



SCOTTISH
FIRE AND RESCUE SERVICE

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PUBLIC MEETING – STRATEGIC PLANNING AND CHANGE COMMITTEE

THURSDAY 6 FEBRUARY 2025 @ 1000 HRS

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

PRESENT:

Stuart Ballingall, Chair (SJB)
 Therese O'Donnell (TOD)

Angiolina Foster, Deputy Chair (AF)
 Paul Stollard (PS)

IN ATTENDANCE:

Andy Watt (AW)	Deputy Chief Officer
Sarah O'Donnell (SOD)	Director of Finance and Contractual Services
Jon Henderson (JH)	Assistant Chief Officer, Director of Prevention, Protection and Preparedness
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
Curtis Montgomery (CM)	Head of Portfolio Office
Gillian Buchanan (GB)	Portfolio Manager
Stephen Wood (SW)	Deputy Assistant Chief Officer (Item 9.1 only)
Derek Wilson (DW)	Area Commander, NMS Project Lead (Item 9.1 only)
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Chris Casey (CC)	Group Commander Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Hadow (DJH)	Board Support/Minutes

OBSERVERS

Seona Hart, Fire Brigades Union

1 WELCOME

- 1.1 The Chair opened the meeting and welcomed those in attendance and those participating via MS Teams. On behalf of the Committee, the Chair congratulated SOD on her recent success and pending appointment to Deputy Chief Officer Corporate Services.
- 1.2 Those participating via MS Teams were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question. This meeting would be recorded for minute taking purposes only.

2 APOLOGIES

Tim Wright, Board Member
 Liz Barnes, Interim Deputy Chief Officer Corporate Services

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

- 3.1 The Committee agreed that the *Portfolio Finance and Performance Report* (Item 17), would be heard in the private session due to the confidential financial information (Standing Order 9E).

4 DECLARATION OF INTERESTS

- 4.1 There were no declarations of interest noted.

5 MINUTES OF PREVIOUS PUBLIC MEETING: 7 NOVEMBER 2024

- 5.1 The minutes of the previous meeting were agreed as an accurate record.

- 5.1.1 **The minutes of the meeting held on 7 November 2024 were approved as a true record of the meeting.**

5.2 Matters Arising

- 5.2.1 With reference to the timelines and new reporting format for risk, it was noted that this would be discussed during the meeting.

- 5.2.2 There were no other matters arising.

6 ACTION LOG

- 6.1 The Committee Rolling Action Log was considered, and actions were agreed and removed.

Action 9.2.2 Committee Aligned Directorate Risks (09/11/2023): Agreed to close as this action had been superseded.

Action 6.1.5 Action Log 8.3.4 - ESMCP Project Change Request and Dossier (07/11/2024): CM advised that there were no significant issues identified with the interdependencies or integration between the Emergency Services Mobile Communications Programme (ESMCP), In Vehicle Solutions (IVS) and New Mobilising System (NMS) project. CM outlined the milestone timelines within the projects. CM noted that interdependencies would continue to be tracked by the individual project teams and would be connected through the central interdependencies management log.

SOD advised that as Strategic Service Review Programme (SSRP) progresses, enabling infrastructure would be brought together which would provide a formal structured approach to reviewing interdependencies.

The Committee agreed to close this action.

Action 7.3 Proposed Draft Terms of Reference Strategy and Change Committee (07/11/2024): AW referenced previous discussions relating to the changes to dashboard reporting and the level of detail that would provide. AW commented on the potential to provide Change Portfolio Progress Group (CPPG) summary reports for reassurance on Executive scrutiny, risks, dependencies and challenges.

In terms of future scrutiny of SSRP, it was noted that the new Committee's Terms of Reference (ToR) provided clarity. AW noted that the Strategy Day session in May 2025 would present the Board with the process for the Service Delivery Review (SDR) element and public consultation.

RW reminded the Committee that the new Committee's ToR, which were being presented today, were still subject to discussion and approval by the Board.

The Committee agreed to close this action.

6.2 **The Committee noted the Action Log, and the closure of actions were agreed.**

7 NEW COMMITTEE TERMS OF REFERENCE – STRATEGIC PLANNING AND CHANGE COMMITTEE

7.1 SJB presented the proposed draft ToR for the new Strategic Planning and Change Committee for discussion. It was noted that the draft ToR were submitted to the Integrated Governance Forum on 23 January 2025 and two amendments were requested. These related to the name of the new Committee and the removal of the catch all responsibility listed within Section 5. The Committee commented on their role within the governance structure which ultimately supported and provided assurance to the full Board. It was further noted that the ToR would remain subject of annual review.

7.2 It was agreed that reference to the Interim Deputy Chief Officer Corporate Services be amended to Deputy Chief Officer Corporate Services and the Head of Finance and Procurement would be added to the list of others in attendance.

ACTION: BST

7.3 Discussion took place on the potential to present an update on SSRP to the Committee ahead of seeking formal Board approval to commence public consultation in June 2025. It was noted that the Committee would welcome sight of an early draft to provide scrutiny and support ahead of the final submission to the Board, should this be helpful. However, the Committee recognised that the timings may not allow for the draft to be available for the next meeting (1 May 2025). This being the case, the Committee were content that the draft public consultation should be submitted direct to the Board for approval.

7.4 **The Committee recommended the new Strategic Planning and Change Committee's Terms of Reference for approval.**

8 PLANNING/STRATEGY

8.1 SFRS Strategy Update and Planning Process

8.1.1 RW presented the report to the Committee which provided an update on progress of the SFRS Strategy 2025-28 and the planning process that would be followed. The following key points were highlighted:

- Approach being taken in development of the SFRS Strategy.
- Requirement to create a 3-year delivery plan, performance management framework (PMF), Directorate and Functional Plan and local Fire and Rescue Plan and community fire station plans.
- Public consultation on draft Strategy to conclude in April 2025.
- Finalised version of the Strategy would be presented to the Board in May 2025 for approval before being laid before Scottish Parliament.
- Development of the 3-year delivery plan to commence and would be presented to the Board in May 2025. Consideration would be given to the prioritisation, resourcing, interdependencies and finance, etc when aligning to the Strategy.
- Review of the PMF to enable monitoring and assurance on how the Strategy was being delivered. Various workshops were scheduled and the revised PMF would be finalised in May 2025.
- Statutory requirement for Local Plans to be developed and need to be aligned with the Strategy and the Local Outcome Improvement Plans.
- Requirement to update Station Plans.

8.1.2 The Committee commented on the various separate consultation exercises being undertaken for the Strategy, SSRP and Local Plans and the crossover or similar elements within them. RW advised that the Service were required to consult on the Strategy, SSRP and local plans and that the Service were keen to avoid any overlap. RW reminded the Committee of the reason for the postponement of the review and consultation on local plans and the complications due to the differences within the local authority scrutiny arrangements. MMcA reminded the Committee of the Gunning principles which required

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consultation to be kept separate and noted that the situation was not ideal but unavoidable. It was noted that the Local Senior Officers (LSO), who had a statutory role, would lead on local consultation and engagement.

- 8.1.3 The Committee commented on the other elements that need to happen within the Service to make the Strategy meaningful. These were: internal resource redistribution, drive around skills and capability building, and changes to the overall accountability and incentives. The Committee queried to what extent these activities would be catalysed through SSRP activities or managerially led through the Strategy without being restricted by SSRP.
- 8.1.4 SOD advised that the Service were currently in the process of setting the budgets and the priorities within the Strategy were a main driver in the process. SOD noted that the development of the 3-year delivery plan would provide the opportunity to drive the medium-term financial plan and a realistic plan on resource requirements. SOD further noted that in contrast to previous years, the Service were considering aligning the Strategy, 3-year delivery plan and budget at the same time.
- 8.1.5 AW noted that discussions were still required on the BAU governance as this would support change and strategic alignment within directorates. AW further noted that the 6 priorities were the focus for the Service and there needed to be strategic alignment through governance and engagement to deliver them.
- 8.1.6 AW noted that the strategy for future years should form the starting point and be a driver for the leadership framework to ensure the right skills, capacity and leadership qualities are achieved.
- 8.1.7 MMcA commented on the previous misalignment of strategy and budget setting processes and noted the longer-term benefits for these being aligned. MMcA further commented on the importance of the work to develop the 3-year delivery plan and performance framework. MMcA noted that the benefits and opportunities with the closer alignment of the plans to help crystalise and drive priorities.
- 8.1.8 The Committee noted the potential impact of SSRP on the development and consultation for local plans and that due consideration should be given to the timelines and ordering for this process. MMcA advised that consideration had already been given to the timing and potential sensitivities within some areas. RW commented on the importance of local plans for scrutiny and assurance purposes and outlined the broad timeline for the revision of local plans.
- 8.1.9 Brief discussion took place on the delivery and development of detailed local plans, the benefits of delaying their review to allow the Strategy to be finalised and the links between the local plans, 3-year plan and Strategy.
- 8.1.10 MMcA advised the Committee that the Strategy was designed to enable SSRP, however, should it be necessary the Service would have the option to review and revise the Strategy. SOD reminded the Committee that the Strategy was an overarching document of the Service's ambitions and SSRP was a significant strategic vehicle to deliver key elements.
- 8.1.11 The Committee commented on the statement within the Strategy, "*the strategy shows where we want to be in 3 years*" and asked for consideration to be given to revise this once there is a clearer sense of SSRP. Following a brief discussion, it was noted that this could be revised post consultation and within the finalised version of the Strategy. Review of the 2025-28 Strategy to ensure it reflects where the Service aims to be in the next 3 years.

ACTION: MMcA

- 8.1.12 Brief discussion took place on the purpose of a 3-year delivery plan and how it would be used.
- 8.1.13 Brief discussion took place on the revised performance management framework which was the route to reviewing the efficacy of the strategy. The Committee commented on the scheduling of meetings and requested work is done to review timelines for Committee meetings in relation to the availability of data and produce a schematic 3 year planning cycle incorporating all elements, allowing Committee meetings to be scheduled accordingly.

ACTION: MMcA/RW

- 8.1.14 **The Committee scrutinised the report.**

8.2 Medium Term Financial Planning Update

- 8.2.1 This item was covered under Item 8.1.

(D Wilson and S Wood joined the meeting at 1100 hrs)

9 CHANGE PORTFOLIO/MAJOR PROJECTS

9.1 Programme Project Highlight Report

- 9.1.1 GB presented the Programme Project Highlight Report to the Committee which provided a wider overview of the identified risks, interdependencies, costs and capacity to deliver.
- 9.1.2 SW provided a verbal update in regard to the Rostering Project and in particular the outcomes of the Digital Scotland Service Standard Assessment. It was identified that across the 14 criteria, 6 had not been met. As a result, 14 essential and 6 desirable recommendations were made, and an action plan had been developed. During the assessment, areas of good practice were also identified. The overall recommendation made was to proceed from the design phase into the build phase. The next stage included integration with other systems across the Service which would ensure benefits were realised.
- 9.1.3 The Committee sought clarity on the temporary contracts within the project team and reference to competing priorities. SW noted that these were ongoing, unavoidable known risks and would continue to be monitored and managed accordingly.
- 9.1.4 In regard to the New Mobilising System project, JH advised the Committee that the approval and baselining of the full project implementation plan had now been achieved, and milestone payments had been authorised. JH further advised that a Programme Director had commenced in January 2025 and was a valuable addition to the project team.

- 9.1.5 **The Committee scrutinised the report.**

(D Wilson and S Wood left the meeting at 1110 hrs)

9.2 Strategic Service Review Programme

- 9.2.1 AW informed the Committee that an update was provided at the Board Strategy Day on 30 January 2025, and there was no additional update at this time.
- 9.2.2 **The Committee noted the verbal update.**

10 GENERAL REPORTS

10.1 SFRS Change Maturity, Capacity and Capability January 2025 - Closure

- 10.1.1 CM presented the report to the Committee which provided a high-level view of SFRS's strategic portfolio, change capacity and capabilities. The following key points were highlighted:

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- Outline of the revised strategic change governance structure and reporting arrangements effective from 1 April 2025. Change Portfolio Investment Group's (CPIG) remit for new projects, business cases, investment and resources coming into the portfolio as well as any other business cases. This would assist in tracking of resources, capacity and key prioritisation decision making. SSRP Board would be removed and the 3 individual constituent programmes, Enabling Infrastructure, Corporate Services Review and Service Delivery Review, would report into the CPPG. This would aid the focus on deliverability, key dependencies and interdependencies, planning and resource management.
- Overview of the strategic portfolio summary dashboard and the ability to drill down for more detailed information on individual projects, provided total oversight of portfolio planning and capacity management.
- Implementation of project risk summary reporting from April 2025.
- Work ongoing to identify key roles and resource types to support all change projects/activities and their alignment to project plans.

- 10.1.2 The Committee queried where the oversight on business-as-usual (BAU) activities and capacity were being managed. CM advised that the Service were looking at ways to estimate the size of change activities and to identify local change activities ie continuous improvement. CM commented on the different levels of governance that would be required from major strategic projects down to continuous improvement activities. CM noted the importance of reporting on activities which were outside the major strategic elements and how these could be linked into strategy.
- 10.1.3 AW commented on the importance and work required to understand and align resource capacity for both change and BAU activities. AW noted that this work would provide an overarching overview of resource within the Service and provide a more strategic alignment of resources, independencies and finance.
- 10.1.4 In regard to the potential overlapping of membership and remit of the various governance groups, AW noted that the terms of reference and discipline within the meeting would be key to ensuring that discussions remain at the appropriate level.
- 10.1.5 In regard to capacity management, CM noted that a summary report would be submitted to the CPPG. AW noted that this forward-looking tool would help identify and allocate resources for change projects and within Directorates to capture BAU activities.
- 10.1.6 The Committee commented on the regular reference made to competing priorities and queried whether this tool would help to reduce this issue. AW noted that this was the aspiration however further conversation would be required to develop this.
- 10.1.7 The Committee commented on the potential to develop a Gantt chart for key BAU elements and overall programme planning elements, AW noted that this could form part of the 3-year cycle in terms of BAU, directorate plans and elements not directly linked with change activities.
- 10.1.8 The Committee noted the 4 elements relating to restructure to aid clarity and understanding, new reporting tool and reporting formats, new role gap analysis and new risk reporting. CM to provide the timeline and introduction of each element being embedded into the capability and capacity review.
- 10.1.9 The Committee were asked to review and provide feedback on the strategic portfolio summary dashboard. CM provided a brief overview of the dashboard and the ability to drill down into individual project details ie critical pathway, milestones, risks, etc

ACTION: CM

ACTION: All

10.1.10 The Committee commented on the format of the strategic portfolio summary dashboard and requested the removal of any unnecessary elements to improve legibility of the commentary box.

10.1.11 **The Committee scrutinised the report.**

11 RISK

11.1 Portfolio Office Risk Log

11.1.1 GB presented the Committee with an overview of the identified risks that could impact on the various programmes of work being monitored by the Portfolio Office. GB outlined the intention to review the format of the report to a more strategic level, the ability to drill down into specific risks and seek input from project managers.

11.1.2 The Committee discussed potential risk spotlighting at future meetings and how these could be identified. The Committee requested that the top 3 risks and relevant mitigations be brought to the next meeting for discussion and scrutiny.

ACTION: CM/GB

11.1.3 Brief discussion took place on the potential for the Executive to regularly update the Committee on horizon scanning and opportunities linking to the Strategy. Consideration to be given on how best to highlight opportunities within the 2025-28 Strategy moving forward.

11.1.4 In regard to the Change Management audit, the Committee queried the level of the Board's involvement in the process. CM advised the Committee of discussions and interviews carried out by Internal Audit across the Service. SOD noted that the Committee had requested and were provided with the scope of the audit albeit the Committee membership had now changed. SOD further noted the Audit and Risk Assurance Committee (ARAC) involvement in the development of the Internal Audit programme which would be submitted to the Board in April 2025 for approval.

11.1.5 **The Committee scrutinised the report.**

12 COMMITTEE ROLLING FORWARD PLAN

12.1 Committee Forward Plan

12.1.1 The Committee noted the Forward Plan would be revised to reflect the remit of the new Committee and the planning cycle.

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

12.2.1 There were no items identified.

12.2.2 **The Committee noted the Forward Plan.**

13 REVIEW OF ACTIONS

13.1 CC confirmed that 6 formal actions were recorded during the meeting.

14 DATE OF NEXT MEETING

14.1 It was agreed that the special private meeting scheduled for Wednesday 19 March 2025 would be stood down.

14.2 The next full public meeting is scheduled to take place on Thursday 1 May 2025.

14.3 There being no further matters to discuss, the public meeting closed at 1150 hrs.

(The meeting broke at 1150 hrs and reconvened at 1205 hrs)

PRIVATE SESSION

15 MINUTES OF PREVIOUS PRIVATE MEETING:

15.1 Thursday 7 November 2024

15.1.1 The minutes of the meeting held on 7 November 2024 were approved as a true record of the meeting.

15.1.2 **The minutes of the meeting held on 7 November 2024 were approved as a true record of the meeting.**

16 PRIVATE ACTION LOG

16.1 The Change Committee Rolling Action Log was considered, and actions were agreed and removed or re-opened as appropriate.

16.2 **The Committee noted the Action Log, and the closure of the actions were agreed.**

17 PORTFOLIO FINANCE AND PERFORMANCE REPORT

17.1 CM presented a report to the Committee providing an update on the key performance indicators (KPIs) of the Change Portfolio.

17.2 **The Committee scrutinised the report.**

There being no further matters to discuss, the private meeting closed at 1220 hrs.