brief. The project was at a very early stage of market research and could be halted at any time. The risk had been added to the risk register last year.

7.4.5 The Committee requested the reframing of the paper to provide more clarity including links to CCF and the Digital Strategy and phasing of project. To be included on Forward Plan for May 2020.

ACTION: PO/JS

7.4.6 **The Committee noted the project brief and dossier.**

(J Sharp left the meeting at 1050 hrs)

8 GENERAL REPORT

8.1 Gateway Review – Action Plan Update

8.1.1 DR presented the report and highlighted the following:

- Action still to be signed off relates to the upcoming Gateway Review, implementation of InPhase or review of governance of projects recently completed.
- Meeting with Scottish Government's Gateway Review Team scheduled (6 February 2020) to set out the detailed scope of Gateway Review 0.
- Gateway Review 0 scheduled for 16-18 February 2020.

8.1.2 The Committee asked how the proposed Internal Audit review would fit with the scope of the upcoming Gateway Review and were informed that the scope of the review would be discussed at the meeting later today.

8.1.3 In relation to R3/5 (Governance proposals), it was noted that this action would be closed off prior to the next meeting (May 2020) although it was acknowledged that this was an ongoing process of improvement.

8.1.4 **The Committee noted the report.**

8.2 Gateway Review 2020 Update

8.2.1 Covered under item 8.1.

8.3 Benefit Management Tracker

8.3.1 DR presented the Benefits Management Tracker for noting, highlighting the ongoing work in benefit mapping and baselines including quantifiable benefits (financial tracking).

8.3.2 The Committee welcomed the ongoing development of the tracker and commented on the need to accurately articulate the benefits. GB advised that 2 or 3 succinct measurable benefits were now being identified for projects and would be included within the future reports. RW stated that outcome delivery workshops were being explored.

8.3.3 RW informed the Committee that discussions were ongoing with consultants (Future Proof Learning), who are part of the Scottish Government's framework, regarding benefit tracking modelling.

8.3.4 The Committee requested an update on the potential internal resource around benefits tracking.

ACTION: RW

8.3.5 **The Committee noted the report.**

8.4 Rapid Response Units Phase One Project Evaluation Scope

8.4.1 RW presented the Committee with the project evaluation scope for the Rapid Response Unit (RRU) Phase One project and highlighted the following key issues:

- Scope of evaluation includes project health, outputs, benefits/disbenefits, performance measures, lessons learned, risk, governance, EIA/DPIA and ultimate transition to business as usual.
- Timescale for completion end of March 2020.
- Process will help to develop simple template/evaluation scope.
- Consideration to be given to potentially outsourcing evaluations going forward.

8.4.2 RW confirmed that interviews to gain feedback would be scheduled with project managers, nominated end users, finance representative, POB/TMPC representative, risk manager, information governance and equalities representatives. The Committee suggested that the second phase evaluation process include capturing views of end users not previously nominated within the initial evaluation process.

8.4.3 The Committee commented on their expectation of the project's evaluation and in particular, what difference did the investment of £7m in the introduction of RRUs make. RW confirmed that the evaluation would look at whether the project delivered on the original specification ie crewing levels, increased availability, etc.

8.4.4 RW stated that the evaluation was being carried out in-house to facilitate a timely process and that the scope of the evaluation would look at project benefit/disbenefits which would include improved availability, response times, etc.

8.4.5 **The Committee noted the report.**

9 COMMUNICATIONS AND ENGAGEMENT UPDATE

9.1 RW provided a verbal update to the Committee, highlighting the Staff First principle and the following key issues:

- Individual Communications Officers assigned to support Project Managers to create their project OASIS plan.
- Communication Planning and Discussion was a standing agenda item on various Programme Boards.
- Focus from Comms to get the project managers to think about audience and stakeholder engagement.
- Training opportunity being explored with the Consultation Institute.
- Recent communications activities included Newbridge Training Centre, Pay Negotiations and Youth Volunteer Scheme Programme Board.
- Discussions underway in regard to creating more regular briefs for all staff relating to ongoing projects.
- Internal Communications review to be submitted to Strategic Leadership Team (13 February 2020).

9.2 The Committee were unclear on the engagement strategy and how the Service ensures that the views of the Scottish's public were being captured through the engagement process and that our staff have the necessary skills. DMcG suggested that this would be discussed further under the Service Delivery Model Programme agenda item.

9.3 The Committee requested clarification on the difference between communications and engagement with a focus on engagement aspect and any associated skills development.

ACTION: RW/MWa

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

10 RISK

10.1 Risk Tracker/Dashboard

10.1.1 RW presented the risk tracker/dashboard for noting, highlighted the amended format which was due to changes in risk categories and the potential further amendments.

10.1.2 The key changes were:

- New risk SW6 (Availability of funds/unknown costs associated with S&W project).

- CCF3.2 (Risk ongoing EU-exit process and impact on CCMS project) – risk rating has been decreased due to controls put in place.
- Removal of SW14 (Adequacy of initial business scoping to meet business requirement and delivery on time in relation to S&W).
- Removal of OCHA 12 (Failure to offer operational crews similar immunisations to SAS group, failure to deliver SFRS's immunisation programme) from this register but would remain a high risk on the project risk register.

10.1.3 The Committee requested a covering report to be provided to highlight/provide clarity on changes.

ACTION: PO/RW

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

10.2 **Strategic Risk Register**

10.2.1 RW presented the Strategic Risk Register for noting, highlighting that the remaining actions for Quarter 4 were expected to be completed on time and that the Committee should be aware of work ongoing, under the auspices of the Audit & Risk Assurance Committee, to broadly look at risk management to review the entire risk register.

10.2.2 RW has provided feedback that the simplification of the high-level risk register and that the Service should be looking at strategic risk on the effective management of change or failing to demonstrate effective management of change. This would then encompass a range of pieces in terms of effective controls to demonstrate programme/project planning, financial tracking, benefits identification. Therefore, the risks were being managed and the governance of the portfolio effective.

10.2.3 The Committee were made aware of the Internal Audit's Risk Management audit currently underway and that this area will be a focus for the newly appointed Internal Auditor (Scott-Moncrieff).

10.2.4 RW to feedback in relation to the concerns of the overall management of change, and that the strategic risk is the primary focus of this Committee.

10.2.5 **The Committee noted the report.**

(Meeting broke at 1135 hrs and reconvened at 1145 hrs)

11 **REVIEW OF COMMITTEE TERMS OF REFERENCE**

11.1 AC presented the Committee the revised Terms of Reference, highlighting the key amendments following the annual effectiveness review and Committee workshop (20 January 2020).

11.2 The Committee discussed and raised the following issues:

- Section 1.2 – The term "*change strategies*" to be changed or further consideration to be given to the proposed amendment.
- Section 4.1 – The word "*improve*" to be changed to "*ensure continuous improvement*".
- Section 4.2 – The term "*as deemed necessary*" to be changed to "*as deemed necessary to the Committee's overall purpose*".

11.3 It was agreed that the Terms of Reference would be amended further and circulated by email to the Committee for agreement.

ACTION: AC

- 11.4 **The Committee noted the amended terms of reference and the proposed further amendments required.**

(J MacDonald and A Girrity joined the meeting at 1200 hrs)

12 COMMITTEE ROLLING FORWARD PLAN

12.1 Committee Forward Plan

- 12.1.1 The following was noted:

- Command and Control Futures (standing agenda item)
- People and Training Systems (refreshed report)
- RRU Evaluation Report.
- Newbridge Training Facilities to be removed

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

- 12.2.1 The following was noted for the IGC:

- People and Training Systems Project and any other wider corporate issues to ensure that they are in the consciousness of Board Members.

13 REVIEW OF ACTIONS

- 13.1 The Committee agreed to reopen actions 7.7.3 and 7.8.3.

- 13.2 AC confirmed the 6 new actions arising during the meeting.

14 DATE OF NEXT MEETING

- 14.1 The next meeting is scheduled to take place on Thursday 7 May 2020 at 1000hrs in Meeting Room 1, East Service Delivery Area Headquarters, 28 Claylands Road, Newbridge, EH28 8LF

- 14.2 There being no further matters to discuss, the meeting closed at 1215 hrs.

PRIVATE SESSION

15 MINUTES OF PREVIOUS TMPC PRIVATE MEETING: 7 NOVEMBER 2019

- 15.1 The minutes of the private meeting held on 7 November 2019 were approved, subject to minor formatting issues, as a true record of the meeting

16 PRIVATE ACTION LOG

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

17 SERVICE TRANSFORMATION PROJECTS

- 17.1 **Service Delivery Model Programme – Change Request and Updated Framework Document**

- 17.1.1 JMcD presented the Project Change Request and Updated Framework Document, highlighting the merger of the Demand Based Watch Duty System and Urban on Call projects due to their close alignment and overlapping areas. The intended outcomes have not been altered.

- 17.1.2 **The Committee noted the Change Request and Updated Framework Document.**

- 17.2 **Service Delivery Model Framework – Phase One Closing Report and Appendices**

- 17.2.1 JMacD presented the Phase One Closing Report, highlighting the significant work undertaken noting that the report had been submitted and approved by POB and SLT, outlined the timescales for all 3 phases, RVDS report kept separate from composite

reports as this project could stand alone, 30 specific areas of consideration identified to be prioritised and progressed in Phase 2.

17.2.2 AG informed the Committee that Phase One was delivered on time, cost and quality, noted lessons learnt and the review of the overarching programme risk register.

The Committee noted the SDMP Phase One Closing Report.

17.2.3

(Meeting broke at 1335 hrs and reconvened at 1350 hrs)

SFRS Future Visions, Phase Two Dossier

17.3 AG presented the Phase Two dossier for noting, highlighting the project objectives, outputs, milestones, communications and engagement and benefits/disbenefits.
17.3.1

The Committee noted the SFRS Future Vision Phase Two dossier.

17.3.2

Demand Based Duty System (DBDS) Phase Two

17.4 AG presented the Phase Two dossier for noting, highlighting the project objectives, outputs, milestones, communications and engagement and benefits/disbenefits.
17.4.1

The Committee noted the DBDS Phase Two project dossier.

17.4.2

Station and Appliance Review Phase Two Dossier

17.5 AG presented the Phase Two dossier for noting, highlighting the project objectives, outputs, milestones, communications and engagement and benefits/disbenefits.
17.5.1

The Committee noted the Station and Appliance Review Phase Two dossier.

17.5.2

Retained and Volunteer Duty System Phase Two

17.6 JMacD presented the Phase Two dossier for noting, highlighting the project objectives, outputs, milestones, communications and engagement and benefits/disbenefits.
17.6.1

The Committee noted the Retained and Volunteer Duty System Phase Two project dossier.

17.6.2