



SCOTTISH  
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

**PUBLIC SPECIAL MEETING – SCOTTISH FIRE AND RESCUE SERVICE BOARD**

**THURSDAY 31 JANUARY 2019 @ 0930 HRS**

**BRAIDWOOD SUITE, SCOTTISH FIRE AND RESCUE SERVICE HEADQUARTERS,  
WESTBURN DRIVE, CAMBUSLANG, G72 7NA**

**PRESENT:**

Kirsty Darwent (Chair) (KD)  
Nick Barr (NB)  
Anne Buchanan (AB)  
Bill McQueen (BMcQ)  
Malcolm Payton (MP)  
Mhairi Wylie (MW)

Brian Baverstock (BB)  
Lesley Bloomer (LBI)  
Marieke Dwarshuis (MD)  
Sid Patten (SP)  
Fiona Thorburn (FT)  
Tim Wright (TW)

**IN ATTENDANCE:**

|                        |  |
|------------------------|--|
| Alasdair Hay (AH)      | Chief Officer  |
| Martin Blunden (MB)    | Chief Officer  |
| Sarah O'Donnell (SO'D) | Director of Finance and Contractual Services                   |
| Mark McAteer (MMcA)    | Director of Strategic Planning, Performance and Communications |
| Alasdair Cameron (AC)  | Board Support Manager  |
| Debbie Haddow (DH)     | Board Support/Minutes  |

**OBSERVERS:**

Derek Smith, Scottish Government  
John Dickie, DACO Response & Resilience  
Ross Haggart, DACO Strategic Planning, Performance and Communications  
Vlad Valiente, Legal Service Manager

**1 CHAIR'S WELCOME**

1.1 The Chair opened the meeting and welcomed all those present, in particular Chief Officer Blunden to his first meeting of the Board.

**2 APOLOGIES**

2.1 Primrose Stark, Board Member  
Liz Barnes, Director of People and Organisational Development  
David McGown, Assistant Chief Officer, Director of Prevention and Protection  
Lewis Ramsay, Assistant Chief Officer, Director of Response & Resilience

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

3.1 No private items were identified.

**4 DECLARATION OF INTERESTS**

4.1 None

**5 SERVICE DELIVERY COMMITTEE – CHAIR APPOINTMENT**

5.1 KD noted SP resignation from the role of Chair of the Service Delivery Committee. She re-iterated her thanks for his contribution throughout his tenure as Chair. Informal proposals were tabled at the Integrated Governance Committee on 17 January 2019 and it was now formally proposed that Nick Barr take over the role as Chair of the Service Delivery Committee. The Board agreed with this proposal.

**6 BUDGET STRATEGY 2019-20**

6.1 SO'D presented a report to the Board seeking approval of the 2019/20 Budget Strategy, noting that further opportunities to discuss the proposed strategy were scheduled at future Board strategy days (31 January and 28 February) with final approval being sought at the formal Board meeting on 28 March 2019.

6.2 SO'D highlighted the following key areas:

- Scottish Government's Scottish Budget 2019/20 was presented to Parliament in December 2018 with approval still awaited.
- Public Sector Pay Policy 2019/20 with minimum increases of 2-3%.
- Ongoing NJC negotiations for uniformed personnel.
- Scottish Government's budget was for a period of one year only.
- No additional provision for any EU exit costs and this may have to be revisited going forward.
- Increase in budget was £5.6 million against resources with flat cash for capital.
- Building on previous Critical Savings Pathways, work ongoing to refresh efficiency programme.
- Challenges associated with a flat cash capital budget to be highlighted to the Sponsor Team.
- Future anticipated capital receipts.

6.3 It was noted that a full presentation/discussion on the development of the budget plan was scheduled for the Strategy Day meeting directly after the conclusion of this meeting.

6.4 The Board asked whether there was a proposal to update the long term financial plan. SO'D intimated that there was no immediate gains from updating the long term financial plan at this stage due to the ongoing negotiations.

6.5 The Board briefly discussed Scottish Government's vulnerability should there be an economic downturn and the potential difficulty to make in year adjustments.

6.6 The Board asked whether there was a record of previous efficiencies measures. SO'D noted that efficiency have been captured within previous budgets and work was ongoing to refresh the efficiency programme.

6.7 SO'D stated that she did not anticipate capital receipts being received from Maddiston or Thornton within next financial year.

6.8 The Board enquired on the extent of efficiency savings required to fund wider transformation within the Service. SO'D stated that the Service had introduced Rural Full Time Posts and were committed to further roll out of these roles. The Service would need to continue to make efficiencies and the focus was high to deliver and generate these.

*FT joined the meeting at 0945 hrs*

**NOT PROTECTIVELY MARKED**

6.9 The Board asked whether there was any guidance from Scottish Government regarding making contingencies should there be a disorderly exit from the EU as well as the implications of any authorisation of additional expenditure for the Service and Accountable Officer. SO'D noted that Scottish Government have asked all public bodies to make necessary contingencies including identifying costs, etc. The Board would be provided with a detailed update at the Strategy Day noting that the projections were broad brush costs and there were no additional funds available. Should significant costs be incurred, the Service would approach Scottish Government to justify and seek additional funding.

6.10 **The Board approved the Board Strategy 2019/20.**

**7 HIGH LEVEL TRANSFORMATION PLAN**

7.1 MMcA presented a report to the Board outlining the High Level Plan which has been developed for the Service's Transformation Programme. He provided brief background information on the approval of the transformation vision, positive public consultation and the subsequent additional stakeholder focus group engagement to be undertaken.

7.2 The High Level Plan outlined the 5 core purposes: sets out the long term vision, implementation of same, project management arrangements, how the programme will be governed and the benefits anticipated. The Plan is a live working document which will be subject to change, any changes at a project level will be overseen by the Transformation and Major Project Committee whereas more strategic level changes would be brought back to the Board.

7.3 The Plan was divided into 3 phases: Phase 1 having commenced, Phase 2 was dependent on the outcomes of the terms and conditions negotiations and Phase 3 Rebalancing the Frontline. There were also 2 overarching projects which were Future Vision and RDS Strategy.

7.4 A critical pathway analysis of all the projects was being developed to identify interdependencies and to assist with the co-ordination of communication and engagement.

7.5 High level benefits were being developed and work would be undertaken with the Transformation and Major Projects Committee (TMPC) to identify how to proceed for example with the benefit realisation framework and mapping.

7.6 Strengthened financial management processes have also been put in place. It was suggested that the Plan be amended to acknowledge the financial business partners.

**ACTION: MMcA**

7.7 The Board noted that the TMPC were responsible for approving project dossiers but requested that the High Level Plan be updated to include a brief outline of the project, high level objectives and costs.

**ACTION: MMcA**

7.8 The Board asked whether the station footprint would be considered in the short term future vision. MMcA noted that the Future Vision project would identify short, medium and long term taking into account wider risks being managed by the Service.

7.9 The Board commented on the use of project management jargon within the plan. MMcA stated that this was a high level plan and any communications would be tailored appropriately.

**NOT PROTECTIVELY MARKED**

- 7.10 The Board requested clarification on whether the TMPC would approve projects. It noted that the TMPC, within the remit of their terms of reference, could approve the initial scope of project and project dossiers.
- 7.11 The Board noted that the plan was dynamic and queried what the triggers would be to require further Board approval. MMcA stated that the Board approval would be required for strategic changes whereas changes within projects would be subject to approval by the TMPC. Following a brief discussion, it was agreed that a bi-annual update report on the Plan be submitted to the Board for information.
- ACTION: MMcA**
- 7.12 Clarification was provided that the Terms and Conditions project related to the implementation phase rather than negotiations which could not be controlled by the Service.
- 7.13 It was noted that individual project managers would be identified for all projects and the Service would endeavour to retain these project leads/managers for the full length of the project to ensure continuity. It was further noted the timescale for the review of the station footprint would be communicated once known. A full communication and engagement plan had been developed to accompany the Plan.
- 7.14 MMcA reiterated current challenges faced by the Service, in particular Brexit, and the requirements for strong project management, benefits realisation, performance and financial management prior to launching projects.
- 7.15 MMcA to update the TMPC at their next workshop on the proposals for a dashboard summary outlining clear objectives and milestones.
- 7.16 The Board reiterated the importance of the critical path analysis, the baselining of the Plan to allow effective scrutiny and understanding to ensure successful management of the programme.
- 7.17 The Board welcomed the benefits realisations within the transformation projects and it was confirmed that this would continue once the projects transfer to business as usual. This information would be captured within the bi-annual update report (transformation projects) and normal performance management framework reporting (business as usual).
- 7.18 The Board commented on the new project relating to RDS Strategy and the previous work undertaken in this area by the Service. MMcA acknowledged the previous research into RDS and noted that the information was being reviewed and distilled to identify issues/areas to progress.
- 7.19 MMcA assured the Board that following completion of the individual impact assessments the overall assessment would be updated. The Board commented on the hesitant nature of the impact assessment and MMcA noted these comments and would feed these back.
- 7.20 The Board commented on the importance of identifying capacity/critical paths within the Service to deliver the projects and how this should be captured within the plan. MMcA stated that the Senior Management Team's role as Programme Office Board allow them to have oversight and awareness of resourcing and capacity throughout the Service.
- 7.21 **The Board approved the High Level Plan for transformation noting those areas within it where progression is contingent upon terms and conditions.**

**8 PLANNING ARRANGEMENTS FOR EXIT FROM EUROPEAN UNION**

8.1 MMcA presented a report to the Board advising of the governance, structures and processes in place to support the planning for the exit from the EU.

8.2 He highlighted the following:

- Co-ordination Group, chaired by DACO John MacDonald, has been convened to manage Brexit processes and provide reports to the Strategic Leadership Team.
- Ten main themes identified with dedicated lead officers.
- Formal reports would be brought to the Board going forward.
- Co-ordination group are providing a strategic oversight for the Service including resilience planning.
- Working to the reasonable worst case planning assumptions of the UK and Scottish Government.
- Lead officers were identifying risks in their areas of responsibility and would report to the Strategic Leadership Team.
- Key priority was to maintain operational service and resilience?.
- Communications issued to all personnel offering support to non UK citizens seeking settled status.
- Key suppliers have been identified and engaged with.
- Estimated financial consequences should worse case scenarios be realised.
- Ongoing dialogue with Scottish Government.
- Working closely with partners including Police Scotland, Justice Committee EU Sub Group and COSLA.

8.3 **The Board noted the updated report.**

**9 ANY OTHER COMPETENT BUSINESS**

9.1 *Deputy Chief Officer Vacancy*

9.1.1 AH informed the Board that ACO David McGown had been temporarily promoted to the role of Deputy Chief Officer to help provide support and continuity moving forward.

9.2 *Queen's Birthday Awards*

9.2.1 AH informed the Board that Queen's Fire Service Medals have been awarded to Group Manager Brenda Gillian, Control Johnston and Community Firefighter Kevin Philip.

**10 DATE OF NEXT MEETING**

10.1 The next meeting of the Board is scheduled to take place on Thursday 28 March 2019 at 1330 hrs at SFRS HQ, Westburn Drive, Cambuslang, G72 7NA.

10.2 There being no further matters to discuss in public, the meeting closed at 1040 hrs.