

## Final response for FoI 202300379637

Email exchange with SFRS re Corporate Services Collaboration Up<sup>1</sup>date Report

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**From:** Barnes, Liz <Liz.Barnes@firescotland.gov.uk>

**Sent:** Monday, September 18, 2023 11:42 AM

**To:** [redacted]@gov.scot

**Subject:** FW: Ministerial Submission - Blue Light Collaboration (RCG) - Engagement Briefing - 26 September 2023

Hi [redacted]

Apologies for duplicate messages! Please find attached the version of the report with the amended timeline from PS.

Please use this version for Ministerial submission. Any questions, please give me a call.

Kind Regards

**Liz Barnes LLM, FCIPD**

**Interim Deputy Chief Officer – Corporate Services**

**Director of People**

Scottish Fire and Rescue Service | National Headquarters | Westburn Drive | Cambuslang | G72 7NA

Office: [redacted] Mobile: [redacted] Email: [liz.barnes@firescotland.gov.uk](mailto:liz.barnes@firescotland.gov.uk)

Pronouns: She/Her

My work pattern is Monday – Thursday

**OFFICIAL: SFRS AND PARTNERS**

**From:** Barnes, Liz

**Sent:** Monday, September 18, 2023 10:08 AM

**To:** [redacted]@gov.scot

**Cc:** McAteer, Mark <[Mark.McAteer@firescotland.gov.uk](mailto:Mark.McAteer@firescotland.gov.uk)>; Page, David <[David.Page@scotland.police.uk](mailto:David.Page@scotland.police.uk)>

**Subject:** Ministerial Submission - Blue Light Collaboration (RCG) - Engagement Briefing - 26 September 2023

Good Morning [redacted]

Please find attached the agreed submission for September as requested.

I believe there may be a slight timeline change and are awaiting confirmation of that from PS Procurement which I will forward on when I have it.

If you have any questions or require anything further, please let me know.

Kind Regards

**Liz Barnes LLM, FCIPD**  
**Interim Deputy Chief Officer – Corporate Services**  
**Director of People**

Scottish Fire and Rescue Service | National Headquarters | Westburn Drive | Cambuslang | G72 7NA  
Office: [redacted] Mobile: [redacted] Email: [liz.barnes@firescotland.gov.uk](mailto:liz.barnes@firescotland.gov.uk)

Pronouns: She/Her

My work pattern is Monday – Thursday

**Document contained within the above email:**

**Scottish Fire and Rescue Service and Police Scotland  
Corporate Services Collaboration  
Update Report  
September 2023**

**Introduction**

During 2022 in response to the budget pressures arising from the Resource Spending Review (RSR) the then Cabinet Secretary for Justice and Veterans requested that the Scottish Fire and Rescue Service (SFRS) and Police Scotland (PS) jointly explore opportunities to make budget savings through collaboration across Corporate Service areas. In May 2023 a joint scope was agreed by both organisations to take this forward and in July 2023 a procurement exercise to secure professional support to develop an Outline Business Case (OBC) went live. This short paper provides an update on key developments for the Cabinet Secretary for Justice and Home Affairs and the Minister for Victims and Community Safety.

**Governance**

To ensure strong Governance oversight of the joint procurement of professional support to develop the OBC, it was agreed that a nonexecutive led Oversight Group (OG) would be established. The OG comprises of Board members from the SFRS Board and the Scottish Police Authority (SPA), supported by executives from SFRS, PS and SPA. The OG is chaired by the SFRS as they are the current chair of the Reform Collaboration Group (RCG) which oversees all collaboration work involving SFRS, PS and the Scottish Ambulance Service (SAS).

The Terms of Reference of the OG were approved by the RCG in August 2023 and are included at Appendix 1. The core purpose of the OG was jointly agreed as follows:

“Operating on behalf of the SFRS and PS Boards the core purpose of the OG is to ensure the strategic objectives of the SFRS, SPA and PS are met in the commissioning and delivery of the OBC in order that Corporate Services operate to achieve enhanced levels of efficiency and effectiveness in supporting SFRS and PS meet the needs of the communities and people of Scotland.”

The OG has met on three occasions to date: 13<sup>th</sup> July 2023, 14<sup>th</sup> August 2023, and 13<sup>th</sup> September 2023. In addition to updates against the procurement timeline the OG have agreed a process for updating the respective Boards and for assuring effective stakeholder engagement throughout the OBC process once the appointed consultant commences work. The OG will meet monthly throughout the exercise until the OBC report is delivered in early 2024. [redacted]

A joint Executive Oversight Group (EOG) has been established with representatives from both organisations to oversee the process and agree on executive matters such as engagement, communications, and timelines. This first of these meetings is scheduled for Monday 18<sup>th</sup> September 2023.

**Stakeholder Engagement**

[redacted] the OG recognises the importance of ensuring strong stakeholder engagement throughout the development of the OBC and beyond and at its September meeting, two options were considered. Firstly, that the engagement would be led by the appointed contractor, agreed with SFRS and PS

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with reports and updates throughout the OBC creation process. The second option being that stakeholder engagement would be SFRS and PS led, with joint communication statements and timing agreed via the EOG. The OG supports the second option, as both organisations are fully committed to being open, honest, transparent, and responsive to stakeholders in taking this work forward to provide the required level of assurance. The Executives that support the OG have been tasked with developing the engagement process to take the second option forward and report monthly to the OG.

Engagement with TUs has commenced with an initial meeting having taken place on 28<sup>th</sup> June 2023 with staff communication to SFRS employee on the same day. This provided high level information on the exploration of collaboration opportunities, via the production of an OBC and broad timelines.

### Procurement Timeline

SFRS and PS jointly agreed that the PS Procurement team should lead the process to secure professional support for developing an OBC for Corporate Services Collaboration. [redacted]

### Implementation of the OBC

Once the final OBC is concluded the SFRS, SFRS Board, PS and SPA will consider its recommendations, potential savings, risks, and benefits. [redacted]

Thereafter each area within the scope of the OBC to be developed further will require a full business case setting out in detail the benefits, costs, and processes for securing the transition from the current 'as is' state to the 'to be' state. Both organisations recognise at this point that the transition will require upfront investment if it is to succeed.

[redacted]

In parallel with the OBC process, both PS and SFRS are progressing review work to secure savings and create efficiencies in response to the RSR. These include.

- Strategic Service Review Programme
- Corporate Services Review to create efficiencies and improvements to the effective running of the enabling functions (Corporate Services) aiming to enhance productivity and improved Service resilience. Work already underway includes,
  - Identifying specific actions to streamline and standardise end to end business processes and demonstrate early delivery and benefits.
  - Identification of areas of work/activity which could be stopped.
  - Review of inter-functional collaboration, skills analysis, and process effectiveness.
  - Revision of operating models, including, insourcing, outsourcing, and sharing of services with external partners.
  - Consideration of other non-operational functions – collaboration/inclusion and partnerships.

[redacted]

[redacted]

## **Appendix 1**

### **SFRS/ SPA Corporate Service -Collaboration and Sharing Board Oversight Group**

#### **Terms of Reference**

#### **BACKGROUND**

The Scottish Fire and Rescue Service (SFRS) and Scottish Police Authority (SPA) have been asked by the Scottish Government to consider how greater collaboration in Corporate Service delivery between SFRS and Police Scotland (PS) can achieve enhanced levels of efficiency and effectiveness and help meet the budgetary pressures facing both Services. To meet this ask the SFRS, PS and SPA have committed to developing an Outline Business Case (OBC) exploring potential opportunities in enhanced Corporate Services collaboration and shared service options for SFRS and PS.

The SFRS and PS Boards agreed to establish a joint Non-Executive led Oversight Group (OG) to provide enhanced oversight of the procurement and delivery of professional consultancy support for the production and delivery of the OBC.

The development of the OBC will proceed on the following basis:

1. A joint project scope will be agreed between the SFRS, PS and SPA in relation to Corporate Services collaboration opportunities and risks;
2. The procurement exercise to appoint consultants will be open, transparent and fair and provide value for money to SFRS and PS;
3. Once appointed the consultants will develop a delivery plan setting out how they will engage with all three organisations and relevant stakeholders in developing the evidence base that underpins the OBC;
4. The consultants will deliver a final report and an OBC to SFRS, SPA and PS setting out opportunities, benefits and risks in pursuing enhanced levels of collaboration between SFRS and PS Corporate Services and those of other public service partners where appropriate.

The OG will meet on a regular basis throughout the initiative and will report on project progress or any issues arising to both Boards as appropriate. Key milestones that the OG will monitor and report to the respective Boards will be:

- [redacted]

#### **GROUP PURPOSE**

Operating on behalf of the SFRS and PS Boards the core purpose of the OG is to ensure the strategic objectives of the SFRS, SPA and PS are met in the commissioning and delivery of the OBC in order that Corporate Services operate to achieve enhanced levels of efficiency and effectiveness in supporting SFRS and PS meet the needs of the communities and people of Scotland.

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Through its work the OG will specifically seek to ensure:

1. That the SFRS and SPA Boards remain fully sighted on developments throughout the procurement and delivery stages of the exercise;
2. That the views and sensitivities of relevant key stakeholders are considered as the final scope of the work is developed and tendered;
3. That the final OBC meets the strategic outcomes and objectives of SFRS, PS and SPA by identifying feasible options that ensures Best Value through enhanced collaboration in Corporate Service delivery between SFRS and PS and where appropriate with other public service partners;
4. That stakeholders are engaged throughout the development of the OBC;
5. That there is a clear focus on building, and mitigating any risk to, the reputations of SFRS, SPA and PS arising from this work;
6. That any lessons learned in planning, delivery and oversight are captured and embedded in organisational learning going forward and contribute to a positive legacy for SFRS, SPA and PS.

### ATTENDEES AND SECRETARIAT

The OG will be Non-Executive led and supported by Executive team members from SFRS, SPA and PS.

#### Group Members:

Fiona Thorburn (SFRS Board Deputy Chair)

Angiolina Foster (SFRS Board Member)

Alasdair Hay (SPA Board Member)

#### In Attendance:

Mark McAteer (SFRS)

John Thomson (SFRS)

Chris Brown (SPA)

[redacted] (SPA)

David Page (PS)

[redacted] (PS)

Secretariat support will be provided by the SFRS in its capacity as the chair of the Reform Collaboration Group.

### FREQUENCY AND REPORTING FROM MEETINGS

It will be a short to medium term forum meeting until the conclusion of the OBC exercise.

Meetings will be held on monthly basis, or as appropriate.

A note of the meeting and action log will be produced and circulated to Group members following each meeting.

Summary reports from meetings will be given by the SFRS and SPA delegates to each subsequent scheduled meeting of their respective Boards.

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**From:** [redacted]@gov.scot  
**Sent:** Thursday, September 14, 2023 10:35 AM  
**To:** McAteer, Mark <Mark.McAteer@firescotland.gov.uk>  
**Cc:** [redacted]@firescotland.gov.uk; [redacted]; [redacted]  
**Subject:** Ministerial Submission - Blue Light Collaboration Engagement Briefing - 26 September 2023

Hi Mark,

I hope you are well.

As you know, I'm drafting briefing for Ministers for the Blue Light Collaboration engagement on 26 September. So I'm writing to ask **[redacted]** for two things please:

1. Are you anywhere close to getting that RCG update paper to me please (attached email refers)?
2. **[redacted]**

I need both parts of information please at your earliest convenience as this is a holiday weekend for us and ideally I'd like to get it into the system before close tomorrow. We all finish at 12 pm tomorrow and are off Monday, which means our timescales for approval at this end are being squeezed. The briefing still has to be seen by both DD's for Safer Communities and Police Division and also our Director. **[redacted]** (as I appreciate this will need coordination and approval with PS and your own internal governance routes).

**[redacted]**

And of course, thank you ever so much in advance!

Kind regards,

[redacted]

**[redacted]**

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**From:** Barnes, Liz <Liz.Barnes@firescotland.gov.uk>

**Sent:** Monday, September 11, 2023 10:07 AM

**To:** [redacted]@gov.scot

**Cc:** McAteer, Mark <Mark.McAteer@firescotland.gov.uk>; [redacted]; [redacted]; [redacted]; [redacted]@firescotland.gov.uk>; [redacted]

**Subject:** RE: Ministerial Submission - Blue Light Collaboration (RCG) - Engagement Briefing - 26 September 2023

Classification: **Unclassified**

Morning [redacted]

Thanks for the reminder, I confirm this is in hand.

Kind Regards

**Liz Barnes LLM, FCIPD**  
**Interim Deputy Chief Officer – Corporate Services**  
**Director of People**

Scottish Fire and Rescue Service | National Headquarters | Westburn Drive | Cambuslang | G72 7NA  
Office: [redacted] Mobile: [redacted] Email: [liz.barnes@firescotland.gov.uk](mailto:liz.barnes@firescotland.gov.uk)

Pronouns: She/Her

My work pattern is Monday – Thursday

**From:** [redacted]@gov.scot

**Sent:** Monday, September 11, 2023 10:06 AM

**To:** Barnes, Liz <[Liz.Barnes@firescotland.gov.uk](mailto:Liz.Barnes@firescotland.gov.uk)>



**OFFICIAL: SFRS AND PARTNERS**

**Cc:** McAteer, Mark <[Mark.McAteer@firescotland.gov.uk](mailto:Mark.McAteer@firescotland.gov.uk)>; [redacted]; [redacted]; [redacted]; [redacted]@firescotland.gov.uk>; [redacted]>  
**Subject:** Ministerial Submission - Blue Light Collaboration (RCG) - Engagement Briefing - 26 September 2023

**CAUTION:** This email originated from outside of SFRS. Do not click links or open attachments unless you are certain the email is genuine and know the content is safe.

Hi Liz,

I hope this email finds you well.

I'm currently working up the engagement briefing for the above meeting and the full pack is due up with Cab Sec by close next Tuesday, 19<sup>th</sup> September.

This is just a wee reminder that I'll be looking to attach the single collaborative update on behalf of PS, SFRS and SAS as an annex within that briefing. So if I could please have this by close on Friday 15<sup>th</sup> September, that would be perfect (I understand that it's yourself that has been tasked with taking this forward).

Many thanks in advance Liz.

Kind regards,

[redacted]

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**From:** [redacted]@gov.scot  
**Sent:** Monday, September 11, 2023 10:00 AM  
**To:** McAteer, Mark <[Mark.McAteer@firescotland.gov.uk](mailto:Mark.McAteer@firescotland.gov.uk)>; [redacted]@firescotland.gov.uk>  
**Cc:** [redacted]@firescotland.gov.uk>; [redacted]; [redacted]; [redacted]; [redacted]>  
**Subject:** RE: CJC Submission - RAAC Question

Perfect thanks Mark,

The briefing is due up by close next Tuesday (19<sup>th</sup> September), so a response before then would be great please.

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Kind regards,

[redacted]

**From:** McAteer, Mark <[Mark.McAteer@firescotland.gov.uk](mailto:Mark.McAteer@firescotland.gov.uk)>

**Sent:** Monday, September 11, 2023 9:56 AM

**To:** [redacted]; [redacted]@firescotland.gov.uk>

**Cc:** [redacted]@firescotland.gov.uk>; [redacted]; [redacted]; [redacted]; [redacted]

**Subject:** Re: CJC Submission - RAAC Question

[redacted]

Leave this with us.

Mark

Mark McAteer

Director of Strategic Planning, Performance and Communications

Scottish Fire and Rescue Service

Mob: **[redacted]**

email: [mark.mcateer@firescotland.gov.uk](mailto:mark.mcateer@firescotland.gov.uk)

**[redacted]**

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Email exchange with Police Scotland re procurement

**From:** [redacted]@gov.scot

**Sent:** Friday, August 11, 2023 11:02 AM

**To:** [redacted]@scotland.police.uk

**OFFICIAL: SFRS AND PARTNERS**

**Cc:** [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]

**Subject:** RE: Blue light collaboration [OFFICIAL]

Hi [redacted],

That sounds perfect, thank you.

You've already very helpfully provided all of the information we are looking for, so you just need to bring yourself along 😊 We're looking to discuss how we can work together on tailoring our collective paperwork to go to Ministers so that approval of contract award and crucially, release of funding all goes smoothly.

I'll send the meeting invite out shortly.

Thanks again and meanwhile, have a lovely weekend and enjoy your leave!

Kind regards,

[redacted]

**From:** [redacted]@scotland.police.uk

**Sent:** Friday, August 11, 2023 10:54 AM

**To:** [redacted]@gov.scot

**Cc:** [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]

**Subject:** RE: Blue light collaboration [OFFICIAL]

**OFFICIAL**

Hi [redacted]

Could we go for Wednesday 23<sup>rd</sup> @1300 – 1400.

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Hopefully that should suit most people.

Can you advise if there is anything specific you need from me for the meeting?

Many thanks in advance.

Kind Regards

[redacted]

**From:** [redacted]@gov.scot  
**Sent:** 11 August 2023 08:04  
**To:** [redacted]@scotland.police.uk  
**Cc:** [redacted]; [redacted] [redacted]; [redacted]; [redacted]; [redacted]  
**Subject:** RE: Blue light collaboration [OFFICIAL]

Good morning [redacted],

Thanks so much for providing further detail on both the governance routes for award and assurances that the three part consultancy test has been met which are very helpful indeed.

I've had a look at diaries and am able to offer you the following slots. Are any of these suitable please?

- Monday 21<sup>st</sup> August: 16:45 – 17:45;
- Wednesday 23<sup>rd</sup> August: 13:00 – 14:00; and
- Thursday 24<sup>th</sup> August: 11:00 – 12:00.

We are holding the above slots in our diaries for now and hope we can get something scheduled accordingly. Once you confirm, I'll send over the Teams invite.

Many thanks in advance.

Kind regards,

**OFFICIAL: SFRS AND PARTNERS**

[redacted]

**From:** [redacted]@gov.scot  
**Sent:** Thursday, August 10, 2023 6:26 PM  
**To:** [redacted]@scotland.police.uk  
; [redacted]; [redacted]  
**Cc:** [redacted]  
**Subject:** RE: Blue light collaboration [OFFICIAL]

Hi [redacted]

Thanks for this update and no problem. We'll look for a date in the w/b 21<sup>st</sup> August.

Enjoy your leave.

[redacted]

**From:** [redacted]@scotland.police.uk  
**Sent:** Thursday, August 10, 2023 10:11 AM  
**To:** [redacted]@gov.scot; [redacted]; [redacted]  
**Subject:** RE: Blue light collaboration [OFFICIAL]

**OFFICIAL**

Morning [redacted]

Hope this finds you well.

I am actually on leave next week too. Would it be possible to rearrange for a suitable time the week commencing 21<sup>st</sup> August?

To answer some of your questions in the meantime please see below the governance process scheduled for this contract recommendation;

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- Mini competition process closes 12 noon Friday 18<sup>th</sup> August
- Evaluation process including presentations – 18/08/2023 – 30/08/2023
- Recommendation report submitted to Head of Procurement for pre-approval 30/08/2023 – 01/09/2023
- Recommendation report submitted to Corporate Finance and Investment Board and SFRS RCG Board for approval at the same time – 01/09/2023 – 05/09/2023
- I had scheduled in from 07/09/2023 – 21/09/2023 for Ministerial approval which will include the approved recommendation report and AO template.

Also please see below the completed three part test in relation to this procurement;

- 1 There must be an on-going exchange of intellectual or professional information concerning the planning and/or delivery of the project or objectives between the customer and the supplier.  
**Yes - There will be an on-going exchange of intellectual and professional information in relation to this requirement**
- 2 The commission/contract ends at the completion of an agreed output(s) rather than the end of a set period of time (subject to the required project timescales).  
**Yes - The contract will end at the completion of the agreed output**
- 3 The day-to-day task management remains with the supplier. However, a regular reporting arrangement should be agreed with [the Customer] to ensure that progress is recorded, that issues/risks are identified early, and that resolutions are agreed and delivered, where necessary.  
**Yes - The day to day management remains with the supplier**

### Contract Award Governance Route – Consultancy

I will start to pull together the AO template in the interim.

Please let me know if you need anything further and if you have any availability the week commencing 21<sup>st</sup> August to discuss further if required.

Many thanks and kind regards

[redacted]

**From:** [redacted]@scotland.police.uk

**OFFICIAL: SFRS AND PARTNERS**

**Sent:** 10 August 2023 08:54

**To:** [redacted]@gov.scot; [redacted]; [redacted]

**Subject:** RE: Blue light collaboration [OFFICIAL]

**OFFICIAL**

Hi [redacted],

I am off on leave next week but I am happy for [redacted]and [redacted] to join you and complete this paperwork.

Thanks,

[redacted]

Police Scotland  
2 French Street  
Dalmarnock  
Glasgow  
G40 4EH

***I am currently working from home and can be contacted via email, mobile or teams.***

Mobile Tel: **[redacted]**

Office Tel.: **[redacted]**

E-mail: **[redacted]**

Team email: [procurementtenders@scotland.police.uk](mailto:procurementtenders@scotland.police.uk)

Team home page [Procurement Home Page](#)

Website: [www.scotland.police.uk](http://www.scotland.police.uk)

Twitter: [@policescotland](#)

Facebook: [www.facebook.com/policescotland](http://www.facebook.com/policescotland)

**OFFICIAL: SFRS AND PARTNERS**

**From:** [redacted]@gov.scot

**Sent:** Wednesday, August 9, 2023 5:42 PM

**To:** [redacted]@scotland.police.uk>; [redacted]@scotland.police.uk>

**Cc:** [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot; Page, David <[David.Page@scotland.police.uk](mailto:David.Page@scotland.police.uk)>;

[Kirsty.Darwent@firescotland.gov.uk](mailto:Kirsty.Darwent@firescotland.gov.uk); [Ross.Haggart@firescotland.gov.uk](mailto:Ross.Haggart@firescotland.gov.uk); [Liz.Barnes@firescotland.gov.uk](mailto:Liz.Barnes@firescotland.gov.uk); [Mark.McAteer@firescotland.gov.uk](mailto:Mark.McAteer@firescotland.gov.uk);

[redacted].gov.uk; Deputy Chief Officer <[DeputyChiefOfficer@scotland.police.uk](mailto:DeputyChiefOfficer@scotland.police.uk)>; Brown, Chris-2 <[Chris.Brown2@spa.police.uk](mailto:Chris.Brown2@spa.police.uk)>; SPA Chair Office

<[SPACHairOffice@spa.police.uk](mailto:SPACHairOffice@spa.police.uk)>; CC Office PSoS <[CC.Office@scotland.police.uk](mailto:CC.Office@scotland.police.uk)>

**Subject:** Blue light collaboration

Hi [redacted] and [redacted]

I'm aware that you are currently running the mini competition for the blue light collaboration work.

We would welcome a catch up meeting to allow us to plan for our SG governance process to ensure we can get the required Ministerial approvals. It would be helpful for us to better understand your overall governance process and planned timeline, so we can make sure we are all aligned. **[redacted]**

The information you provide will also help us to draft a submission to Ministers seeking approval to release the funding for this work. **[redacted]** Given this funding will be for consultancy, we will be looking for assurance that the 3 part consultancy test has been met.

Would you be available for a meeting next Wednesday - 17<sup>th</sup> August? We are available on Wednesday morning, or at 4:45pm that day. Let me know what would work best for you, and I will set up a Teams call.

Give me a call if you want to discuss any of this.

Thanks

[redacted]

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**From:** [redacted]@gov.scot

**Sent:** Friday, July 28, 2023 4:51 PM

**To:** [redacted]@scotland.police.uk>

**Cc:** [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>

**Subject:** RE: Blue Light Collaboration - Consultancy OBC [OFFICIAL]



**OFFICIAL: SFRS AND PARTNERS**

Thank you so much [redacted],

We really appreciate you letting us know this has gone live.

Kind regards,

[redacted]

**From:** [redacted]@scotland.police.uk>

**Sent:** Friday, July 28, 2023 3:34 PM

**To:** [redacted]@gov.scot>

**Cc:** [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>

**Subject:** RE: Blue Light Collaboration - Consultancy OBC [OFFICIAL]

**OFFICIAL**

Hi [redacted]

Many thanks and I can advise that the tender / mini competition documents have been issued this afternoon, please see below link to the notice.

[https://gbr01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.publiccontractsscotland.gov.uk%2FAuthority%2FPostbox%2FAuth\\_PostBoxStatus.aspx%3FID%3DJUL484808&data=05%7C01%7CMhairi.Drew%40scotland.police.uk%7Cf0247b2a3d5549f2901808db8f770dce%7C6795c5d3c94b497a865c4c343e4cf141%7C0%7C0%7C638261513720859905%7CUnknown%7CTWFpbGZsb3d8eyJWIjojMC4wLjAwMDAiLCJQIjoiV2luMzliLCJBTil6lk1haWwiLCJXVCi6Mn0%3D%7C3000%7C%7C%7C&sdata=a1HQ0bBs3gZkX5WLWHJMs%2BEA1se0w7ex9sIVfufWL10%3D&reserved=0](https://gbr01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.publiccontractsscotland.gov.uk%2FAuthority%2FPostbox%2FAuth_PostBoxStatus.aspx%3FID%3DJUL484808&data=05%7C01%7CMhairi.Drew%40scotland.police.uk%7Cf0247b2a3d5549f2901808db8f770dce%7C6795c5d3c94b497a865c4c343e4cf141%7C0%7C0%7C638261513720859905%7CUnknown%7CTWFpbGZsb3d8eyJWIjojMC4wLjAwMDAiLCJQIjoiV2luMzliLCJBTil6lk1haWwiLCJXVCi6Mn0%3D%7C3000%7C%7C%7C&sdata=a1HQ0bBs3gZkX5WLWHJMs%2BEA1se0w7ex9sIVfufWL10%3D&reserved=0)

As mentioned please let me know if you need anything further.

Have a great weekend.

Kind Regards

**OFFICIAL: SFRS AND PARTNERS**

[redacted]

[redacted]

Police Scotland | 2 French Street | Dalmarnock | Glasgow | G40 4EH

**MS Teams** | Email: [redacted] | **Web:** [www.scotland.police.uk](http://www.scotland.police.uk)

**Intranet link** - [Procurement Home Page](#)

**From:** [redacted]@gov.scot

**Sent:** 27 July 2023 17:15

**To:** Drew, Mhairi <Mhairi.Drew@scotland.police.uk>

**Cc:** [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot

**Subject:** RE: Blue Light Collaboration - Consultancy OBC [OFFICIAL]

Hi [redacted],

Thanks so much for sight of this documentation which is really helpful.

I've shared it on a confidential basis with relevant SG fire, police and ambulance policy officials. If we have any further questions or points of clarification, I will come back to you over the course of the next few weeks.

I hope publication of the tender all goes to plan and it would be brilliant if you could please let me know when the button is pushed and publication to the framework has gone live. This will enable us to alert our comms colleagues in-case of any resultant media interest.

Just for awareness, we have prepared media lines to take which have been cleared by our Cab Sec and we will share if / when we are approached.

Kind regards,

[redacted]

**OFFICIAL: SFRS AND PARTNERS**

**From:** [redacted]@scotland.police.uk>  
**Sent:** Thursday, July 27, 2023 3:28 PM  
**To:** [redacted]@gov.scot>  
**Subject:** Blue Light Collaboration - Consultancy OBC [OFFICIAL]

**OFFICIAL**

Good Afternoon [redacted]

I hope this finds you well.

Following on from your request please see attached the final draft of the Mini Competition document for the above mentioned procurement process/

Please note this has been approved by relevant representatives at SFRS and distributed to Police Scotland colleagues for their final sign off and approval to issue to the framework suppliers.

The Mini Competition is scheduled to be issued by COP tomorrow, however could potentially be Monday should I not received final sign off.

I note from your initial email this was for your information only and not for comment but please let me know if you have any questions I can help with. All relevant information should be contained in the attached document.

Many thanks and kind regards

[redacted]

[redacted]

Police Scotland | 2 French Street | Dalmarnock | Glasgow | G40 4EH

**MS Teams** | **Email:** [redacted] | **Web:** [www.scotland.police.uk](http://www.scotland.police.uk)  
**Intranet link - [Procurement Home Page](#)**

**OFFICIAL: SFRS AND PARTNERS**

Email exchange with Police Scotland and SFRS re scheduling of ministerial meetings

**From:** [redacted]@gov.scot

**Sent:** Friday, July 28, 2023 9:32 AM

**To:** Haggart, Ross <ross.haggart@firescotland.gov.uk>; Darwent, Kirsty <Kirsty.Darwent@firescotland.gov.uk>; Barnes, Liz <Liz.Barnes@firescotland.gov.uk>; CC.Office@scotland.police.uk; DeputyChiefOfficer@scotland.police.uk; SPAChairOffice@spa.police.uk; chris.brown2@spa.pnn.police.uk

**Subject:** RE: Blue Light Reform / Collaboration - Schedule of Ministerial Meetings for Regular Updates

Many thanks Ross, Liz, David and all.

We look forward to attending these meetings also and appreciate all of your help with the ministerial briefings.

Kind regards,

[redacted]

**From:** Haggart, Ross <[ross.haggart@firescotland.gov.uk](mailto:ross.haggart@firescotland.gov.uk)>

**Sent:** Friday, July 28, 2023 9:28 AM

**To:** [redacted]@gov.scot>; Darwent, Kirsty <[Kirsty.Darwent@firescotland.gov.uk](mailto:Kirsty.Darwent@firescotland.gov.uk)>; Barnes, Liz <[Liz.Barnes@firescotland.gov.uk](mailto:Liz.Barnes@firescotland.gov.uk)>; [CC.Office@scotland.police.uk](mailto:CC.Office@scotland.police.uk); [DeputyChiefOfficer@scotland.police.uk](mailto:DeputyChiefOfficer@scotland.police.uk); [SPAChairOffice@spa.police.uk](mailto:SPAChairOffice@spa.police.uk); [chris.brown2@spa.pnn.police.uk](mailto:chris.brown2@spa.pnn.police.uk)

**Subject:** RE: Blue Light Reform / Collaboration - Schedule of Ministerial Meetings for Regular Updates

[redacted],

[Liz – can you please liaise with David Page regarding the development of each collaborative update paper to support these meetings? Please be the lead for this from an SFRS perspective along with whomever David thinks appropriate for PS (and SPA if Chris Brown thinks they also have a role in contributing to the papers).]

Many thanks for the update and look forward to attending these meeting going forward.

**OFFICIAL: SFRS AND PARTNERS**

With kind regards,  
Ross

**From:** [redacted]@gov.scot>

**Sent:** Friday, July 28, 2023 8:39 AM

**To:** Darwent, Kirsty <[Kirsty.Darwent@firescotland.gov.uk](mailto:Kirsty.Darwent@firescotland.gov.uk)>; Haggart, Ross <[ross.haggart@firescotland.gov.uk](mailto:ross.haggart@firescotland.gov.uk)>; Barnes, Liz <[Liz.Barnes@firescotland.gov.uk](mailto:Liz.Barnes@firescotland.gov.uk)>; [CC.Office@scotland.police.uk](mailto:CC.Office@scotland.police.uk); [DeputyChiefOfficer@scotland.police.uk](mailto:DeputyChiefOfficer@scotland.police.uk); [SPAChairOffice@spa.police.uk](mailto:SPAChairOffice@spa.police.uk); [chris.brown2@spa.pnn.police.uk](mailto:chris.brown2@spa.pnn.police.uk)

**Cc:** [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot; [REDACTED]; [Maureen.Rooney@gov.scot](mailto:Maureen.Rooney@gov.scot); [John.Somers@gov.scot](mailto:John.Somers@gov.scot); [redacted]@gov.scot; [redacted]@gov.scot; [DirectorofSaferCommunities@gov.scot](mailto:DirectorofSaferCommunities@gov.scot); [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@firescotland.gov.uk>; [redacted]firescotland.gov.uk>

**Subject:** Blue Light Reform / Collaboration - Schedule of Ministerial Meetings for Regular Updates

**CAUTION:** This email originated from outside of SFRS. Do not click links or open attachments unless you are certain the email is genuine and know the content is safe.

Good morning all,

I am writing to let you know that you will shortly receive invites to the series of regular ministerial meetings as set out below; these will be sent to SG officials and partners (with a separate one just for Ministerial diaries).

Cab Sec has a strong preference for in person meetings, so these meetings will be in person and at the Scottish Parliament. Please note that Private Office request that all attendees, wherever possible, are in person as opposed to having hybrid meetings. SG devices and Parliament IT system are not readily compatible so hybrid meetings are far from ideal in those meeting rooms.

Given the times of these taking place they all are, obviously, subject to parliamentary business and may need to move around to accommodate unforeseen attendance by Ministers in Chamber etc.

<b>Ms Constance and Ms Brown Available</b>	<b>All Required Attendees Available</b>
Tuesday 26 September, 15:00 – 16:00	Yes
Tuesday 19 December, 15:00 – 16:00	Yes
Tuesday 19 March, 15:00 – 16:00	Yes
Tuesday 18 June, 15:00 – 16:00	Yes

**OFFICIAL: SFRS AND PARTNERS**

Given that each meeting is on a Tuesday, can we please ask that you send in one collaborative update paper for inclusion in the briefing to us **before close of business on the Tuesday of each previous week?** This will enable us to prepare the full ministerial briefing pack. Therefore the series of collaborative update papers will be required please by:

- Tuesday 19 September;
- Tuesday 12 December;
- Tuesday 12 March; and
- Tuesday 11 June.

Many thanks in advance.

Kind regards,

[redacted]

---

**From:** [redacted]@gov.scot

**Sent:** Thursday, July 27, 2023 5:14 PM

**To:** [redacted]@firescotland.gov.uk>; [redacted]@firescotland.gov.uk>

**Cc:** [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>

**Subject:** RE: Blue Light Reform/Collaboration - Schedule of Ministerial Meetings for Regular Updates

Awww that's perfect, thanks so much [redacted].

[redacted], looks like you can stand down on getting those additional dates and I can write to both private offices confirming all meeting dates and attendees.

Thank you both so much for your help with getting this all organised!

Kind regards,

[redacted]

**OFFICIAL: SFRS AND PARTNERS**

**From:** [redacted]@firescotland.gov.uk>  
**Sent:** Thursday, July 27, 2023 5:11 PM  
**To:** [redacted]@gov.scot>; [redacted]@firescotland.gov.uk>  
**Cc:** [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>  
**Subject:** RE: Blue Light Reform/Collaboration - Schedule of Ministerial Meetings for Regular Updates

Hi [redacted] & [redacted]

Apologies for the delay in replying to this email, I was in a meeting this afternoon and have only just seen this.

I have checked again with the Chief re 26<sup>th</sup> and he would be willing to make himself available on the 26 September for this meeting.

Apologies if work had already begun to looking for new dates. Hopefully this removes the needs for rescheduling.

Kind regards  
[redacted]

**From:** [redacted]@gov.scot>  
**Sent:** 27 July 2023 15:34  
**To:** [redacted]@firescotland.gov.uk>  
**Cc:** [redacted]@gov.scot>; [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@firescotland.gov.uk>  
**Subject:** RE: Blue Light Reform/Collaboration - Schedule of Ministerial Meetings for Regular Updates

**CAUTION:** This email originated from outside of SFRS. Do not click links or open attachments unless you are certain the email is genuine and know the content is safe.

Hi [redacted],

Yeah [redacted] (copied for continuity) got in touch to say that Chief Officer Ross Haggart wasn't available on the 26<sup>th</sup>, so we have to look at alternative dates.

So with PS not being available on the 4<sup>th</sup>, that means entirely new dates need to be proposed to both Cab Sec and Minister for early October please.

**OFFICIAL: SFRS AND PARTNERS**

Hope that explains things!

Kind regards,

[redacted]

**From:** [redacted]@firescotland.gov.uk>

**Sent:** Thursday, July 27, 2023 2:46 PM

**To:** [redacted]@gov.scot>; [redacted]@firescotland.gov.uk>

**Cc:** [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>

**Subject:** RE: Blue Light Reform/Collaboration - Schedule of Ministerial Meetings for Regular Updates

Hi [redacted]

Just checking the 25 July 2023 e-mail sent on behalf of K Darwent by [redacted] confirmed that 26 September 2023 was suitable for Kirsty, has something changed? This date is also suitable for Police Scotland and the Scottish Police Authority.

Kind regards.

[redacted]

[redacted] Scottish Fire and Rescue Service

M: [redacted] Email: [SFRS.PartnershipandCollaboration@firescotland.gov.uk](mailto:SFRS.PartnershipandCollaboration@firescotland.gov.uk)

[www.firescotland.gov.uk](http://www.firescotland.gov.uk)

**From:** [redacted]@gov.scot>

**Sent:** Thursday, July 27, 2023 2:29 PM

**To:** [redacted]@firescotland.gov.uk>



**OFFICIAL: SFRS AND PARTNERS**

**Cc:** [redacted]@gov.scot>; [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot

**Subject:** RE: Blue Light Reform/Collaboration - Schedule of Ministerial Meetings for Regular Updates

**CAUTION:** This email originated from outside of SFRS. Do not click links or open attachments unless you are certain the email is genuine and know the content is safe.

Hi [redacted],

Many thanks for this.

So it looks like the very first meeting proposed is going to cause us a problem as SFRS aren't available on the 26<sup>th</sup> of September and PS aren't available on the alternate date proposed by private office of the 4<sup>th</sup> of October.

Can you please liaise with both SFRS members and PS members so that we can go back to private office with at least 2 or 3 other dates in early October when they are all available as alternatives? Once I have these alternatives from you, I will write back to private office to confirm the last three meetings and look to see what Cab Sec and Ministers availability is for that first meeting in early October.

Sound like a plan?

Kind regards,

[redacted]

**From:** [redacted]@firescotland.gov.uk>

**Sent:** Thursday, July 27, 2023 2:20 PM

**To:** [redacted]@gov.scot>

**Cc:** [redacted]@firescotland.gov.uk>

**Subject:** Blue Light Reform/Collaboration - Schedule of Ministerial Meetings for Regular Updates

**Importance:** High

Good Afternoon [redacted]

## OFFICIAL: SFRS AND PARTNERS

In response to your e-mail of 25 July 2023 regarding the above and following [redacted]'s- e-mail of 26 July 2023 confirming the Scottish Fire and Rescue Service nominated representatives. Please refer below for Police Scotland and the Scottish Police Authority nominated representatives, e-mail addresses and availability:

### Police Scotland

Nominations are DCC Designate Fiona Taylor (who is acting Chief during the transition period of CC Livingston retiring and CC Farrell starting) and DCO David Page. Once CC Farrell is on-board, the representation will be herself and DCO Page. I have noted their e-mail addresses and availability below:

CC Office PSoS [CC.Office@scotland.police.uk](mailto:CC.Office@scotland.police.uk) and  
Deputy Chief Officer [DeputyChiefOfficer@scotland.police.uk](mailto:DeputyChiefOfficer@scotland.police.uk)

Scheduled RCG Meetings	Slots when Ms Constance and Ms Brown are both available	Police Scotland Available
16 <sup>th</sup> August 2023	Tuesday 26 September, 15:00 – 16:00 Wednesday 4 October, 15:00 – 16:00	Yes No
15 <sup>th</sup> November 2023	Tuesday 19 December, 15:00 – 16:00	Yes
14 <sup>th</sup> February 2024	Tuesday 19 March, 15:00 – 16:00	Yes
15 <sup>th</sup> May 2024	Tuesday 18 June, 15:00 – 16:00	Yes

### Scottish Police Authority

Nominations are Martyn Evans, Chair and Chris Brown, Deputy Chief Executive (Resources). I have noted their e-mail addresses and availability below:

Martyn Evans, Chair [SPACHairOffice@spa.police.uk](mailto:SPACHairOffice@spa.police.uk) and  
Chris Brown, Deputy Chief Executive (Resources) [chris.brown2@spa.pnn.police.uk](mailto:chris.brown2@spa.pnn.police.uk)

### Scottish Police Authority

Scheduled RCG Meetings	Slots when Ms Constance and Ms Brown are both available	Scottish Police Authority Available
16 <sup>th</sup> August 2023	Tuesday 26 September, 15:00 – 16:00 Wednesday 4 October, 15:00 – 16:00	Yes Yes
15 <sup>th</sup> November 2023	Tuesday 19 December, 15:00 – 16:00	Yes
14 <sup>th</sup> February 2024	Tuesday 19 March, 15:00 – 16:00	Yes

**OFFICIAL: SFRS AND PARTNERS**

15<sup>th</sup> May 2024

Tuesday 18 June, 15:00 – 16:00

Yes

If I can be of further assistance, please do not hesitate to contact me.

Kind regards.

[redacted]

Scottish Fire and Rescue Service

M: [redacted] Email: [SFRS.PartnershipandCollaboration@firescotland.gov.uk](mailto:SFRS.PartnershipandCollaboration@firescotland.gov.uk)

[www.firescotland.gov.uk](http://www.firescotland.gov.uk)

---

**From:** [redacted]@gov.scot

**Sent:** Thursday, July 27, 2023 3:34 PM

**To:** [redacted]@firescotland.gov.uk>

**Cc:** [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@firescotland.gov.uk>

**Subject:** RE: Blue Light Reform/Collaboration - Schedule of Ministerial Meetings for Regular Updates

Hi [redacted],

Yeah [redacted] (copied for continuity) got in touch to say that Chief Officer Ross Haggart wasn't available on the 26<sup>th</sup>, so we have to look at alternative dates.

So with PS not being available on the 4<sup>th</sup>, that means entirely new dates need to be proposed to both Cab Sec and Minister for early October please.

Hope that explains things!

Kind regards,

[redacted]

**OFFICIAL: SFRS AND PARTNERS**

**Email exchange with Police Scotland re publication of procurement process**

**From:** [redacted]@scotland.police.uk>

**Sent:** Thursday, July 27, 2023 3:28 PM

**To:** [redacted]@gov.scot>

**Subject:** Reform Collaboration Group (RCG) - Blue Light Collaboration - Procurement Documentation - Issued 28 July 2023

**OFFICIAL**

Good Afternoon [redacted]

I hope this finds you well.

Following on from your request please see attached the final draft of the Mini Competition document for the above mentioned procurement process/

Please note this has been approved by relevant representatives at SFRS and distributed to Police Scotland colleagues for their final sign off and approval to issue to the framework suppliers.

The Mini Competition is scheduled to be issued by COP tomorrow, however could potentially be Monday should I not received final sign off.

I note from your initial email this was for your information only and not for comment but please let me know if you have any questions I can help with. All relevant information should be contained in the attached document.

Many thanks and kind regards

[redacted]

[redacted]

Police Scotland | 2 French Street | Dalmarnock | Glasgow | G40 4EH

**MS Teams** | **Email:** [redacted] | **Web:** [www.scotland.police.uk](http://www.scotland.police.uk)  
**Intranet link - [Procurement Home Page](#)**

**OFFICIAL: SFRS AND PARTNERS**

Mini competition procurement documentation embedded within above email:

[Procurement papers withheld in accordance with both Section 25(1): Information otherwise accessible. Further procurement guidance for buyers and suppliers is available within [Scotland's Procurement Journey](#) and [Scotland's Supplier Journey](#) respectively. Furthermore, commercial documents can be accessed by signing up to: [PCS - Tender \(publiccontractsscotland.gov.uk\)](#) AND Section 33(1)(b): Commercial interests. Disclosure of this information would (or would be likely to) prejudice substantially the commercial interests of the organisations running the procurement. This exemption is subject to the public interest test].

---

Further email exchange re scheduling of ministerial meetings

**From:** [redacted]@gov.scot  
**Sent:** Thursday, July 27, 2023 2:29 PM  
**To:** [redacted]@firescotland.gov.uk>  
**Cc:** [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>  
**Subject:** RE: Blue Light Reform/Collaboration - Schedule of Ministerial Meetings for Regular Updates

Hi [redacted],

Many thanks for this.

So it looks like the very first meeting proposed is going to cause us a problem as SFRS aren't available on the 26<sup>th</sup> of September and PS aren't available on the alternate date proposed by private office of the 4<sup>th</sup> of October.

Can you please liaise with both SFRS members and PS members so that we can go back to private office with at least 2 or 3 other dates in early October when they are all available as alternatives? Once I have these alternatives from you, I will write back to private office to confirm the last three meetings and look to see what Cab Sec and Ministers availability is for that first meeting in early October.

Sound like a plan?

Kind regards,

**OFFICIAL: SFRS AND PARTNERS**

[redacted]

**From:** [redacted]@firescotland.gov.uk>  
**Sent:** Thursday, July 27, 2023 2:20 PM  
**To:** [redacted]@gov.scot>  
**Cc:** [redacted]@firescotland.gov.uk>  
**Subject:** Blue Light Reform/Collaboration - Schedule of Ministerial Meetings for Regular Updates  
**Importance:** High

Good Afternoon [redacted]

In response to your e-mail of 25 July 2023 regarding the above and following [redacted]'s e-mail of 26 July 2023 confirming the Scottish Fire and Rescue Service nominated representatives. Please refer below for Police Scotland and the Scottish Police Authority nominated representatives, e-mail addresses and availability:

**Police Scotland**

Nominations are DCC Designate Fiona Taylor (who is acting Chief during the transition period of CC Livingston retiring and CC Farrell starting) and DCO David Page. Once CC Farrell is on-board, the representation will be herself and DCO Page. I have noted their e-mail addresses and availability below:

CC Office PSoS [CC.Office@scotland.police.uk](mailto:CC.Office@scotland.police.uk) and  
Deputy Chief Officer [DeputyChiefOfficer@scotland.police.uk](mailto:DeputyChiefOfficer@scotland.police.uk)

Scheduled RCG Meetings	Slots when Ms Constance and Ms Brown are both available	Police Scotland Available
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15 <sup>th</sup> November 2023	Tuesday 19 December, 15:00 – 16:00	Yes
14 <sup>th</sup> February 2024	Tuesday 19 March, 15:00 – 16:00	Yes
15 <sup>th</sup> May 2024	Tuesday 18 June, 15:00 – 16:00	Yes

**Scottish Police Authority**

**OFFICIAL: SFRS AND PARTNERS**

Nominations are Martyn Evans, Chair and Chris Brown, Deputy Chief Executive (Resources). I have noted their e-mail addresses and availability below:

Martyn Evans, Chair [SPACHairOffice@spa.police.uk](mailto:SPACHairOffice@spa.police.uk) and  
Chris Brown, Deputy Chief Executive (Resources) [chris.brown2@spa.pnn.police.uk](mailto:chris.brown2@spa.pnn.police.uk)

**Scottish Police Authority**

Scheduled RCG Meetings	Slots when Ms Constance and Ms Brown are both available	Scottish Police Authority Available
16 <sup>th</sup> August 2023	Tuesday 26 September, 15:00 – 16:00 Wednesday 4 October, 15:00 – 16:00	Yes Yes
15 <sup>th</sup> November 2023	Tuesday 19 December, 15:00 – 16:00	Yes
14 <sup>th</sup> February 2024	Tuesday 19 March, 15:00 – 16:00	Yes
15 <sup>th</sup> May 2024	Tuesday 18 June, 15:00 – 16:00	Yes

If I can be of further assistance, please do not hesitate to contact me.

Kind regards.

[redacted]

[redacted]

Scottish Fire and Rescue Service

M: [redacted] Email: [SFRS.PartnershipandCollaboration@firescotland.gov.uk](mailto:SFRS.PartnershipandCollaboration@firescotland.gov.uk)

[www.firescotland.gov.uk](http://www.firescotland.gov.uk)

---

**From:** SFRS Partnership and Collaboration <[SFRS.PartnershipandCollaboration@firescotland.gov.uk](mailto:SFRS.PartnershipandCollaboration@firescotland.gov.uk)>

**Sent:** Thursday, July 27, 2023 2:20 PM

**To:** [redacted]@gov.scot>

**Cc:** SFRS Partnership and Collaboration <[SFRS.PartnershipandCollaboration@firescotland.gov.uk](mailto:SFRS.PartnershipandCollaboration@firescotland.gov.uk)>

**OFFICIAL: SFRS AND PARTNERS**

**Subject:** Blue Light Reform/Collaboration - Schedule of Ministerial Meetings for Regular Updates

**Importance:** High

Good Afternoon [redacted]

In response to your e-mail of 25 July 2023 regarding the above and following [redacted]'s e-mail of 26 July 2023 confirming the Scottish Fire and Rescue Service nominated representatives. Please refer below for Police Scotland and the Scottish Police Authority nominated representatives, e-mail addresses and availability:

**Police Scotland**

Nominations are DCC Designate Fiona Taylor (who is acting Chief during the transition period of CC Livingston retiring and CC Farrell starting) and DCO David Page. Once CC Farrell is on-board, the representation will be herself and DCO Page. I have noted their e-mail addresses and availability below:

CC Office PSoS [CC.Office@scotland.police.uk](mailto:CC.Office@scotland.police.uk) and  
Deputy Chief Officer [DeputyChiefOfficer@scotland.police.uk](mailto:DeputyChiefOfficer@scotland.police.uk)

Scheduled RCG Meetings	Slots when Ms Constance and Ms Brown are both available	Police Scotland Available
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15 <sup>th</sup> November 2023	Tuesday 19 December, 15:00 – 16:00	Yes
14 <sup>th</sup> February 2024	Tuesday 19 March, 15:00 – 16:00	Yes
15 <sup>th</sup> May 2024	Tuesday 18 June, 15:00 – 16:00	Yes

**Scottish Police Authority**

Nominations are Martyn Evans, Chair and Chris Brown, Deputy Chief Executive (Resources). I have noted their e-mail addresses and availability below:

Martyn Evans, Chair [SPAChairOffice@spa.police.uk](mailto:SPAChairOffice@spa.police.uk) and  
Chris Brown, Deputy Chief Executive (Resources) [chris.brown2@spa.pnn.police.uk](mailto:chris.brown2@spa.pnn.police.uk)

**Scottish Police Authority**



**OFFICIAL: SFRS AND PARTNERS**

Scheduled RCG Meetings	Slots when Ms Constance and Ms Brown are both available	Scottish Police Authority Available
16 <sup>th</sup> August 2023	Tuesday 26 September, 15:00 – 16:00 Wednesday 4 October, 15:00 – 16:00	Yes Yes
15 <sup>th</sup> November 2023	Tuesday 19 December, 15:00 – 16:00	Yes
14 <sup>th</sup> February 2024	Tuesday 19 March, 15:00 – 16:00	Yes
15 <sup>th</sup> May 2024	Tuesday 18 June, 15:00 – 16:00	Yes

If I can be of further assistance, please do not hesitate to contact me.

Kind regards.

[redacted]

[redacted]

Scottish Fire and Rescue Service

M: [redacted] Email: [SFRS.PartnershipandCollaboration@firescotland.gov.uk](mailto:SFRS.PartnershipandCollaboration@firescotland.gov.uk)

[www.firescotland.gov.uk](http://www.firescotland.gov.uk)

---

**From:** [redacted]@gov.scot

**Sent:** Wednesday, July 26, 2023 2:59 PM

**To:** [redacted]@firescotland.gov.uk>

**Cc:** [redacted]@firescotland.gov.uk>

**Subject:** RE: Blue Light Reform / Collaboration - Schedule of Ministerial Meetings for Regular Updates

Hi Kirsty,

Many thanks for your prompt response.

**OFFICIAL: SFRS AND PARTNERS**

Yes of course, please take time to consult your colleagues and I would agree with you on the required attendees. I just wanted to make sure I'd given you your place as Chair of the RCG to decide who you would like to invite.

I've already advised both private offices that you would be liaising with partners and asked them to hold all dates in both diaries until the attendees are decided. I look forward to receiving who should be invited in due course and then I'll write back to both private offices so that they can send out the official invites.

Kind regards,

[redacted]

**From:** Darwent, Kirsty <[Kirsty.Darwent@firescotland.gov.uk](mailto:Kirsty.Darwent@firescotland.gov.uk)>

**Sent:** Wednesday, July 26, 2023 2:53 PM

**To:** [redacted]@gov.scot>

**Cc:** [redacted]@firescotland.gov.uk>

**Subject:** Re: Blue Light Reform / Collaboration - Schedule of Ministerial Meetings for Regular Updates

Hi [redacted]

I think invitation from the cabinet Secretary to relevant partners would be most appropriate.

I am presuming that this would be just the SPA, Police Scotland and SFRS as it is a Justice meeting to discuss the business case? As opposed to the RCG partners which includes SAS.

In the spirit of collaboration, I think it is important that partners are consulted on who best to attend so, if acceptable, I would like to do that and get back to you shortly.

Kind regards

Kirsty

Chair

The Scottish Fire and Rescue Service

**OFFICIAL: SFRS AND PARTNERS**

**From:** [redacted]@gov.scot>  
**Sent:** Wednesday, July 26, 2023 1:11:45 PM  
**To:** Darwent, Kirsty <[Kirsty.Darwent@firescotland.gov.uk](mailto:Kirsty.Darwent@firescotland.gov.uk)>  
**Cc:** [redacted]@firescotland.gov.uk>  
**Subject:** RE: Blue Light Reform / Collaboration - Schedule of Ministerial Meetings for Regular Updates

**CAUTION:** This email originated from outside of SFRS. Do not click links or open attachments unless you are certain the email is genuine and know the content is safe.

Hi [redacted],

Before I get back in touch with Ms Constance and Ms Brown's Private Offices to advise on your availability, can I please just check something first?

In my original email below, I said to Kirsty that: "we would like to propose a series of regular catch ups with Ms Constance, Ms Brown and our emergency services colleagues (invites to be extended as appropriate by yourself), so that they can be kept fully informed of progress".

Can I just check if you are intending to send invites to other emergency partners as you see fit once you receive them from Cab Sec's Private Office? Or would you prefer to nominate the names of emergency partners you would like to invite just now (to me) so that they can receive them directly from Cab Sec. please?

**[redacted]**

Many thanks in advance.  
Kind regards,  
[redacted]

**From:** Darwent, Kirsty <[Kirsty.Darwent@firescotland.gov.uk](mailto:Kirsty.Darwent@firescotland.gov.uk)>  
**Sent:** Wednesday, July 26, 2023 9:04 AM  
**To:** [redacted]@gov.scot>

**OFFICIAL: SFRS AND PARTNERS**

Cc: [redacted]@firescotland.gov.uk>

Subject: RE: Blue Light Reform / Collaboration - Schedule of Ministerial Meetings for Regular Updates

Good morning [redacted]

Thank you for your email.

As requested I can confirm that Kirsty would be available on all the proposed dates/times and these will be held in her diary until the formal Teams invitation is received. Kirsty has requested that Chief Officer Ross Haggart and Interim Deputy Chief Officer Liz Barnes are also invited to these meetings. I have noted their email addresses below for ease of reference.

[Ross.Haggart@firescotland.gov.uk](mailto:Ross.Haggart@firescotland.gov.uk)

[Liz.Barnes@firescotland.gov.uk](mailto:Liz.Barnes@firescotland.gov.uk)

<b>Slots when Ms Constance and Ms Brown are both available</b>	<b>Available</b>
Tuesday 26 September, 15:00 – 16:00	Yes (Preferred)
Wednesday 4 October, 15:00 – 16:00	Yes
Tuesday 19 December, 15:00 – 16:00	Yes
Tuesday 19 March, 15:00 – 16:00	Yes
Tuesday 18 June, 15:00 – 16:00	Yes

Should you require anything further, please do not hesitate to contact me.

Kind regards

[redacted]

[redacted]

**Board Support Team**

**Scottish Fire and Rescue Service**

[www.firescotland.gov.uk](http://www.firescotland.gov.uk)

M: [redacted] | Email: E: [redacted]

**OFFICIAL: SFRS AND PARTNERS**

Working Pattern – Tuesday to Friday

Safety. Teamwork. Respect. Innovation.

**From:** [redacted]@gov.scot

**Sent:** 25 July 2023 09:17

**To:** Darwent, Kirsty <Kirsty.Darwent@firescotland.gov.uk>

**Cc:** Maureen.Rooney@gov.scot; John.Somers@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot

**Subject:** Blue Light Reform / Collaboration - Schedule of Ministerial Meetings for Regular Updates

**CAUTION:** This email originated from outside of SFRS. Do not click links or open attachments unless you are certain the email is genuine and know the content is safe.

Dear Kirsty,

As you are aware, the tender is due to be published imminently for consultancy support to create a high level business case to identify efficiency opportunities and deliver recommendations on findings to SFRS, Police Scotland and the Scottish Police Authority on further blue light collaboration, noting that this is a spend to save project, focussing on the potential return on investment.

As Scottish Government are funding this business case, the Cabinet Secretary for Justice and Home Affairs and the Minister for Victims and Community Safety are keen to be kept abreast of progress. As such, we would like to propose a series of regular catch ups with Ms Constance, Ms Brown and our emergency services colleagues (invites to be extended as appropriate by yourself), so that they can be kept fully informed of progress. We are proposing that the meetings should be scheduled for approximately 1 month after each Reform Collaboration Group (RCG) meeting, ensuring timely and accurate updates.

Both Private Offices have liaised together and we would like to propose the following dates for the series of meetings:

<b>Scheduled RCG Meetings</b>	<b>Slots when Ms Constance and Ms Brown are both available</b>
16 <sup>th</sup> August 2023	Tuesday 26 September, 15:00 – 16:00

**OFFICIAL: SFRS AND PARTNERS**

	Wednesday 4 October, 15:00 – 16:00
15th November 2023	Tuesday 19 December, 15:00 – 16:00
14th February 2024	Tuesday 19 March, 15:00 – 16:00
15 <sup>th</sup> May 2024	Tuesday 18 June, 15:00 – 16:00

All above dates are being held in both diaries in the meantime for hour long meetings. Can you please confirm which of the above slots would suit? This will enable us to go ahead and get the dates locked in and for both the Cab Sec and the Minister to receive updates after each RCG meeting.

Many thanks in advance.

Kind regards,  
[redacted]

---

**From:** [redacted]@gov.scot  
**Sent:** Wednesday, July 26, 2023 9:07 AM  
**To:** Darwent, Kirsty <Kirsty.Darwent@firescotland.gov.uk>  
**Cc:** [redacted]@firescotland.gov.uk>  
**Subject:** RE: Blue Light Reform / Collaboration - Schedule of Ministerial Meetings for Regular Updates

Excellent, many thanks [redacted].

All noted and I will inform both Ms Constance and Ms Brown's Private Offices. Teams invites will be sent out in due course.

Kind regards,

[redacted]

**From:** Darwent, Kirsty <[Kirsty.Darwent@firescotland.gov.uk](mailto:Kirsty.Darwent@firescotland.gov.uk)>  
**Sent:** Wednesday, July 26, 2023 9:04 AM

**OFFICIAL: SFRS AND PARTNERS**

**To:** [redacted]@gov.scot>  
**Cc:** [redacted]@firescotland.gov.uk>  
**Subject:** RE: Blue Light Reform / Collaboration - Schedule of Ministerial Meetings for Regular Updates

Good morning [redacted]

Thank you for your email.

As requested I can confirm that Kirsty would be available on all the proposed dates/times and these will be held in her diary until the formal Teams invitation is received. Kirsty has requested that Chief Officer Ross Haggart and Interim Deputy Chief Officer Liz Barnes are also invited to these meetings. I have noted their email addresses below for ease of reference.

[Ross.Haggart@firescotland.gov.uk](mailto:Ross.Haggart@firescotland.gov.uk)  
[Liz.Barnes@firescotland.gov.uk](mailto:Liz.Barnes@firescotland.gov.uk)

<b>Slots when Ms Constance and Ms Brown are both available</b>	<b>Available</b>
Tuesday 26 September, 15:00 – 16:00	Yes (Preferred)
Wednesday 4 October, 15:00 – 16:00	Yes
Tuesday 19 December, 15:00 – 16:00	Yes
Tuesday 19 March, 15:00 – 16:00	Yes
Tuesday 18 June, 15:00 – 16:00	Yes

Should you require anything further, please do not hesitate to contact me.

Kind regards

[redacted]

[redacted]

**Board Support Team**  
**Scottish Fire and Rescue Service**  
[www.firescotland.gov.uk](http://www.firescotland.gov.uk)

M: [redacted] | Email: E: [redacted]  
Working Pattern – Tuesday to Friday

**OFFICIAL: SFRS AND PARTNERS**

Safety. Teamwork. Respect. Innovation.

**From:** [redacted]@gov.scot>  
**Sent:** 25 July 2023 09:17  
**To:** Darwent, Kirsty <[Kirsty.Darwent@firescotland.gov.uk](mailto:Kirsty.Darwent@firescotland.gov.uk)>  
**Cc:** [Maureen.Rooney@gov.scot](mailto:Maureen.Rooney@gov.scot); [John.Somers@gov.scot](mailto:John.Somers@gov.scot); [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot  
**Subject:** Blue Light Reform / Collaboration - Schedule of Ministerial Meetings for Regular Updates

**CAUTION:** This email originated from outside of SFRS. Do not click links or open attachments unless you are certain the email is genuine and know the content is safe.

Dear Kirsty,

As you are aware, the tender is due to be published imminently for consultancy support to create a high level business case to identify efficiency opportunities and deliver recommendations on findings to SFRS, Police Scotland and the Scottish Police Authority on further blue light collaboration, noting that this is a spend to save project, focussing on the potential return on investment.

As Scottish Government are funding this business case, the Cabinet Secretary for Justice and Home Affairs and the Minister for Victims and Community Safety are keen to be kept abreast of progress. As such, we would like to propose a series of regular catch ups with Ms Constance, Ms Brown and our emergency services colleagues (invites to be extended as appropriate by yourself), so that they can be kept fully informed of progress. We are proposing that the meetings should be scheduled for approximately 1 month after each Reform Collaboration Group (RCG) meeting, ensuring timely and accurate updates.

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**OFFICIAL: SFRS AND PARTNERS**

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15 <sup>th</sup> May 2024	Tuesday 18 June, 15:00 – 16:00

All above dates are being held in both diaries in the meantime for hour long meetings. Can you please confirm which of the above slots would suit? This will enable us to go ahead and get the dates locked in and for both the Cab Sec and the Minister to receive updates after each RCG meeting.

Many thanks in advance.

Kind regards,

[redacted]

---

## Email exchange with Police Scotland re procurement

**From:** Page, David <David.Page@scotland.police.uk>

**Sent:** Wednesday, July 5, 2023 3:39 PM

**To:** [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; [REDACTED]<[REDACTED]>; Somers J (John) <John.Somers@gov.scot>; Rooney M (Maureen) <Maureen.Rooney@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>

**Cc:** [redacted]@firescotland.gov.uk; SFRS.Pqinfo@firescotland.gov.uk; [redacted]@firescotland.gov.uk; Mark.McAteer@firescotland.gov.uk; [redacted]@gov.scot>; Director People and Development <DirectorPeopleandDevelopment@scotland.police.uk>; Chief Financial Officer <ChiefFinancialOfficer@scotland.police.uk>; Chief Digital Information Officer <ChiefDigitalInformationOfficer@scotland.police.uk>; Deputy Chief Officer <DeputyChiefOfficer@scotland.police.uk>; Page, David <David.Page@scotland.police.uk>; McAteer, Mark <Mark.McAteer@firescotland.gov.uk>; Liz.Barnes (Liz.Barnes@firescotland.gov.uk) <Liz.Barnes@firescotland.gov.uk>; [redacted]@scotland.police.uk>

**Subject:** Reform Collaboration Group (RCG) - Blue Light Collaboration - Eol and Procurement Timeline - 6 July 2023

**OFFICIAL**

Good Afternoon [redacted],

**OFFICIAL: SFRS AND PARTNERS**

Re your question no.1. attached is the specification of the EOI. [redacted]

The rest of the suppliers on the lot did not respond to the EOI and haven't given any reasons for this.

I've also attached for information an outline of the likely procurement timeline.

Kind Regards

David

David Page

Deputy Chief Officer (Corporate Support)

✉ Police Scotland, Tulliallan Castle, Alloa, FK10 4BE

📧 [redacted] (External)

📧 [david.page@scotland.pnn.police.uk](mailto:david.page@scotland.pnn.police.uk)

Website: [www.scotland.police.uk](http://www.scotland.police.uk)

Twitter: [www.twitter.com/policescotland](https://www.twitter.com/policescotland)

Facebook: [www.facebook.com/policescotland](https://www.facebook.com/policescotland)

**From:** [redacted]@gov.scot]

**Sent:** 04 July 2023 12:18

**To:** [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot; [redacted]@gov.scot; [REDACTED]; John.Somers@gov.scot; Maureen.Rooney@gov.scot; [redacted]gov.scot; [redacted]@gov.scot; [redacted]@gov.scot

**Cc:** [redacted]@firescotland.gov.uk; SFRS.Pqinfo@firescotland.gov.uk; [redacted]@firescotland.gov.uk; Mark.McAteer@firescotland.gov.uk; Page, David <David.Page@scotland.police.uk>; [redacted]@gov.scot

**Subject:** RE: Blue Light Collaboration Update

Hi all,

**OFFICIAL: SFRS AND PARTNERS**

Just coming back to this chain on an initial response to ask number two below.

[redacted] has helpfully shared the attached joint statement from SFRS, Police Scotland, UNISON and Unite, which will be issued to all staff within both PS and SFRS today at 1 pm (thanks again [redacted]). I've also provided agreed lines by SG comms, SFRS comms and PS comms to date for completeness in my response to [redacted].

Kind regards,

[redacted]

**From:** [redacted]@gov.scot

**Sent:** Tuesday, July 4, 2023 9:35 AM

**To:** McAteer, Mark <[Mark.McAteer@firescotland.gov.uk](mailto:Mark.McAteer@firescotland.gov.uk)>; 'Page, David' <[David.Page@scotland.police.uk](mailto:David.Page@scotland.police.uk)>

**Cc:** [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; Somers J (John) <[John.Somers@gov.scot](mailto:John.Somers@gov.scot)>; Rooney M (Maureen) <[Maureen.Rooney@gov.scot](mailto:Maureen.Rooney@gov.scot)>

**Subject:** Blue Light Collaboration Update

Good morning Mark and David,

I hope this email finds you both well.

We have a couple of questions for you please on progress of the BLC work to date as follows:

1. I wonder if it would be at all possible to be sighted on the draft specification of requirements for the tender due to go out regarding consultancy services for the BLC business case? This would be purely for our information only, clearly not for our comment, would be treated as commercial in confidence and of course would not be shared more widely than the above copy list. I appreciate that this document will be in the public domain the moment the ITT is published, however it would be good for us to be sighted in advance of that happening please. We can then co-ordinate our comms with the various tri-service comms that will undoubtedly be required prior to publication in the event of any media pick up.
2. Closely related to the above ask, we are interested to hear more about how the planned engagement went with unions last week regarding further BLC. It would be very much appreciated indeed if you could kindly provide an update on that too please.

**OFFICIAL: SFRS AND PARTNERS**

You will note that I haven't sent this email to anyone in SAS. This is because we are assuming that the business case predominantly focusses on collaboration between SFRS and PS. If I have this wrong, or if you think anyone from SAS would benefit from seeing our ask, please feel free to share this ask with those relevant individuals. Policy officials from all three emergency services are copied above for their information.

Kind regards,

[redacted]

**Expressions of interest procurement document embedded within above email:**

**[Procurement papers withheld in accordance with both Section 25(1): Information otherwise accessible. Further procurement guidance for buyers and suppliers is available within [Scotland's Procurement Journey](#) and [Scotland's Supplier Journey](#) respectively. Furthermore, commercial documents can be accessed by signing up to: [PCS - Tender \(publiccontractsscotland.gov.uk\)](#) AND Section 33(1)(b): Commercial interests. Disclosure of this information would (or would be likely to) prejudice substantially the commercial interests of the organisations running the procurement. This exemption is subject to the public interest test].**

---

## Email exchange re staff communication on Blue Light Collaboration

**From:** [redacted]@gov.scot

**Sent:** Tuesday, July 4, 2023 12:18 PM

**To:** [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; Somers J (John) <John.Somers@gov.scot>; Rooney M (Maureen) <Maureen.Rooney@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>

**Cc:** [redacted]@firescotland.gov.uk>; SFRS PQ Info <SFRS.Pqinfo@firescotland.gov.uk>; [redacted]@firescotland.gov.uk>; McAteer, Mark <Mark.McAteer@firescotland.gov.uk>; 'Page, David' <David.Page@scotland.police.uk>; [redacted]@gov.scot>

**Subject:** RE: Blue Light Collaboration Update

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Kind regards,

[redacted]

**From:** [redacted]@gov.scot

**Sent:** Tuesday, July 4, 2023 9:35 AM

**To:** McAteer, Mark <[Mark.McAteer@firescotland.gov.uk](mailto:Mark.McAteer@firescotland.gov.uk)>; 'Page, David' <[David.Page@scotland.police.uk](mailto:David.Page@scotland.police.uk)>

**Cc:** [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; [REDACTED] [redacted]@gov.scot>; [redacted]@gov.scot>; Somers J (John) <[John.Somers@gov.scot](mailto:John.Somers@gov.scot)>; Rooney M (Maureen) <[Maureen.Rooney@gov.scot](mailto:Maureen.Rooney@gov.scot)>

**Subject:** Blue Light Collaboration Update

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**OFFICIAL: SFRS AND PARTNERS**

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Kind regards,

[redacted]

**eMail embedded within the above email:**

**From:** [redacted]@gov.scot

**Sent:** Tuesday, July 4, 2023 12:16 PM

**To:** [redacted]@firescotland.gov.uk>; [redacted]@gov.scot>

**Cc:** McAteer, Mark <Mark.McAteer@firescotland.gov.uk>; [redacted]@firescotland.gov.uk>; [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@firescotland.gov.uk>

**Subject:** RE: For awareness: [Test] A joint statement from SFRS, Police Scotland, UNISON and Unite

Thanks [redacted],

All good to know and I will update records at this end. The joint statement looks good.

Much appreciated and thanks again.

Kind regards,

[redacted]

**From:** [redacted]@firescotland.gov.uk>

**Sent:** Tuesday, July 4, 2023 12:13 PM

**To:** [redacted]@gov.scot>; [redacted]@gov.scot>

**Cc:** McAteer, Mark <[redacted]@firescotland.gov.uk>

**Subject:** RE: For awareness: [Test] A joint statement from SFRS, Police Scotland, UNISON and Unite

## OFFICIAL: SFRS AND PARTNERS

Thanks for this, [redacted].

The one I shared today replaced the manager brief and staff brief articles shared on 28 June, it was agreed with the unions at the meeting that a joint statement would be issued instead of the individual communications we and Police Scotland had developed.

Many thanks

[redacted]  
**From:** [redacted] @gov.scot>  
**Sent:** 04 July 2023 12:10  
**To:** [redacted @firescotland.gov.uk>; [redacted @gov.scot>  
**Cc:** McAteer, Mark <Mark.McAteer@firescotland.gov.uk>; ; [redacted]@firescotland.gov.uk>; ; [redacted]@gov.scot; ; [redacted]@gov.scot;  
[redacted]firescotland.gov.uk>  
**Subject:** RE: For awareness: [Test] A joint statement from SFRS, Police Scotland, UNISON and Unite

**CAUTION:** This email originated from outside of SFRS. Do not click links or open attachments unless you are certain the email is genuine and know the content is safe.

Hi : [redacted],

Many thanks for this which is really helpful to see.

I will share this joint statement with other emergency services policy colleagues and our comms colleagues for their information.

Mark also helpfully shared the 'SFRS Managers' Brief (28 June 2023): Working with Police Scotland to explore shared services' and the 'SFRS Staff Brief ( 28 June 2023): Working with Police Scotland to explore shared services' last week. We then agreed the following lines on the back of those messages in-case we are approached by media etc:

- **SG Agreed Lines:**
  - We welcome collaborative working between emergency services to ensure efficient and effective public services that maximises value of taxpayer money and delivers greater benefits to our communities.

## OFFICIAL: SFRS AND PARTNERS

- - The Scottish Government has invested more than £11.6 billion in policing since 2013 and £3.3 billion in the Scottish Fire and Rescue Service. However, UK Government austerity means the financial landscape remains challenging.
- 
- **Police Scotland Agreed Lines:**
- - The Chief Constable has been clear that, as a result of this year's budget settlement, hard choices are being taken to further refine our Service, with a reduced officer establishment and a requirement to reduce police staff posts proportionately.
- - The Scottish Government has asked agencies in the justice sector to consider if greater collaboration can improve services delivered to the public and achieve financial savings.
- - We have therefore been working with the Scottish Fire and Rescue Service to consider options for sharing some services, such as digital, estates, fleet, finance and procurement. Greater collaboration in our contact centres will also be considered.
- - We are consulting with trade union colleagues on how this can best be achieved through a fair and transparent process, but our commitment to no compulsory redundancies remains.
- 
- **SFRS Agreed Lines Chief Officer Ross Haggart said:**
- - The Scottish Government had initially set an indicative flat cash budget for the next four years in the Resource Spending Review. When our budget was announced earlier this year, we were grateful to receive an additional £14.4m. However, due to inflationary pressures, we will still have to find savings within our budget.
- - As a result, we need to make savings across the Service over this four year period. All of this work will form our Strategic Service Review Programme which will look at realising efficiencies across service delivery, assets and corporate services.
- - The Scottish Government has asked agencies in the justice sector to consider if greater collaboration can improve services delivered to the public and achieve financial savings.
- - We have therefore been working with Police Scotland to consider options for sharing some services, such as digital, estates, fleet, finance and procurement. We are also considering any potential there may be for greater collaboration in our Operations Controls.
- - We're committed to exploring opportunities where collaboration exists and will continue to engage with trade union colleagues as this progresses. Our commitment to no compulsory redundancies remains.

Kind regards,



**OFFICIAL: SFRS AND PARTNERS**

[redacted]

**From:** : [redacted]@firescotland.gov.uk>

**Sent:** Tuesday, July 4, 2023 11:55 AM

**To:** : [redacted]@gov.scot>; : [redacted]@gov.scot>

**Cc:** McAteer, Mark <[Mark.McAteer@firescotland.gov.uk](mailto:Mark.McAteer@firescotland.gov.uk)>; : [redacted]@firescotland.gov.uk>

**Subject:** For awareness: [Test] A joint statement from SFRS, Police Scotland, UNISON and Unite

Hello : [redacted] and : [redacted],

Please see below our joint statement that we'll be issuing via an all-staff email at 1pm today about the shared services work with Police Scotland.

Police Scotland will be issuing the same statement to all staff via their intranet at 1pm today.

Many thanks

: [redacted]

**A joint statement from SFRS, Police Scotland, UNISON and Unite,  
4 July 2023**

Colleagues,

As you will be aware, the Scottish Government had initially set an indicative flat cash budget for the Justice Sector for the next four years in the Resource Spending Review. Both the Scottish Fire and Rescue Service (SFRS) and Police Scotland subsequently received an enhancement on their indicative budgets when the budgets were finalised earlier this year. However, due to inflationary pressures, both Services are required to make savings by finding

## **OFFICIAL: SFRS AND PARTNERS**

efficiencies within our budgets.

In addition to the initiatives planned by each organisation, the Scottish Government has asked agencies in the Justice Sector to consider if greater collaboration can improve services delivered to the public and achieve these efficiencies.

Last week, a meeting took place with SFRS, Police Scotland, UNISON and Unite to discuss how SFRS and Police Scotland are going to proceed. We will explore collaboration options around corporate services.

Work is at a very early stage and we're keen to ensure staff are informed of developments from the outset.

The first step will be the appointment of independent consultants to commence work in October. They will undertake a review and recommend options. This will be paid for by funds set aside by the Scottish Government.

We would like to reassure you that no action beyond taking steps to procure this professional support has been taken at this point. Once the consultants are appointed, a work plan will be developed to set out the stages of the work,

## OFFICIAL: SFRS AND PARTNERS

including the engagements that will take place with trade unions and staff.

They will make recommendations early next year that we will take under advisement, and trade union colleagues and other stakeholders will have the opportunity to consider them. Any decisions will be made by the Board of the SFRS and the Board of the Scottish Police Authority and Police Scotland.

We're committed to exploring opportunities where collaboration exists and will continue to engage with trade union colleagues as this work progresses. Our commitment to no compulsory redundancies remains.

Ross Haggart  
Chief Officer  
Scottish Fire and Rescue Service

David Page  
Deputy Chief Officer  
Police Scotland

Deborah Clarke  
Regional Organiser  
UNISON

Debbie Hutchings  
Regional Officer (Fire)  
Unite

**OFFICIAL: SFRS AND PARTNERS**

Lynn Brown  
Chief Executive Officer  
Scottish Police Authority  
1 Pacific Quay  
G51 1DZ

Ross Haggart,  
Chief Fire Officer  
Scottish Fire and Rescue Service  
Westburn Drive  
Cambuslang  
G72 7NA

---

By Email:  
SPAChiefExecutive@spa.police.uk  
Ross.Haggart@firescotland.gov.uk  
29 June 2023

Dear Lynn and Ross,

**2023-24 BUDGET UPDATE – BLUE LIGHT REFORM**

I would like to thank you for the work that has been carried out to date to take forward the Blue Light Reform work and for the progress that has been made towards assessing options for further collaboration across the blue light services.

The Scottish Government's 2023-24 budget position remains extremely challenging in light of the continuing period of high inflation, pay pressures and the cost of living crisis. The fiscal constraints of devolution mean that the Scottish Government cannot borrow to meet these increased costs and so work has been undertaken to assess measures that can be taken forward to support our path to delivering a balanced budget.

You were informed in your 2023-24 Budget Allocation & Monitoring Letters that a new £5 million fund was created within the Justice Portfolio to support cross-justice reforms, which includes collaborative work between blue light services and justice agencies. I am writing to inform you that a recent Ministerial review of resource budgets across Scottish Government has resulted in a reduction to this fund in financial year 2023-24.

## OFFICIAL: SFRS AND PARTNERS

The Justice Reform Fund budget has been reduced from £5 million to £1 million, the £4 million will contribute to managing the financial challenge, to support the delivery of a balanced fiscal position. I understand that this is a significant change to the initial budget indication and I appreciate your efforts to adapt your reform plans accordingly this year.

The Justice Portfolio has a strong track record of public sector reform and the Cabinet Secretary for Justice & Home Affairs and the Deputy First Minister remains committed to blue light collaboration. We understand that the revised budget of £1 million is sufficient to allow a business case being progressed in this financial year, to explore what options can be taken forward, and what benefits will be delivered.

Yours Sincerely,  
Donald McGillivray

---

## Email exchange in relation to all staff communications and SFRS reactive media statement

**From:** : [redacted]@gov.scot>  
**Sent:** Wednesday, June 28, 2023 4:32 PM  
**To:** : [redacted]@firescotland.gov.uk>  
**Cc:** Barnes, Liz <Liz.Barnes@firescotland.gov.uk>; McAteer, Mark <Mark.McAteer@firescotland.gov.uk>  
**Subject:** RE: Blue Light Collaboration meeting

Many thanks, much appreciated.

[redacted]

**From:** [redacted]@firescotland.gov.uk>  
**Sent:** Wednesday, June 28, 2023 4:19 PM  
**To:** [redacted@gov.scot>  
**Cc:** Barnes, Liz <[Liz.Barnes@firescotland.gov.uk](mailto:Liz.Barnes@firescotland.gov.uk)>; McAteer, Mark <[Mark.McAteer@firescotland.gov.uk](mailto:Mark.McAteer@firescotland.gov.uk)>  
**Subject:** RE: Blue Light Collaboration meeting

Hi [redacted,

In addition to the communications Mark has shared, here is our reactive media statement on the topic.

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Many thanks

[redacted]

Chief Officer Ross Haggart said: “The Scottish Government had initially set an indicative flat cash budget for the next four years in the Resource Spending Review. When our budget was announced earlier this year, we were grateful to receive an additional £14.4m. However, due to inflationary pressures, we will still have to find savings within our budget.

“As a result, we need to make savings across the Service over this four year period. All of this work will form our Strategic Service Review Programme which will look at realising efficiencies across service delivery, assets and corporate services.

“The Scottish Government has asked agencies in the justice sector to consider if greater collaboration can improve services delivered to the public and achieve financial savings.

“We have therefore been working with Police Scotland to consider options for sharing some services, such as digital, estates, fleet, finance and procurement. We are also considering any potential there may be for greater collaboration in our Operations Controls.

“We’re committed to exploring opportunities where collaboration exists and will continue to engage with trade union colleagues as this progresses. Our commitment to no compulsory redundancies remains.”

ENDS

**From:** McAteer, Mark <[Mark.McAteer@firescotland.gov.uk](mailto:Mark.McAteer@firescotland.gov.uk)>

**Sent:** 28 June 2023 13:57

**To:** [redacted]@gov.scot>

**Cc:** [redacted]@firescotland.gov.uk>; Barnes, Liz <[Liz.Barnes@firescotland.gov.uk](mailto:Liz.Barnes@firescotland.gov.uk)>

**Subject:** Blue Light Collaboration meeting

[redacted]

As you know SFRS and Police Scotland are about to engage consultants to undertake an Outline Business Case exploring potential options for sharing some corporate services across both organisations. The timeline we are working towards is to launch the tender document on the 26<sup>th</sup> July but as part of the pre tender stage we are meeting with the Trade Unions this afternoon to brief them on matters. It is expected that consultants will be appointed later in the summer and will commence work by October, taking approximately 16-18 weeks to complete the exercise. Following the completion of their report any proposals will be subject to Board decisions by our Board and the Scottish Police Authority.

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**[redacted]**

If you require anything further at this stage, please don't hesitate to ask.

Regards

Mark

**[redacted]**

**[redacted]**

Mark McAteer

Director of Strategic Planning, Performance and Communications

Scottish Fire and Rescue Service

Mob: **[redacted]**

email: [mark.mcateer@firescotland.gov.uk](mailto:mark.mcateer@firescotland.gov.uk)

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## Email re ministerial meeting 22/3/2023

**From:** [REDACTED]

**Sent:** Tuesday, April 18, 2023 11:11 AM

**To:** SFRS: Ross Haggart (ross.haggart@firescotland.gov.uk) <ross.haggart@firescotland.gov.uk>; 'Darwent, Kirsty' <Kirsty.Darwent@firescotland.gov.uk>; 'CC.Office@scotland.police.uk' <CC.Office@scotland.police.uk>; 'Page, David' <David.Page@scotland.police.uk>; 'spachairoffice@spa.police.uk' <spachairoffice@spa.police.uk>; 'Chris.Brown2@spa.police.uk' <Chris.Brown2@spa.police.uk>

**OFFICIAL: SFRS AND PARTNERS**

**Cc:** McGillivray D (Donald) <Donald.McGillivray@gov.scot>; Rooney M (Maureen) <Maureen.Rooney@gov.scot>; [REDACTED]@gov.scot>; [REDACTED]@gov.scot>; Somers J (John) <John.Somers@gov.scot>; [REDACTED]@gov.scot>; [REDACTED]@gov.scot>

**Subject:** Reform Collaboration Group (RCG) - Blue Light Collaboration - Notes - Scottish Parliament - 22nd March 2023 (issued 18 April 2023)

Good morning all,

I hope this email finds everyone well.

Please find attached a revised note of our first ministerial meeting on Blue Light Collaboration for your information / comments. I would really appreciate any comments anyone has to be sent back to me please by close on Friday 28<sup>th</sup> April.

Many thanks in advance.

Kind regards,

[REDACTED]

*I am working from home indefinitely. You can reach me on eMail or Teams! 😊*

[REDACTED]

Head of Strategy, Collaboration and Operations | Fire and Rescue Unit | Safer Communities Directorate  
The Scottish Government | St Andrews House | Regent Road | Edinburgh | EH1 3DG

[REDACTED]

**Word document embedded within above email:**

**Notes – Blue Light Collaboration – Scottish Parliament – 22<sup>nd</sup> March 2023**

Attendees:

Cabinet Secretary for Justice and Veterans:  
Chair of Fire Board, SFRS:  
Chief Fire Officer, SFRS:  
Chair of Scottish Police Authority:

Keith Brown  
Dr Kirsty Darwent  
Ross Haggart  
Martyn Evans



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Chief Constable, Police Scotland:  
Deputy Chief Officer, Police Scotland:  
Scottish Police Authority Deputy Chief Executive:  
Scottish Government Officials:

Sir Iain Livingstone  
David Page  
Chris Brown  
Don McGillivray  
[redacted]  
[redacted]  
[redacted]

### 1. Welcome and Introductions

Cabinet Secretary for Justice and Veterans (CSJV) introduced the meeting and set out the budgetary constraints that drive the need for further public sector reform and efficiency. He was clear that collaboration should be looked at broadly but must deliver cashable savings. The route to these savings and efficiencies remains open for exploration by the partners.

### 2. Context

CSJV provided further background and context to this work outlining discussions that had taken place in the lead up to the budget and messaging that accompanied the budget on the need for public sector reform. CSJV specifically highlighted:-

- That the sharing of support services, including contact centres and various aspects of corporate “back office” services had previously been highlighted as one of the possible ways in which savings could potentially be achieved;
- The letter that CSJV wrote to PS, SFRS and SPA in February to reiterate these messages commissioned a joint business case for further collaboration; and
- The letter that DG Education and Justice, Joe Griffin had sent on public sector reform post-budget, built on the comments made by the Deputy First Minister when delivering the budget.

### 3. Key Points

The following key points were made in discussion:

- a) There was a recognition of the financial pressures across the public sector and the justice portfolio and a commitment to exploring possible shared services and a desire for further and deeper collaboration.

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- b) There is a shared desire to develop the joint business case on a collaborative basis to ensure the robustness of it and maximise the likelihood of success. Very clear modelling, a clear plan and buy-in regarding how this will be achieved will be key. In addition to this, the policy intent and expected outcomes need to be very clear up front. Non-compulsory redundancy policies will apply to this work.
- c) It is the aspiration to include Scottish Ambulance Service (SAS) in this work from the start. It is important to ensure that the SAS Chief Executive and Chair can both attend future meetings. CSJV asked officials to draft a letter to DFM and Cabinet Secretary for Health and Social Care reiterating the view that SAS should be involved in this work and help support the development of a joint business case, with collective deliverables.
- d) At both service delivery and operational delivery levels, there are synergies across organisations. SFRS have clear synergies with SAS (i.e. Out of Hospital Cardiac Arrest (OHCA), Emergency Medical Response (EMR) etc.) enabling SFRS to intervene quicker to potentially avoid spend for the NHS by reducing demand on high dependency and intensive care beds.
- e) Police and fire reform has been at the forefront of public sector reform and they are two of the best examples of reform successfully achieved in Scotland. It is not unreasonable to expect savings achieved should go back into the organisations that make them with emergency services keen to put more resource into front line services.
- f) There is a strong commitment to this work with all emergency services keen to drive greater efficiencies. There is currently lots of collaboration already underway with 42 co-locations already in place and another 3 in the pipeline. There is also good work underway regarding electric vehicles, electrification of the charging network across Scotland, collaborative training etc. and this work could be accelerated.
- g) The Blue Light Collaboration Board (BLCB) has been in operation for about 18 months and it has 10 workstreams underway. The BLCB is co-chaired by David Page from PS, Ross Haggart from SFRS and Julie Carter from SAS.
- h) Governance arrangements at board and executive level needs to be explored to ensure appropriate oversight and scrutiny of the Blue Light Collaboration work, however this will not be a barrier to success.
- i) Emergency services can struggle with recruiting into specialist jobs and sometimes they are in inadvertently in competition with each other. There could be opportunities to take this competition away and give a bigger pool of resource to draw / recruit from.
- j) CSJV closed the meeting, summarising the need for a robust business case, noting delivery of the business case is moved back to June. It was agreed to meet again in May to discuss progress.

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**Post Meeting Note:** Due to the constraints of the procurement timeline being 3-4 months from initiation of RPA through to business case delivery at the end of the contract, it is much more likely that the business case will be delivered in September rather than June.

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Email from SFRS re Reform Collaboration Group on 16/8/2023

**From:** [REDACTED]@firescotland.gov.uk>

**Sent:** 08 August 2023 19:08

**To:** [REDACTED]@gov.scot>; [REDACTED]@gov.scot>; [REDACTED]@gov.scot>; [REDACTED]@gov.scot>; [REDACTED]@gov.scot>

**Subject:** Reform Collaboration Group (RCG) - Meeting Papers - 16 August 2023

Good afternoon

With reference to the next **Reform Collaboration Group** held on **Wednesday 16 August at 1400hrs**. Please see attached agenda and papers.

Kind regards

[REDACTED]

[REDACTED] | **Business Support Executive** | EA to Mark McAteer, SPPC | **Scottish Fire & Rescue Service**

✉: [REDACTED]@firescotland.gov.uk

**Work Pattern – Mon, Tue, Wed, Thurs**

[www.firescotland.gov.uk](http://www.firescotland.gov.uk)

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Reform Collaboration Group papers and minutes: 16/8/2023

[redacted]

Reform Collaboration Group papers and minutes: 17/5/2023

REFORM COLLABORATION GROUP (RCG) 17 May 2023



SCOTTISH POLICE  
AUTHORITY  
ÙGH DARRAS POILIS NA H-ALBA



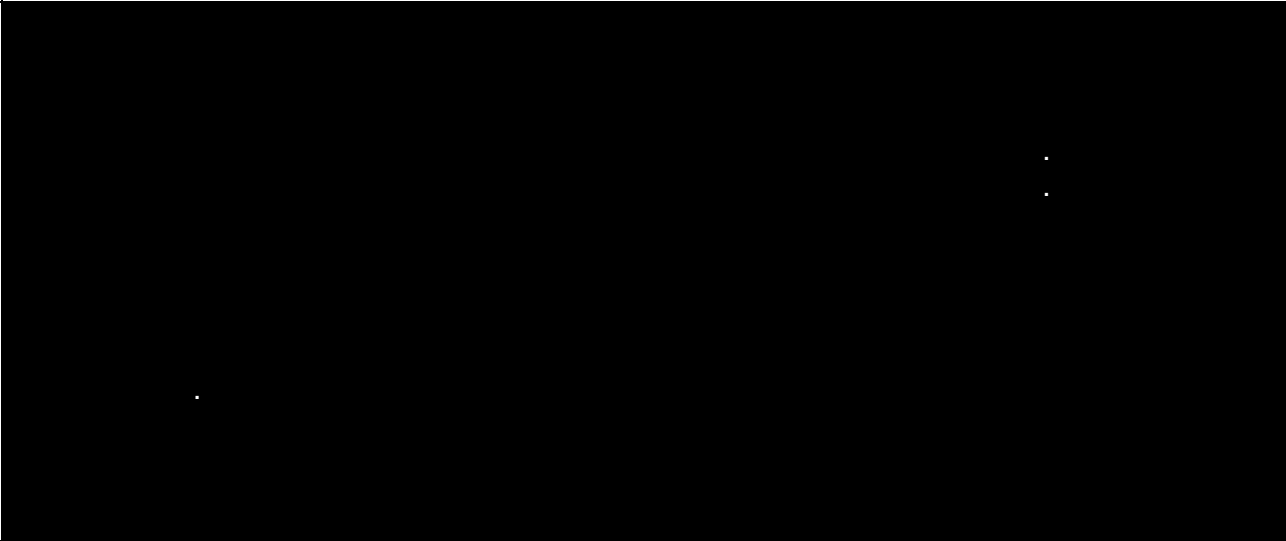

SCOTTISH  
FIRE AND RESCUE SERVICE  
Working together for a safer Scotland

RCG Members in Attendance	
Kirsty Darwent (KD) – Chair	Chair of the Board, Scottish Fire and Rescue Service (SFRS)
Ross Haggart (RH)	Chief Officer, Scottish Fire and Rescue Service
Liz Barnes (LB)	Interim Deputy Chief Officer Corporate Services, Scottish Fire and Rescue Service
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communication, Scottish Fire and Rescue Service
Tom Steele (TS)	Board Chair, Scottish Ambulance Service (SAS)
Julie Carter (JC)	Director of Finance, Strategy and Logistics, Scottish Ambulance Service
David Page (DP)	Deputy Chief Officer, Police Service of Scotland (PSoS)
Martyn Evans (ME)	Chair, Scottish Police Authority (SPA)
Others In Attendance	
Chris Brown (CB)	Deputy Chief Executive (Resources), Scottish Police Authority
John McNellis (JMcn)	Head of Finance, Audit and Risk, Scottish Police Authority (SPA)
James Gray (JG)	Chief Financial Officer, Police Service of Scotland
[redacted]	Head of Strategic Procurement, Police Service of Scotland
[redacted]	Collaboration Transformation Manager, Police Service of Scotland
[redacted]	Collaboration Officer, Scottish Fire and Rescue Service
[redacted]	Secretariat, Scottish Fire and Rescue Service
Scottish Government Observers	
[redacted]	Head of Strategy, Collaboration and Operations, Fire and Rescue Unit
[redacted]	Unit Head, Health and Social Care

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[redacted]	Head of Strategy and Collaboration, Police Division
Apologies	
Gary Ritchie	Assistant Chief Constable Partnership, Prevention & Community Wellbeing, Police Service of Scotland
Pauline Howie	Chief Executive, Scottish Ambulance Service
Lynn Brown	Chief Executive, Scottish Police Authority

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Item	No.	Items discussed	Presented by	Decision/ Action	To be actioned by
1.	1.1	<p><b><u>Welcome and Opening Remarks</u></b></p> <p>KD welcomed all members and guests.</p>	Chair		
2.	2.1	<p><b><u>Minutes of Previous Meeting from 11 April 2023</u></b></p> <p>Minutes approved with no amendments.</p> <p align="center">Decision at 2.1 previous minutes approved.</p>	Chair	Chair	
3.	■		■		
4.	■		■		

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	■	[REDACTED]			
		[REDACTED]		■	
	■	[REDACTED]			
		[REDACTED]		■	
	■	[REDACTED]			
		[REDACTED]			

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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5.

[Redacted]

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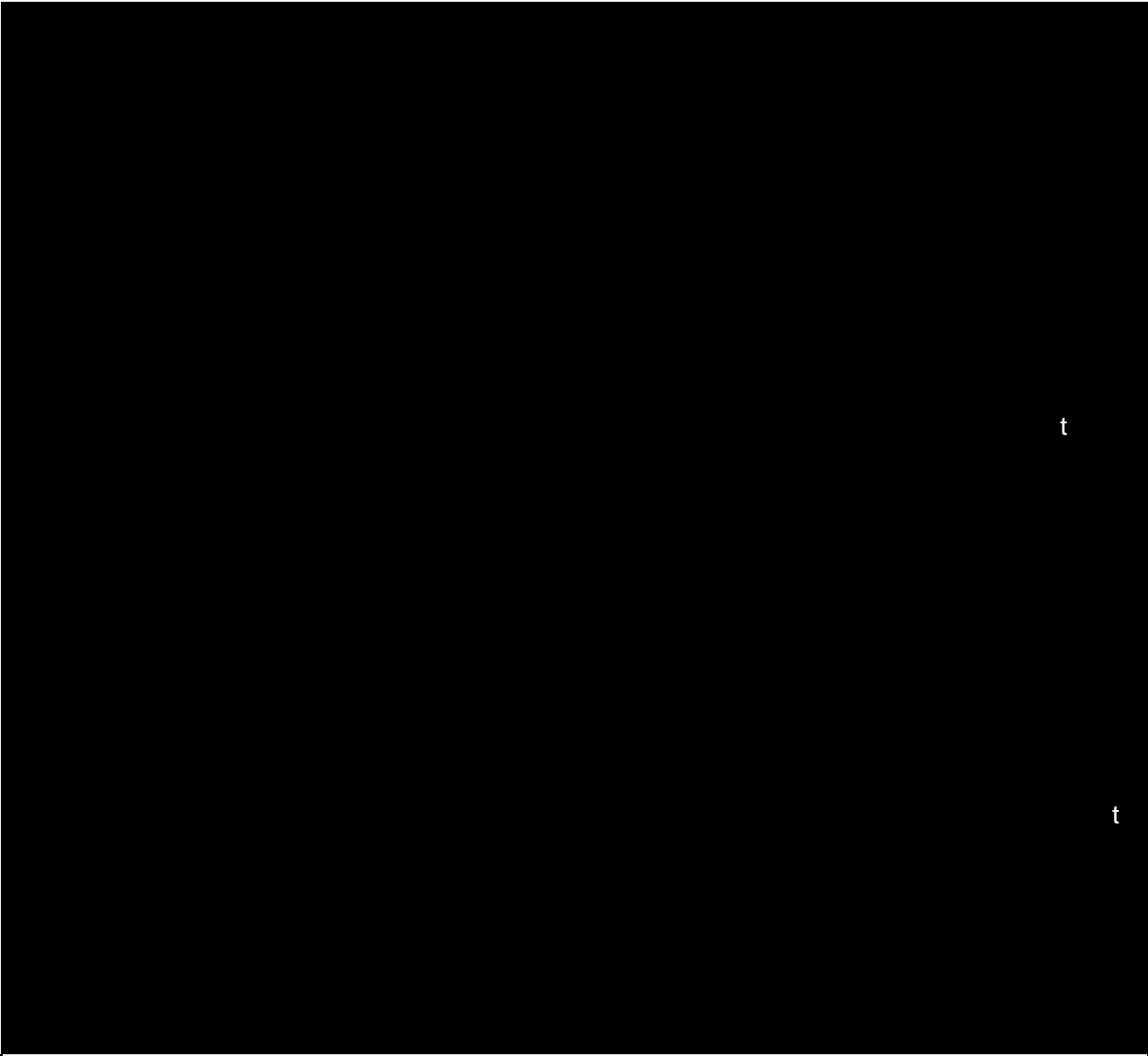


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6.	6.1	<b><u>Considerations for Consultancy Appointment – SFRS/PS Collaboration/Efficiency Outline Business Case</u></b> <b>JG</b> noted this paper was produced collaboratively between SFRS and PSoS and thanked J Thomson for hosting a workshop at SFRS Headquarters, Cambuslang. <b>JG</b> gave a brief overview of the Considerations for Consultancy Appointment – SFRS/PSoS Collaboration/Efficiency Outline Business Case. <b>JG</b> advised that subject to RCG approval today, it was proposed to start a tender end of June/beginning of July 2023.	James Gray (PSoS)		
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	6.6	KD thanked the teams in both SFRS and PSoS who have made a complex issue relatively straight forward.	
7.	<ul style="list-style-type: none"> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> </ul>	[REDACTED]	[REDACTED]
8.	<ul style="list-style-type: none"> <li>■ [REDACTED]</li> </ul>	[REDACTED]	[REDACTED]
9.	9.1	<p><u>AOCB</u></p> <p>Not Any Other Competent Business to note.</p> <p style="text-align: right;">Meeting closed at 1505 hours.</p>	Chair





# Blue Light Collaboration

Considerations for Consultancy appointment

SFRS/ PS collaboration/efficiency OBC

# Reform Collaboration Group

**Strategic Intent:** *Through stronger collaboration we will improve our service for the people of Scotland to keep them safe.*

## Strategic Priorities:

*strategic change*

*corporate sharing*

*innovation*

*prevention*

## Delivery approach:

*Four tracks, each running concurrently\**

*\*Specific timelines and governance to be agreed.*

1

### Internal service improvements

- Focus on each public body continuing to drive forward improvements in their own services.
- Includes sharing learning from the work and the experience of other bodies.

2

### Collaborative review of corporate support functions

- Review of options to share corporate support services. Initially focused on SFRS / PS.
- Examples of services include: finance, payroll, HR, estates, fleet, etc.
- Options appraisal / business case development supported by professional services.

3

### Collaborative review of service delivery & prevention

- Review of options to share operational services between SFRS, PS and SAS.
- Examples of services including: contact centres and a public health approach to prevention.

4

### Wider public sector collaboration

- Exploration of opportunities to collaborate and learning from wider public sector partners.
- Includes exploring opportunities across for example health and local government bodies.

# Purpose of the Contract

## Requirement Overview:

Deliver an outlined business case (OBC) to achieve a streamlined, effective and efficient Corporate Services running at the optimum cost, with no impact on service delivery and delivered at the earliest appropriate time.

## Breakdown of Requirements

- A. Background and review existing baselines of SFRS/PS (assets, people, structures, activities);
- B. Financial Position – savings required across organisations;
- C. Consider existing/ongoing efficiency programmes;
- D. Consider further/other options for increased collaboration/efficiency/effectiveness/cost reduction;
- E. Focus on corporate services, not assets;
- F. No detrimental impact on existing operational service delivery;
- G. Limited to Police Scotland and Scottish Fire and Rescue Service;
- H. Outputs to include costs/risks, one-off v recurring savings, issues, ROI, scalability etc.);
- I. Compliant with HM Treasury Green Book guidance;
- J. Generate and appraise key options including those already identified to short list;
- K. Propose methodologies and options for quick delivery of benefits;
- L. Propose key metrics to enable measurement for benefit delivery;
- M. Valuation of costs and benefits for short listed options;
- N. Develop a high level Delivery Plan, Timeline & Approach for moving from 'As Is' to 'To Be';
- O. Must be achievable working within SG current guidelines of no compulsory redundancies.

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# Scope – In vs Out

- **Proposed in scope is Corporate services to deliver the following;**
  - Digital
  - Finance
  - Strategic Procurement
  - Strategy, Planning & Reporting
  - People
  - Fleet services
  - Estate services
  - Training, Development, Learning
  - Transformation & Change
  - Driver (Blue Light) Training
  - Contact Centres
- **Proposed out of scope;**
  - Estates assets – Scottish Futures Trust involvement?
  - Fleet assets

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PARTNERS**

# Specification considerations

The specification requires to be developed and will be defined during the tender process. High level considerations as follows;

- A. Access to PS/SFRS people/buildings/IT/information - Resource impact - Level of intrusion required and agreement from both parties
- B. Location of consultant (onsite/ remote)
- C. Project Governance/ Reporting lines and frequency
- D. Timescales key milestones
- E. How many options to be considered by consultant; do we limit?

# Other considerations

## Approvals

- RCG to approve the overall requirement and going to the market with this requirements
- Engagement with Unions

## Pre Market Engagement considerations

- RCG approval required prior to issue of Expression of Interest (EOI)
- Conference calls will be held prior to issue of mini comp to help inform the scope, timelines, process etc.

## Budget/ Pricing Approach:

- Police Scotland will apply for funding via SG and confirm
- Fixed spend level vs fixed price vs rate card – TBC

## UIG

- Joint team to be set up for evaluation and tender development/ approval
- Two from each organisation, names to be confirmed and appropriate time allocated

## Resources

- Both organisations to identify internal resource as SPOC for this contract including collation of background info, access to people and information etc.

## Contract

- Consider form of contract to include access to people/ buildings etc.
- Both organisations to seek Legal advice on their own requirement re collateral warranties/ insurances/ type of contract

# Sourcing Strategy Recommendation

- **Description:** Consultancy Services deliver an outlined business case (OBC) to achieve streamlined, effective and efficient Corporate Services running at the optimum cost, with no impact on service delivery and delivered at the earliest appropriate time.
- **Procurement Approach:** CCS – Management Consultancy Framework 3 (MCF3) – RM1687
- **Proposed lot:** Lot 1 – Business
- **Number of Suppliers on lot:** 79
- **Service Filter and Expression of Interest (EOI) and Conference Call Service Filter Process** will be used to produce a shortlist of capable suppliers. An EOI will then be issued including a summary of: scope, scale, timescales, grades, payment terms, capacity and/or budget to gauge supplier interest. Suppliers can deselect themselves at this stage. Those positive EOI respondents will be invited to a conference call to discuss further, help inform our process and ask questions for clarification before the formal ITT stage.
- **Further competition process –**
  - Write and publish your bid-pack for suppliers, who can then submit their responses to your requirements and complete any other evaluation tasks set by you
  - You will need a clear set of criteria that suppliers will need to meet and be evaluated against.
  - You will need to include how you will score their responses.
- **Contract:** Does there need to be liability from the consultant to SFRS if PS have contracted directly with consultant (collateral warranty) or a tri-partite contract?
- **Pricing Approach:** Fixed vs rates based
- **Award Criteria:** TBC
- **Contract Value/Budget:** TBC
- **Contract Duration:** TBC

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# Procurement Timeline (to be re-baselined)

Step	Activity	Indicative Timeline	Action Owner	Indicative Timeline	
1	Approval from RCG with this approach	1 day	BLCB	17/05/23	
2	Draft EOI	1 week	BLCB	TBC – dates will be confirmed once approval has been given to proceed	BLCB to work in the background to develop
3	Issue EOI to suppliers on Framework	2 weeks	PS Procurement		
4	Pre Market engagement meetings	1 week	BLCB	June	
5	Tender documents prepared <i>(Sourcing Strategy, background, scope &amp; docs)</i>	3 weeks	BLCB PS Procurement		scope, requirements, background
6	BLCB/ RCG approve going to tender	1 week	BLCB		
7	Tender issued	1 day	PS Procurement	July	
8	Bidders prepare submissions <i>(propose min 3 weeks to reduce risk of zero returns or</i>	3 weeks	Bidders		
9	Bids evaluated	1 week	PS Procurement/ Evaluation Panel (PS/		
10	SOC Vetting	1 week	PS Procurement	August	
11	BLCB/RCG Agree approve bidder	1 week	BLCB		
12	Contract approval <i>Governance may add to this timeline – (RCG/SPA/SG)</i>	1 week	PS procurement		PS can prioritise internal governance, but needs two ministers to approve.
13	Issue award letter	1 day	PS procurement		
14	NPPV Level 2 Vetting of staff	Up to 12 weeks	PS	September	PS can prioritise to minimise impact
15	Contract start date	1 day	PS Procurement	October 2023	
16	Contract Period ( TBC est. 16-18 weeks )	16-18 Weeks	PS/ SFRS/ Bidder		
17	RCG consider Outline Business Case & Next Steps		BLCB		



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## Reform Collaboration Group papers and minutes: 11/4/2023

REFORM COLLABORATION GROUP (RCG) 11 April 2023

RCG Members in Attendance	
Kirsty Darwent (KD) – Chair	Chair of the Board, Scottish Fire and Rescue Service
Liz Barnes (LB)	Interim Deputy Chief Officer, Corporate Services – Scottish Fire and Rescue Service (SFRS)
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communication - Scottish Fire and Rescue Service
Tom Steele (TS)	Board Chair - Scottish Ambulance Service (SAS)
Julie Carter (JC)	Director of Finance, Strategy and Logistics, Scottish Ambulance Service
Martyn Evans (ME)	Chair, Scottish Police Authority (SPA)
David Page (DP)	Deputy Chief Officer, Police Service of Scotland (PSoS)
Others In Attendance	
John McNellis (JMcN)	Head of Finance, Audit and Risk, Scottish Police Authority
[redacted]	Collaboration Officer, Scottish Fire and Rescue Service
Observers	
[redacted]	Head of Strategy, Collaboration and Operations, Scottish Government
[redacted]	Senior Sponsorship Manager, Health and Social Care, Scottish Government
Apologies	
Ross Haggart	Chief Officer, Scottish Fire and Rescue Service
Pauline Howie	Chief Executive, Scottish Ambulance Service
Lynn Brown	Chief Executive, Scottish Police Authority

**OFFICIAL: SFRS AND PARTNERS**

Gary Ritchie	Assistant Chief Constable Partnership, Prevention & Community Wellbeing, Police Service of Scotland
[redacted]	Collaboration Transformation Manager, Police Service of Scotland

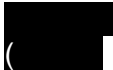
**OFFICIAL: SFRS AND PARTNERS**

Item	No.	Items discussed	Presented by	Decision/Action	To be actioned by
1.	1.1	<p><b><u>Welcome and Opening Remarks</u></b></p> <p>KD welcomed all members and guests.</p>	Chair		
2.	2.1	<p><b><u>Minutes of Previous Meeting from 17 November 2022</u></b></p> <p>Minutes approved with no amendments.</p> <p align="center">Decision at 2.1 previous minutes approved.</p>	Chair	Chair	
3.	3.2	<p>[REDACTED]</p> <p>c. 8 March 2023 – Procurement Brief and Single Shared Services Timeline</p> <p>[REDACTED]</p> <p><b>DP</b> referred to the Procurement Brief and Single Shared Services Timeline and advised the timeline has been agreed and that it will be an open procurement which will take eight to ten weeks. DP confirmed RH had advised he was content with PSoS leading this procurement with SFRS involvement. This will be further discussed under agenda Item 5.</p>	[REDACTED]		
4.		<p>[REDACTED]</p> <p>[REDACTED]</p>	[REDACTED]		
			[REDACTED]		

5.



Sharing Services - Outline Business Case



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	5.1			
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5.2	<p><b>LB</b> asked if there had been any discussions around the mechanics in terms of separate legal entity, transfers or terms and conditions. <b>MMcA</b> advised there had been little discussion around this and those groups that did discuss recognised that this was another added layer of complexity. <b>MMcA</b> stated that NDPB was not an option due to a letter received from the Cabinet Secretary. <b>LB</b> advised it would be worth asking the Consultants to have a look at the merits of what the RCG does. <b>KD</b> commented that creating a new body with legislations might not be an option but this can be looked at through the scoping. <b>MMcA</b> advised that the sharing option between the services is suitable but to go out to third parties can fall foul of competition laws and an NDPB gives you the protection from this but the Police and Fire Reform (Scotland) Act 2012 would require to be revisited.</p>			
5.3	<p><b>KD</b> gave a clear suggestion for the Sharing of Services aspect that it is intended to deliver cost savings by working more collaboratively which includes back office functions and should be scoped as part of our business case. <b>KD</b> referred to the RCG Work Programme Report, RCG Workshop Outputs 3.2.2 table and suggested the first section of the table becomes the work streams around Strategic Change, Innovation and Prevention and this could also include Local Authority's and SAS. The section of Corporate sharing becomes a heading of Sharing of Services and involves PSoS and Health with SAS being interested but not involved. <b>LB</b> suggested focusing on SFRS/PSoS first and once the framework works well invite other services later. <b>KD</b> stated Track 1 could look at Control Rooms, response models and wider collaboration. Track 2 would be how do we get a scale of cost savings out of sharing back room functions at a significant level through the business case.</p>			
5.4	<p><b>ME</b> said the strategic intention is to seek the greatest amount of co-operation with similar bodies and it should be citizen focused, not cost focused. <b>DP</b> suggested going to the consultants with what the RCG think are the options and ask what they advise.</p>			
5.5	<p><b>KD</b> supported the suggestion by <b>ME</b> that the RCG needs a Strategic Intent Statement that clearly states what reform collaboration is all about. The Tracks within this will be, Track 1 - Corporate Sharing of Services business case which requires to commence. Track 2 is all other reform work streams already going on plus the list in the table at 3.2.2 which requires to be aligned to be put into a programme to take them forward. There also needs to be a relationship between Track 1 and Track 2. <b>ME</b> agreed with Strategic Intent in three tracks and Track 3 should be Internal Efficiencies.</p>			
5.6	<p><b>KD</b> advised two papers are required, one Strategic Intent paper with the narrative of what RCG are doing and outlining the RCG's approach, including the three track approach. The business case will</p>			

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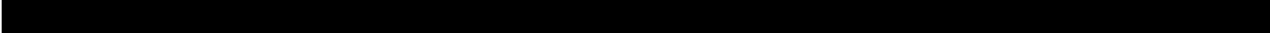


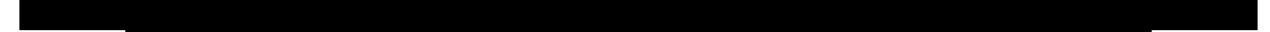



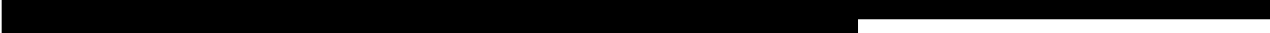


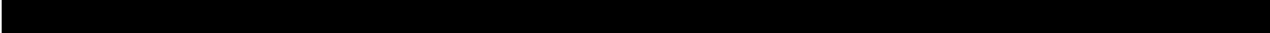





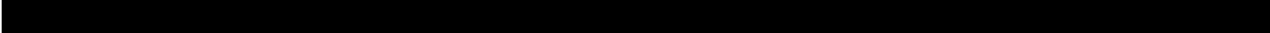
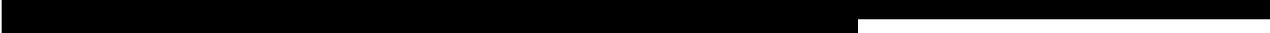

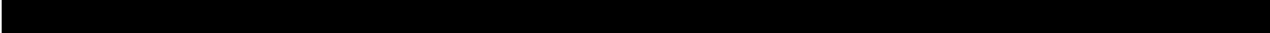


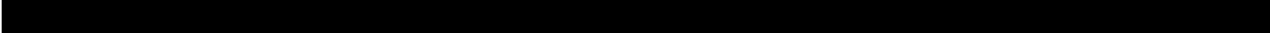

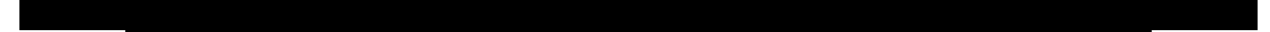

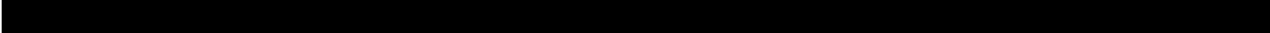


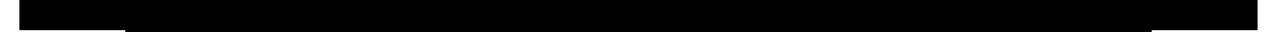


		<p>form an appendix to this document. The second paper to include the programme management approach. The Strategic Intent document will need to be discussed at the three Organisational Boards. The business case will need to be approved by the SFRS Board but not the Board of the SPA due to different governance arrangements. After this we can go into the procurement process. <b>MMcA</b> and <b>JMcN</b> to develop the Strategic Intent document.</p> <p>Action at 5.6 MMcA and JMcN to develop the Strategic Intent document and bring back to the RCG.</p> <p>Decision at 5.6 The RCG agreed to develop a Strategic Intent document.</p> <p>5.7 [REDACTED]</p> <p>5.8 <b>KD</b> and <b>DP</b> agreed it would be helpful to bring back the draft specification document for procurement that will be going to the Consultants to the 17 May 2023 RCG meeting. The expectation is that the Government will pay for the Consultancy. <b>TS</b> and <b>ME</b> agreed a carefully worded expectations document to the Consultants would be beneficial to ensure the RCG receive a precise document on what RCG can do or not do and what the transition transformation costs are.</p> <p>Action at 5.8 DP to develop for the RCG meeting in May a draft specification document for procurement that will be sent to the Consultants.</p> <p>5.9 <b>DP</b> advised that PSoS have not yet spoken with the Representative Bodies. The RCG agreed the conversations/approach with the Unions should ideally include the Police and Fire Unions, two Chairs, Chief Constable and Chief Officer in the room together so they all receive one message. <b>ME</b> mentioned there would be a timing issue with Strategic Intent going to the Boards, what stage do we talk with the Unions? <b>KD</b> advised that if the Boards don't synchronise a Special Board meeting could take place.</p> <p>5.10 [REDACTED]</p>		<p>M McAteer &amp; John McNellis</p> <p>Chair</p> <p>D Page</p>	<p>May 2023</p> <p>May 2023</p>
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[REDACTED]





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6.	5.12	                     	 		
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7.		<p>[REDACTED]</p> <p>7.1 [REDACTED]</p> <p>7.2 [REDACTED]</p> <p>[REDACTED]</p> <p>7.3 [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>7.4 [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	[REDACTED]	[REDACTED]	[REDACTED]
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8.	8.1	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
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10.	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]



11.		[REDACTED]
		[REDACTED]
12.		[REDACTED]
		[REDACTED]

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## Email exchange re following 22/3 ministerial meeting

**From:** Darwent, Kirsty <Kirsty.Darwent@firescotland.gov.uk>  
**Sent:** Wednesday, March 29, 2023 5:46 PM  
**To:** Mo Rooney <Maureen.Rooney@gov.scot>  
**Cc:** Donald McGillivray <Donald.McGillivray@gov.scot>; [REDACTED]@gov.scot>  
**Subject:** Re: Reform etc

Thanks Mo and colleagues,  
**[redacted]**  
Apologies for this landing this as you are about to go on leave - and we will await your suggestions for next steps  
Kind regards  
Kirsty

Chair  
The Scottish Fire and Rescue Service

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**From:** [Maureen.Rooney@gov.scot](mailto:Maureen.Rooney@gov.scot) <[Maureen.Rooney@gov.scot](mailto:Maureen.Rooney@gov.scot)>  
**Sent:** Wednesday, March 29, 2023 5:30 pm  
**To:** Darwent, Kirsty <[Kirsty.Darwent@firescotland.gov.uk](mailto:Kirsty.Darwent@firescotland.gov.uk)>  
**Cc:** [Donald.McGillivray@gov.scot](mailto:Donald.McGillivray@gov.scot) <[Donald.McGillivray@gov.scot](mailto:Donald.McGillivray@gov.scot)>; [REDACTED]@gov.scot>  
**Subject:** RE: Reform etc

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Kirsty,

Thanks for this and for our conversations today and yesterday.

I agree that it's important that there is a shared understanding as a starting point for this work.

You'll see that the team ([redacted] and [redacted]) [redacted] This should be helpful.

For completeness, Don and [redacted] will want to be aware that the timeline for completion of the business case was assessed by the Blue Light Collaboration Board as September; the expectation of Cab Sec re June therefore came as a surprise.

On the next steps you proposed in your email, I'm conscious that I am out of commission from today and would be keen to take Don's views. Given Cabinet/Ministerial appointments are currently in progress, I have copied this email to both [redacted] and Don to allow [redacted] to pick up with Don in my absence and come back to you in early course.

Mo.

**Mo Rooney** (she/her)  
Deputy Director, Safer Communities Division  
Scottish Government  
[redacted]

I am contactable by email, on my mobile, and on Teams.

**From:** Darwent, Kirsty <[Kirsty.Darwent@firescotland.gov.uk](mailto:Kirsty.Darwent@firescotland.gov.uk)>  
**Sent:** 29 March 2023 16:27  
**To:** Rooney M (Maureen) <[Maureen.Rooney@gov.scot](mailto:Maureen.Rooney@gov.scot)>  
**Subject:** Reform etc

Hi Mo,  
I have been reflecting on our earlier conversation and giving Ross and Fiona Thorburn (Dep) a bit of an update on our discussions, in advance of a session of the RCG/Blue Light collaboration being tabled at a private session of our Board tomorrow.

[redacted]

I think it would be helpful to call a meeting with Chairs and Chiefs of SFRS, PS and the SPA, and probably SAS, with supporting senior people from the sponsor teams to get a shared understanding we can all buy into.

Open as always to your views  
Kirsty

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Email from Police Scotland ahead of 22/3 ministerial meeting

**From:** Page, David <David.Page@scotland.police.uk>  
**Sent:** 14 March 2023 09:19  
**To:** John Somers <John.Somers@gov.scot>; [redacted]@gov.scot>  
**Cc:** Page, David <David.Page@scotland.police.uk>  
**Subject:** Blue Light Collaboration - Single Shared Services UPDATE [OFFICIAL]

**OFFICIAL**

John/[redacted]

You'd asked to be updated pre the meeting next week with the Cab Sec on the above. So a couple of documents attached for information:

**230310 Procurement brief** – this is an overview document that was considered at the BLCB last Wednesday – it provides a procurement timeline and overall timeline for securing independent support to build a Business case and an indicative long term timeline. Effectively a Business Case based options appraisal.

[redacted]

**(14 March) E Mail Exchange - Procurement Paper & High Level Timeline** – (contains an email from Ross and my response) - I received an email this morning from Ross advising that the SFRS Board want to consider this strategic issue further before anything else is done. I've written back to Ross advising we've put the RFI on hold until the SFRS Board determine what/how they want to take this forward.

[redacted]

For your info –happy to discuss as required.

Regards  
David

David Page  
Deputy Chief Officer (Corporate Support)  
✉ Police Scotland, Tulliallan Castle, Alloa, FK10 4BE  
📞 [redacted] (External)  
📧 [david.page@scotland.pnn.police.uk](mailto:david.page@scotland.pnn.police.uk)

Website: [www.scotland.police.uk](http://www.scotland.police.uk)  
Twitter: [www.twitter.com/policescotland](https://www.twitter.com/policescotland)  
Facebook: [www.facebook.com/policescotland](https://www.facebook.com/policescotland)

**Briefing Note for the Blue Light Collaboration Board (BLCB)**  
**SFRS / PS Single Shared Services**

Below is an explanation of the procurement process to secure Consultancy Support to provide an independent view as to the opportunities of developing a single shared

services support model for SFRS/PS. Additionally an indicative timeline is also provided for delivery of a single shared services model

**SECTION One – The Procurement Process for developing an independent OBC**

**SECTION Two – Provides an indicative timeline for the entire programme to deliver a Single Shared service operating model**

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**SECTION One (Prepared by [redacted], Head of Strategic Procurement PS)**

1. An overview is provided below of the Procurement Process to engage Consultancy Support to create an Initial Outline Business Case to identify the shared services opportunities that exist between SFRS and PSoS.

**2. Scope of requirement**

- a. Review existing baselines of SFRS/PS (assets, people, structures, activities);
- b. Propose an optimal model for governance and ensuring equitable delivery of services across both organisations;
- c. Scope to include all existing BLCB work streams as follows:
  - i. Digital
  - ii. Finance
  - iii. Fleet
  - iv. Estate
  - v. Strategic Procurement
  - vi. Strategy, Planning & Reporting
  - vii. People
  - viii. Training, Development, Learning
  - ix. Transformation & Change
  - x. Driver (Blue Light) Training
  - xi. Contact Centres
- d. A high level Outline Business Case (details to include; costs/risks, one-off v recurring savings, issues, ROI etc.);
- e. A Shared Services Target Operating Model for SFRS/PS consideration;
- f. Develop a high level Delivery Plan, Timeline & Approach for moving from 'As Is' to 'To Be' ;
- g. Provide an estimation of Implementation Timeline;
- h. Propose methodologies and options for quick delivery of benefits;
- i. Propose key metrics to enable measurement for benefit delivery
- j. On delivering a shared services model for SFRS/PS – how scalable the model may be into other Justice/non Justice Partners;
- k. Must be achievable working within SG current guidelines of no compulsory redundancies.

**3. Procurement Process Proposal**

Early engagement would be proposed, prior to formally tendering, via a Request for Information/Expression of Interest RFI/EOI process allowable via the CCS MCF3 framework.



This would not lead to a formal proposal but more a consultative process to seek feedback on scope and budget whilst confirming availability/interest of suppliers within the framework.

Under the framework PS Procurement would prepare an outline of requirements (using above scope) and circulate it to all capable consultants for feedback (RFI) and to ask who is capable and has capacity to bid (EOI). There are two main benefits to this

- This can be used to gauge interest. PS Procurement using standard methodology would then be able to reduce the number invited to tender for any subsequent mini comp on those who responded to the EOI.
- The RFI can ask for general or specific feedback, or ask specific questions. We could seek feedback on the clarity of the scope, additional areas that could be included, as well as test our budget assumptions/suggested range for the scope covered.

**Approximate timescales (~ 3-4 months)**

**Phase 1 – Request for Information (RFI) – (~1 month)**

Step	Activity	Indicative Timeline	Action Owner	STATUS
1	Request for Procurement Action Form submitted by DCO on behalf of the BLCB		JG	Complete
2	Prepare the Sourcing Strategy and RFI/EOI documents	1 week	CFO and PS Procurement	In progress
3	Issue to appropriate consultants on the lot giving them 2 weeks to respond	1 day	PS Procurement	w/c 13/3/23
4	Bidders prepare submissions	2 weeks	Bidders	
5	Potential to set up follow up structured meetings in person if face to face discussion were required.	As required	PS Procurement	TBA
5	Procurement review submissions	1 week	PS Procurement	w/c 27/3/23
8	Output – short listed bidders (costs and timeline) for BLCB review		PS Procurement	31/3/23

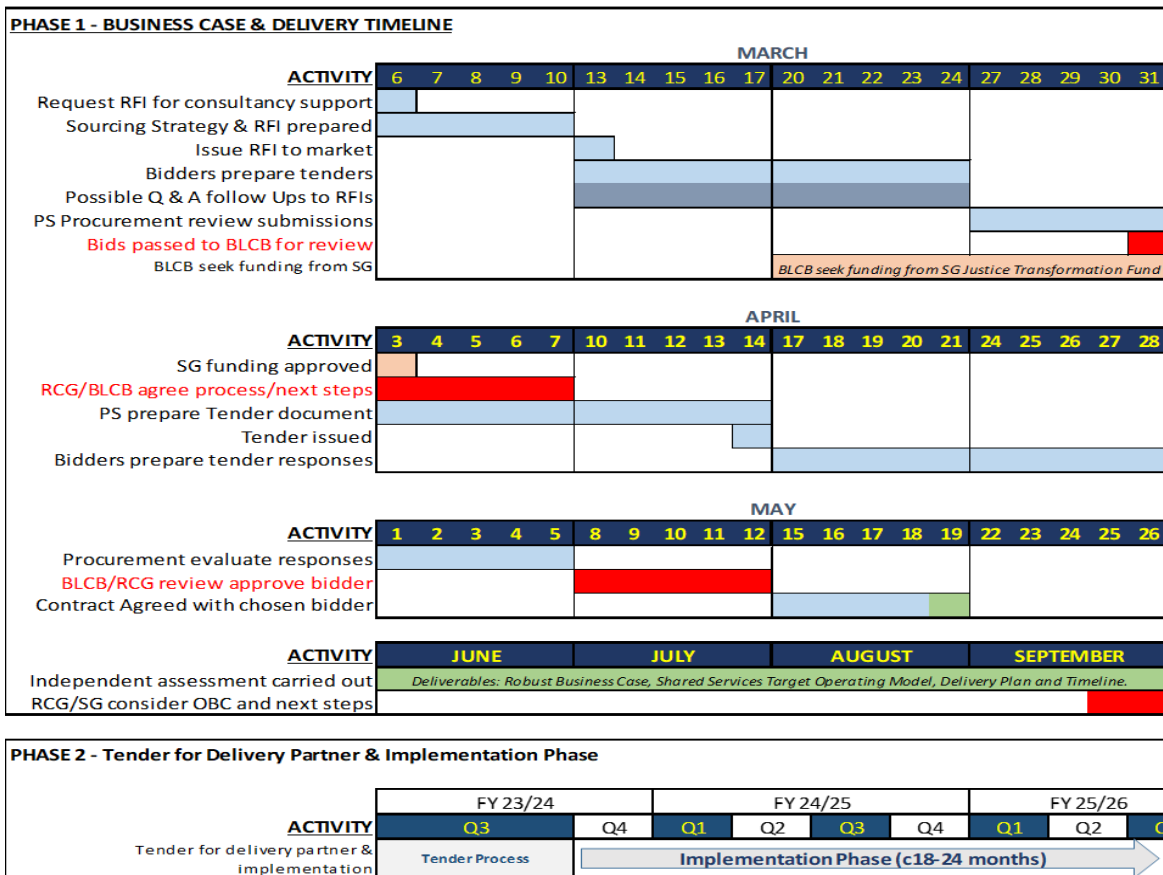
BLCB will seek funding from SG for the use of consultancy service as the contractual stage would only be reached after 1 April 2023 therefore into FY 23/34.

**Phase 2 – Run tender for Consultancy Support (~6-10 weeks)**

Step	Activity	Indicative Timeline	Action Owner	Indicative Timeline
1	BLCB/RCG approve going to tender	1 week	BLCB	3-7 April
2	Tender documents prepared	2 weeks	PS Procurement	3-14 April
3	Tender issued	1 day	PS Procurement	14 April
4	Bidders prepare submissions	2 weeks	Bidders	17-28 April
5	Bids evaluated	1 week	PS Procurement	1-5 May
6	BLCB/RCG Agree approve bidder	1 week	BLCB	8-12 May
7	Bidder contracted	1 week	PS procurement	15-19 May
8	Contract runs 18-20 weeks	18-20 Weeks	Bidder	Mid Sep
9	RCG consider Outline Business Case & Next Steps			

**SECTION Two** – Provides an indicative timeline for the entire programme to deliver a Single Shared service operating model

INDICATIVE TIMELINE - SFRS/PS SHARED SERVICES PROGRAMME



David Page  
 Deputy Chief Officer, Corporate Support  
 Police Scotland  
 10 March 2023

**From:** Page, David <David.Page@scotland.police.uk>  
**Sent:** 14 March 2023 08:36  
**To:** Haggart, Ross <Ross.Haggart@firescotland.gov.uk>  
**Subject:** RE: Procurement Paper & High Level Timeline [OFFICIAL]

**OFFICIAL**

Good Morning Ross

Fully understand we'll put the RFI on hold until SFRS Board have had an opportunity to discuss.

Kind Regards  
David

**From:** Haggart, Ross [<mailto:Ross.Haggart@firescotland.gov.uk>]  
**Sent:** 14 March 2023 06:31  
**To:** Page, David <[David.Page@scotland.police.uk](mailto:David.Page@scotland.police.uk)>  
**Subject:** RE: Procurement Paper & High Level Timeline [OFFICIAL]

David,

Thanks for sharing this updated document with the phase two timeline added.

As you'll be aware, our governance arrangements are significantly different to Police Scotland's, with our Board being part of the SFRS as opposed to a separate legal entity. As such, and as we have briefly discussed previously, our Board is required to approve major strategic changes to the SFRS, which a *potential* shared services arrangement of this magnitude would undoubtedly entail.

I therefore took the opportunity to share the original proposal you circulated last week with Board Members at a pre-planned Strategy session yesterday. As you'll appreciate this generated a fair amount of discussion during the session, and essentially the Board will require some time to consider this matter further before we're in a position to progress anything in relation to this.

I'm heading to Birmingham for a couple of days of National Fire Chiefs Council meetings, but will pick this matter up with Kirsty our Chair later in the week/early next week and get back to you more substantively then.

Thanks again for the work you and your team have done on this to date, and speak soon.

With kind regards,  
Ross

**From:** Page, David <[David.Page@scotland.police.uk](mailto:David.Page@scotland.police.uk)>  
**Sent:** 10 March 2023 11:33  
**To:** Deputy Chief Officer <[DeputyChiefOfficer@scotland.police.uk](mailto:DeputyChiefOfficer@scotland.police.uk)>; Julie Carter (SAS) <[Julie.Carter2@nhs.scot](mailto:Julie.Carter2@nhs.scot)>; PPCW Public Health Collaboration <[PPCWPublicHealthCollaboration@scotland.police.uk](mailto:PPCWPublicHealthCollaboration@scotland.police.uk)>; Haggart, Ross <[Ross.Haggart@firescotland.gov.uk](mailto:Ross.Haggart@firescotland.gov.uk)>  
**Cc:** [redacted]; [redacted]; Chief Financial Officer <[ChiefFinancialOfficer@scotland.police.uk](mailto:ChiefFinancialOfficer@scotland.police.uk)>; [redacted]; Gray, James-4 <[James.Gray4@scotland.police.uk](mailto:James.Gray4@scotland.police.uk)>; Page, David <[David.Page@scotland.police.uk](mailto:David.Page@scotland.police.uk)>  
**Subject:** RE: Procurement Paper & High Level Timeline [OFFICIAL]

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**OFFICIAL**

Ross/Julie

James and I have had some further discussions with our Head of Strategic Procurement and we have built out the original timeline in the first version of the procurement document to build in a specific **Phase 2** procurement exercise to allow us to run a second open procurement to choose a delivery partner for the implementation Phase. **See attached Version 2 of the document**

This would just keep our options open and give us more choices and flexibility around who we would want to be the delivery partner if the decision is to pursue the single shared services model after the business case is considered.

Regards  
David

**From:** Deputy Chief Officer  
**Sent:** 08 March 2023 18:26  
**To:** Julie Carter (SAS) <[Julie.Carter2@nhs.scot](mailto:Julie.Carter2@nhs.scot)>; PPCW Public Health Collaboration <[PPCWPublicHealthCollaboration@scotland.police.uk](mailto:PPCWPublicHealthCollaboration@scotland.police.uk)>; 'Ross.Haggart@firescotland.gov.uk' <[Ross.Haggart@firescotland.gov.uk](mailto:Ross.Haggart@firescotland.gov.uk)>  
**Cc:** Deputy Chief Officer <[DeputyChiefOfficer@scotland.police.uk](mailto:DeputyChiefOfficer@scotland.police.uk)>; [redacted]; [redacted]; Chief Financial Officer <[ChiefFinancialOfficer@scotland.police.uk](mailto:ChiefFinancialOfficer@scotland.police.uk)>; [redacted]; Page, David <[David.Page@scotland.police.uk](mailto:David.Page@scotland.police.uk)>  
**Subject:** RE: Procurement Paper & High Level Timeline [OFFICIAL]

**OFFICIAL**

Ross/Julie

The summary paper on the Procurement Approach and high level timeline summary. Please let me have any comments.

Thanks  
David

**From:** Julie Carter (SAS) [<mailto:Julie.Carter2@nhs.scot>]  
**Sent:** 08 March 2023 17:51  
**To:** PPCW Public Health Collaboration  
<[PPCWPublicHealthCollaboration@scotland.police.uk](mailto:PPCWPublicHealthCollaboration@scotland.police.uk)>;  
'Ross.Haggart@firescotland.gov.uk' <[Ross.Haggart@firescotland.gov.uk](mailto:Ross.Haggart@firescotland.gov.uk)>  
**Cc:** Deputy Chief Officer <[DeputyChiefOfficer@scotland.police.uk](mailto:DeputyChiefOfficer@scotland.police.uk)>; [redacted];  
[redacted];  
**Subject:** RE: BLCB Minutes - 16/02/2023 - For review

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Good minutes [redacted]. Just a couple of addons from myself.

Thanks

Julie

**From:** PPCW Public Health Collaboration  
<[PPCWPublicHealthCollaboration@scotland.police.uk](mailto:PPCWPublicHealthCollaboration@scotland.police.uk)>  
**Sent:** 08 March 2023 11:03  
**To:** 'Ross.Haggart@firescotland.gov.uk' <[Ross.Haggart@firescotland.gov.uk](mailto:Ross.Haggart@firescotland.gov.uk)>; Julie Carter (SAS) <[Julie.Carter2@nhs.scot](mailto:Julie.Carter2@nhs.scot)>  
**Cc:** Deputy Chief Officer <[DeputyChiefOfficer@scotland.police.uk](mailto:DeputyChiefOfficer@scotland.police.uk)>; [redacted];  
[redacted]; PPCW Public Health Collaboration  
<[PPCWPublicHealthCollaboration@scotland.police.uk](mailto:PPCWPublicHealthCollaboration@scotland.police.uk)>  
**Subject:** BLCB Minutes - 16/02/2023 - For review

Good Morning,

Please find attached minutes from the BLCB meeting on 16<sup>th</sup> February 2023.

It is hoped these minutes can be agreed at the BLCB catch up meeting later today (1615hrs).

Should you require any amendments to be made, please contact  
[PPCWPublicHealthCollaboration@scotland.police.uk](mailto:PPCWPublicHealthCollaboration@scotland.police.uk).

Many thanks  
[redacted]

[redacted]

Strategic Public Health Collaboration Unit

Partnerships, Prevention & Community Wellbeing  
Tel: Working from home

Email: [redacted]

Team Email: [PPCWPublicHealthCollaboration@scotland.police.uk](mailto:PPCWPublicHealthCollaboration@scotland.police.uk)

Website: <http://www.scotland.police.uk/>

Twitter: [@policescotland](https://twitter.com/policescotland)

Facebook: [www.facebook.com/policescotland](https://www.facebook.com/policescotland)

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## Letter from Cabinet Secretary for Justice and Veterans re Blue Light Collaboration

**From:** [REDACTED]@gov.scot> **On Behalf Of** zzzCabinet Secretary for Justice and Veterans 2021-2023

**Sent:** Monday, February 13, 2023 4:41 PM

**To:** CC.Office@scotland.police.uk; SPAChairOffice@spa.police.uk;  
Lynn.Brown@spa.pnn.police.uk; kirsty.darwent@firescotland.gov.uk;  
ross.haggart@firescotland.gov.uk

**Cc:** zzzCabinet Secretary for Justice and Veterans 2021-2023

<zzzzCabSecJV@gov.scot>; zzzMinister for Community Safety 2022-2023

<zzzzMinisterforCS@gov.scot>; Tom.steele@nhs.scot; Pauline.howie@nhs.scot

**Subject:** Correspondence from Cabinet Secretary for Justice and Veterans - Blue Light Collaboration - 13 February 2023

Good Afternoon

Please find attached correspondence from the Cabinet Secretary for Justice and Veterans regarding next steps for blue light collaboration.

I will be in touch shortly to arrange a joint meeting.

Kind regards

[redacted]

Scottish Government | St Andrews's House, Regent Road, Edinburgh, EH1 3DG |  
Tel: [redacted] | Mob: [redacted] | Email: [cabsecjv@gov.scot](mailto:cabsecjv@gov.scot)

**Letter embedded within above email:**

13 February 2023

Dear Justice Partners

You will be well aware of the current financial climate in Scotland and the constraints being put upon the Scottish Government in terms of its spending. While a settlement for 2023/24 was reached that ensures additional resource for the justice budget, it is clear that further efficiencies and savings are still required to ensure Scotland has financially

sustainable, person centred public services in place with the aim of progressing greater preventative intervention across portfolios.

You will also be aware that the sharing of blue light services, including contact centres, people, corporate services, estates and other resources has been highlighted as one of the ways in which savings could potentially be achieved. We also discussed the need for further collaboration between blue light services as part of meetings on budget allocations and their implications in the lead up to the publication of the draft budget in December.

I would therefore like to invite you to a meeting to discuss these matters in greater detail alongside the Minister for Community Safety and senior Scottish Government officials in the coming weeks. My Private Office will be in touch shortly with possible dates.

In the meantime, to ensure we continue to progress this work effectively and expeditiously, I would be grateful if you could consider putting together a joint scoping exercise from Police Scotland and the Scottish Fire and Rescue Service, ideally in the form of a robust business case provided within the context of how the proposals would fit with the current commitment to no compulsory redundancies. As well as being clear on the scope of what has been or is being considered in terms of a programme of collaborative work, it ought to include: an outline of which services are already being shared; where there is currently collaboration; what could be shared in the future; and what could not, with reasoning provided to explain why not.

Furthermore, I would expect a business case to include an outline of any other potential partners in the justice sector and beyond that could be aligned with this work and an outline of what discussions have already been undertaken in this regard. This letter has been copied to the Scottish Ambulance Service (SAS) on the understanding that they will remain close to this work, continuing to engage proactively where there are opportunities for collaboration beyond shared services.

A risks and benefits analysis would be optimal, along with a timeline for delivery; robust details of all savings; how they will be achieved, by when; and any costs associated with change (should they be one off, recurring and across how many financial years). Identification of any savings already achieved (both cashable and efficiency savings), via existing collaborations would also be helpful, as would any known spend to save initiatives.

There are several other things to keep in mind as this work moves forward. Firstly, proposals must be in line with the Scottish Public Finance Manual (SPFM) and seek best value at all times. Secondly, this business case cannot include the creation of an additional Non Departmental Public Body (NDPB) to ensure no further expansion of the Scottish public sector.

In terms of a timescale for the delivery of the business case, I am very keen that this is prioritised and would hope to see proposals by the end of April, although please consider and revert to me at the meeting if you do not think this is achievable.

I am aware of the work of the Reform Collaboration Group (RCG) and its subsidiary the Reform Collaboration Officers Group (RCOG) which I feel provides an existing governance structure to allow PS and SFRS to take forward activity that fosters continued collaboration, partnership and reform.

I welcome the recent decision of the RCG to allow policy officials from the Scottish Government to observe these meetings which I am sure will bring mutual benefits. The collaborative workshop due to take place in March and the subsequent RCG meetings scheduled for April and throughout 2023 and 2024 will be crucial in maintaining good momentum.

I hope you agree that the value of the early discussion I have proposed will set the agenda very clearly. I look forward to discussing this with you at the earliest possible mutually convenient opportunity.

**KEITH BROWN**

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## Email exchange re Reform Collaboration Group

**From:** Darwent, Kirsty <[Kirsty.Darwent@firescotland.gov.uk](mailto:Kirsty.Darwent@firescotland.gov.uk)>  
**Sent:** Tuesday, January 31, 2023 6:33 PM  
**To:** [REDACTED]@gov.scot>  
**Cc:** Haggart, Ross <[ross.haggart@firescotland.gov.uk](mailto:ross.haggart@firescotland.gov.uk)>; Mo Rooney <[Maureen.Rooney@gov.scot](mailto:Maureen.Rooney@gov.scot)>; [REDACTED]@gov.scot>; [REDACTED]gov.scot>; [REDACTED]gov.scot>; [REDACTED]@gov.scot>; [REDACTED]@gov.scot>; [REDACTED]@firescotland.gov.uk>  
**Subject:** Re: Reform Collaboration Group (RCG) - SG Observers

Dear [redacted]

Apologies for the significant delay in getting back to you with your request for Sponsor policy lead colleagues to attend RCG meetings as observers.

Having received positive responses from blue light colleagues, you are very welcome to attend as observers and we hope that this will bring mutual benefits.

I have copied in our partnership team so we can coordinate sending invitations and papers.  
Kind regards

Kirsty

Chair  
The Scottish Fire and Rescue Service

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**From:** [REDACTED]@gov.scot [REDACTED]@gov.scot>  
**Sent:** Monday, November 21, 2022 2:17 pm  
**To:** Darwent, Kirsty <[Kirsty.Darwent@firescotland.gov.uk](mailto:Kirsty.Darwent@firescotland.gov.uk)>  
**Cc:** Haggart, Ross <[ross.haggart@firescotland.gov.uk](mailto:ross.haggart@firescotland.gov.uk)>; [Maureen.Rooney@gov.scot](mailto:Maureen.Rooney@gov.scot) <[Maureen.Rooney@gov.scot](mailto:Maureen.Rooney@gov.scot)>; [REDACTED]@gov.scot>; [REDACTED]gov.scot>; [REDACTED]@gov.scot>; [REDACTED]@gov.scot>; [REDACTED]@gov.scot>  
**Subject:** Reform Collaboration Group (RCG) - SG Observers



**CAUTION:** This email originated from outside of SFRS. Do not click links or open attachments unless you are certain the email is genuine and know the content is safe.

Hi Kirsty,

I hope you are well.

Thanks to Ross, I know that you have recently taken over as Chair of the RCG and had your latest meeting last Thursday. As you know, there are already lots of discussions taking place in the blue light collaboration space and I'm aware that you plan to simplify the governance landscape by merging the RCG with the Blue Light Collaboration Board. I know SFRS have helpfully committed to exploring further areas of collaboration and are keen to provide innovative leadership to facilitate the identification of more collaborative opportunities, which we are grateful for.

Our Cabinet Secretary for Justice and Veterans, Mr Brown, is equally very keen for this work to progress quickly and for potential savings to be delivered wherever possible, whilst achieving operational efficiencies and effectiveness to ultimately improve outcomes for our Scottish communities.

With this in mind, [redacted], we wondered if it would be at all possible please to be invited to observe RCG meetings in the same way we do at SFRS Board meetings etc. We would anticipate one policy lead from police, fire and ambulance (likely [redacted]for police, TBC, [redacted]for Ambulance TBC and myself for fire). To be really clear, we would only be observing and I've attached our Terms of Reference in-case you may find that helpful.

Please do consider our ask, consult with your blue light colleagues and let us know if you think this would be mutually beneficial given the current context.

Kind regards,

[redacted]

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## Blue Light Collaboration Board (BLCB) Readout from Meeting on Monday 19th December 2022

### In Attendance:

David Page (Chair)	Deputy Chief Officer, Corporate Services, Strategy and Change, Police Scotland (PS)
Ross Haggart (RH)	Interim Chief Officer, Scottish Fire and Rescue Service (SFRS)
Julie Carter (JC)	Director of Finance, Strategy & Logistics, Scottish Ambulance Service (SAS)
James Gray (JG)	Chief Financial Officer, Police Service of Scotland (PSoS)

The Board discussed the Scottish Governments (SG) desire to more fully explore a Shared Services approach to BL Collaboration. The following points were discussed and agreed;

- **SG desire for Further Public Sector reform** - We noted that both the Deputy First Minister (DFM) and the Cabinet Secretary for Justice & Veterans (CSJ) have asked public sector bodies to more proactively explore effective collaboration and shared services.
- **Focus to be on PS/SFRS** - It was agreed that as PS and the SFRS both sit within the Justice Sector portfolio under Mr Brown and SAS sit in the NHS portfolio, closely aligned to NHS National Services Scotland that the focus and scope should be on developing a shared services model for PS and SFRS.
- **SAS** - It was agreed that SAS should continue to be part of the process albeit with JC's role representing SAS being focused on:
  - Acting as a critical friend to the (to be determined) SRO leads for the programme of developing and implementing a Shared Services model for PS/SFRS.
  - Continuing to engage proactively to identify opportunities where SAS can contribute to the development of the future model or where PS/SFRS can contribute to the ongoing development of the SAS model.
- **Other Justice Sector Partners** – it was agreed that as the PS/SFRS shared services model is developed that invitations to participate – as observers in the first instance – to other Justice Sector partners should be extended to enable them to take learning from the process and potentially identify any opportunities for collaboration going forwards.
- **Scope PS/SFRS Shared Services** – It was agreed that the objective should be truly strategic in its ambition to maximise cost reduction, improve service delivery to both SFRS/PS, maximise sustainability (financial and Green) and to maximise creating future workforce opportunities.
- **RCG Direction** –The BLCB propose the following areas for the RCG to consider and provide direction on:
  - Confirmation of Strategic Objective: Confirmation of the strategic objective e.g. to design and deliver a single shared corporate services function for PS/SFRS
  - Timeline – we believe the timeline should be ambitious both for delivery of benefits as early as possible and to create the urgency and pace required to give such a programme the best chance of success.
  - Communication to Staff Representatives – A communication plan should be developed for early joint engagement with staff representatives (PS/SFRS) to both explain the strategic ambition and to reassure unions that they will be active participants in the overall programme and that the No Compulsory Redundancy (NCR) provisions currently in place will remain as part of the programme.
  - Professional Services – we propose engaging a professional services firm to conduct an initial piece of work to comment on;
    - Cost: Benefit of moving from current structures to a single shared corporate services model
    - Potential benefits (e.g. cost reduction/service delivery improvement) that could be delivered
    - Programme approaches
    - Governance approaches

- TimeLine
- Issues/Risks to be cognizant of with mitigation approached
- Funding – it is essential that any programme to deliver a single shared corporate services model is properly funded to maximise chances of success, minimise risk and optimise on time, on budget delivery. [redacted] for the Justice Sector transformation and we propose [redacted] to support successful planning and deliver of the programme.
- Programme Governance –
  - Board Level - Potential a joint subcommittee of SFRS/PS Board members – to be determined by the Reform Collaboration Group (RCG). Potentially with SG observers
  - Programme Level – a joint Steering Committee should be established with participation of staff associations/representatives.
- **Other RCG priorities** – A programme to design and deliver a single shared corporate services function for SFRS/PS is a major programme but it will be one of a number of programmes that the RCG wish to pursue in FY23/24 alongside other single service transformation activities. The establishment of effective governance frameworks to ensure that this is appropriately integrated and managed effectively on an ongoing basis will be critical to ensuring the best chance of success across all programmes going forwards.
- **Risk Management** – we determined a number of key risks be considered when developing this proposal and designing and implementing any subsequent programme
  - Scope - The scope is set too wide with too many participants across the public sector [redacted]. The core programme should be focused on SFRS/PS shared corporate services in the first instance – other participants can be folded in later [redacted] and established a modus operandi of joint working.
  - Transparency – we need to ensure active engagement communication and participation of union colleagues.
  - Equity – [redacted] The programme should be established with joint governance and management and be actively seen to and actually deliver an equitable shared service model for both SFRS and PS.
  - Operational Colleagues – we need to ensure operational colleagues are fully sighted on plan, engaged as and where necessary and proactively supportive of the programme (this should probably be by Chief Officer Representation on the various governance committees).
  - Scottish Government/Ministers – we believe that active participation of Scottish government officials and Ministers will be essential in supporting the programme.
  - Capability/Capacity – we must ensure that we have sufficient capability and capacity to successfully deliver the programme and this will require engagement of additional support requiring additional funding from SG.

### Next Steps

RCG to provide direction on the above and how they wish to proceed.

David Page, Ross Haggart, Julie Carter  
9 Jan 2023

## Email exchange when SG ask to be observers of the RCG

**From:** [REDACTED]@gov.scot>  
**Sent:** Monday, November 21, 2022 2:17 PM  
**To:** Darwent, Kirsty <Kirsty.Darwent@firescotland.gov.uk>  
**Cc:** SFRS: Ross Haggart (ross.haggart@firescotland.gov.uk) <ross.haggart@firescotland.gov.uk>; Mo Rooney <Maureen.Rooney@gov.scot>; [REDACTED]@gov.scot>; [REDACTED]@gov.scot>; [REDACTED]@gov.scot>; [REDACTED]@gov.scot>; [REDACTED]@gov.scot>  
**Subject:** Reform Collaboration Group (RCG) - SG Observers

Hi Kirsty,

I hope you are well.

Thanks to Ross, I know that you have recently taken over as Chair of the RCG and had your latest meeting last Thursday. As you know, there are already lots of discussions taking place in the blue light collaboration space and I'm aware that you plan to simplify the governance landscape by merging the RCG with the Blue Light Collaboration Board. I know SFRS have helpfully committed to exploring further areas of collaboration and are keen to provide innovative leadership to facilitate the identification of more collaborative opportunities, which we are grateful for.

Our Cabinet Secretary for Justice and Veterans, Mr Brown, is equally very keen for this work to progress quickly and for potential savings to be delivered wherever possible, whilst achieving operational efficiencies and effectiveness to ultimately improve outcomes for our Scottish communities.

With this in mind, [redacted], we wondered if it would be at all possible please to be invited to observe RCG meetings in the same way we do at SFRS Board meetings etc. We would anticipate one policy lead from police, fire and ambulance (likely [REDACTED] for police, TBC, [REDACTED] for Ambulance TBC and myself for fire). To be really clear, we would only be observing and I've attached our Terms of Reference in-case you may find that helpful.

Please do consider our ask, consult with your blue light colleagues and let us know if you think this would be mutually beneficial given the current context.

Kind regards,

[REDACTED]

*I am working from home indefinitely. You can reach me on eMail or Teams! ☺*

[REDACTED]

Head of Strategy and Operational Delivery | Fire and Rescue Unit | Safer  
Communities Directorate  
The Scottish Government | St Andrews House | Regent Road | Edinburgh | EH1  
3DG  
[REDACTED]@gov.scot

**Terms of reference embedded within the above email:**



## **EMERGENCY SERVICES POLICY LEADS FORUM**

### **Terms of Reference**

#### **1. BACKGROUND**

1.1 True collaboration is only possible when all partner agencies are effectively working together and following good programme and project management governance. One way to ensure all relevant governance structures are collaboratively aligned is to ensure the Reform Collaboration Group (RCG), the Health and Justice Collaboration Improvement Board (HJCIB) and Scottish Government policy officials are all sighted on the progress of these collaborative projects and programmes.

1.2 A Scottish Government Emergency Services Policy Leads Forum (ESPLF or the Forum) should be set up to mirror the RCG in order to drive further collaboration opportunities forward and to ensure the work of the RCG, the HJCIB and Scottish Government policy are all aligned, inter-connected and reporting in to one and other.

1.2 For context, the Terms of Reference (ToR) for the RCG and the HJCIB can be seen at Annexes A and B respectively.

#### **2. PURPOSE**

2.1 The Forum aims to create an environment that enables policies to support our emergency services work together to modernise, improve and enhance the lives of the Scottish people.

2.2 The Forum will help our emergency services to contribute towards the Scottish Government's priority themes: climate emergency; tackling child poverty; wellbeing; and inclusive growth.

2.3 The Forum will contain officials at a Scottish Government policy level who will provide strategic direction on the development of policies and opportunities for

effective collaborative working across the three emergency services in Scotland.

2.4 The Forum supports the joint ambitions of increased and focused collaboration across all areas of cross-cutting Scottish Government policy at an early stage in the policy development process, ensuring that appropriate and relevant Scottish Government policy leads are engaged early with all emergency services at the appropriate level to ensure robust collaboration.

2.5 The Forum will receive regular progress updates from the RCG coordinators on RCG collaborative projects and will ensure all relevant Scottish Government policy areas are suitably informed of progress.

2.6 The Forum will support progress of the work of the RCG and will facilitate regular RCG updates to be provided to the HJCIB which will come from the Service who is the current chair of the RCG in the first instance. This will ensure key collaborative projects are tracked and monitored within the Scottish Government. The Forum will ensure RCG updates are added as a standing agenda item at the HJCIB.

### **3. MEMBERSHIP**

3.1 The membership of the Forum will consist of representation from each Scottish Government emergency services policy lead, Scottish Government Resilience policy lead and coordinators of the Reform Collaboration Officers Coordination Group. At least one representative from each area (i.e. Fire, Police, Health and Resilience leads from SG and all 3 emergency services) will attend these forums. It is recognised that it may not always be the same person in attendance:

- Members from Scottish Government policy:
  - [REDACTED] Head of Strategy and Operational Delivery, Fire and Rescue Unit
  - [REDACTED] Policy Officer, Fire and Rescue Unit
  - [REDACTED] Head of Liaison and Performance, Police Division
  - [REDACTED] Senior Sponsorship Manager
  - [REDACTED] Critical Infrastructure Resilience Policy Officer, Resilience Division
  - Other Scottish Government policy leads (as required)
  
- Members of the Reform Collaboration Officers Coordination Group
  - [REDACTED] SFRS Collaboration Officer, [REDACTED]@firescotland.gov.uk
  - [REDACTED] SFRS Temporary Performance and Strategic Planning Manager [REDACTED]@firescotland.gov.uk
  - [REDACTED] Police Scotland [REDACTED]@scotland.pnn.police.uk
  - [REDACTED] Scottish Ambulance Service [REDACTED]@nhs.scot

- Other representation, as appropriate and by invitation.

#### **4. MEETING ARRANGEMENTS**

4.1 The Group will meet on a six monthly basis around June and December, and may meet at any other time as the need arises on an ad-hoc basis. The dates of the June and December meetings will be coordinated to support timely updates from the RCG. Each meeting should last no more than two hours; the venue for each meeting will be arranged to suit the majority of attendees.

4.2 The RCG will meet on a 6-monthly basis, around November and May each year, and may meet at any other time as the need arises. The RCG coordinators will attend the Forum meetings in June and December (for the first hour only) in order to provide RCG progress updates.

4.2 Dates of the quarterly meetings will be agreed for the year ahead in the January.

4.4 The position of Chair will rotate every two years, changing following the meeting in May of the relevant year (this is set up to be in alignment with chair of the RCG):

- 2018 – 2020 – Health, Primary Care
- 2020 – 2022 – Police Division
- 2022 – 2024 – Fire and Rescue Unit
- 2024 – 2026 – Health, Primary Care
- 2026 – 2028 – Police Division

4.5 The secretariat to the Forum will be provided by the respective Scottish Government departments of the Chair. The secretariat will be responsible for organising necessary venue arrangements, collation and circulation of papers, minute taking, noting and progression of actions.

4.6 Each meeting will have a formal agenda prepared to assist with its smooth running. A minute will be taken at each meeting, and actions will be recorded. Papers will be circulated to attendees no later than 1 week before each meeting.

4.7 Following the meeting, the actions and draft minutes will be approved by the Chair, and circulated promptly to all group members and to those who were also in attendance for comment and for their records (with appropriate redactions where confidential policy discussions are necessary).

4.8 Meeting papers may be circulated to other officials of the member Services, relevant Scottish Government officials or partners as appropriate, except for any papers marked confidential.

4.9 In the event of members being unable to attend meetings they should endeavour to arrange a suitable representative.

**5. RESOURCES**

5.1 No specific financial or non-financial resource is allocated to the Forum. All members of the Forum will be expected to allocate resources from their respective policy area to support the progression of areas of work as appropriate.

**6. DELIVERABLES**

6.1 The overarching aim of the Forum is to facilitate collaboration across all three emergency services. This will support evidence-led decision making and enable robust scrutiny, challenge and communication of our emergency services collaborative performance and activities.

**7. REVIEW**

7.2 The Terms of Reference will be reviewed from time to time to ensure relevance is maintained against business needs.



**ANNEX A: EMERGENCY SERVICES REFORM COLLABORATION GROUP  
ToR**

**EMERGENCY SERVICES REFORM COLLABORATION GROUP  
Terms of Reference**

**1. BACKGROUND**

1.1 It was recognised that whilst there was existing joint working between the three organisations, a more strategic approach was required to look at ways in which shared outcomes, and delivery of services to our communities, could be improved and achieve better value for the public purse.

**2. PURPOSE**

2.1 The Group will provide strategic direction and guidance on the development of opportunities for effective collaborative working, and will consider potential options for implementation of shared services across the three emergency services and other partners in Scotland.

2.2 The Group will ensure there is an increased and focused collaboration at an early stage in the strategic planning process so that more integrated and innovative approaches can be identified.

2.3 The Group will scrutinise and challenge progress on identified collaborative projects and will support the removal of any strategic barriers to ensure the delivery of key projects.

2.4 The Group will be invited to make decisions as specified within a report when necessary.

**3. MEMBERSHIP**

3.1 The membership of the Group will consist of representation from each of the three emergency services:

- Chair, Scottish Ambulance Service
- Chief Executive, Scottish Ambulance Service
- Chair, Scottish Police Authority
- Chief Executive, Scottish Police Authority
- Chief Constable, Police Scotland
- Chair, Scottish Fire and Rescue Service
- Chief Officer, Scottish Fire and Rescue Service.

3.2 Others in attendance include:

- Members of the Reform Collaboration Officers Support Group
- Other representation, as appropriate and by invite.

#### **4. MEETING ARRANGEMENTS**

4.1 The Group will meet on a 6-monthly basis, around November and May each year, and may meet at any other time as the need arises.

4.2 The four Chief Officers will meet informally on a quarterly basis to discuss any emerging pertinent matters.

4.3 Dates of 6 monthly meetings will be agreed for the year ahead in the November.

4.4 The position of Chair will rotate every two years, changing following the meeting in May of the relevant year:

- 2018 – 2020 – Scottish Ambulance Service
- 2020 – 2022 – Police Scotland
- 2022 – 2024 – Scottish Fire and Rescue Service

4.5 The secretariat to the Group will be provided by the respective organisation of the Chair. The secretariat will be responsible for organising necessary venue arrangements, collation and circulation of papers, minute taking, noting of actions and maintenance of a rolling action log.

4.6 Papers will be circulated to attendees no later than 1 week before each meeting.

4.7 Following the meeting, the action log and draft minutes will be approved by the Chair, and circulated promptly to all group members and to those who were also in attendance.

4.8 Meeting papers may be circulated to other officials of the member Services, relevant Scottish Government officials or partners as appropriate, except for any papers marked confidential.

4.9 In the event of members being unable to attend meetings they should endeavour to arrange a suitable representative.

#### **5. RESOURCES**

5.1 No specific financial or non-financial resource is allocated to the Group. All members of the Group will be expected to allocate resources from their respective Service to support the progression of areas of work as appropriate.

#### **6. REVIEW**

6.2 The Terms of Reference will be reviewed from time to time to ensure relevance is maintained against business needs.

## ANNEX B: HEALTH AND JUSTICE COLLABORATION IMPROVEMENT BOARD TOR

### Terms of Reference

Senior public sectors leaders from across Health and Justice will form a Board to drive action to improve outcomes for some of the most vulnerable across our communities in Scotland.

### Purpose

The Board will provide strategic leadership to accelerate progress on issues where health and justice systems intersect. It will improve collaborative working between partners in Health and Justice in order to:

- improve outcomes for people and communities, supporting ambitions to reduce health inequalities and risk of offending.
- improve performance and achieve greater value for money across the whole system.

### Remit:

- Provide an authorising environment for delivering outcomes in areas requiring collaborative approaches.
- Identify and address organisational and systemic barriers to working collaboratively.
- The Board's initial focus includes:
  - improving front line response to those experiencing poor mental health and distress
  - Improvements to Prisoner Healthcare
  - Improving forensic services for alleged rape victims
  - Alignment of systems and priorities across health and justice organisations

### Key Drivers

- Justice Vision
- Mental Health Strategy
- Policing 2026
- HMIC Scotland report on forensic examinations for victims of sexual crime.
- Health and Sport Committee Report on Prisoner Healthcare

### Role of Members:

1. Champion and drive collaboration across health and justice partners, ensuring services work together to deliver agreed outcomes.
2. Ensure a collective, systems-based approach to identifying activity and agreeing shared priorities.
3. Address the planning implications of delivering coordinated change across organisations to facilitate effective, timely, and cost-effective delivery.

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DRAFT Blue Light Collaboration Board Terms of Reference - 19 August 2021

# Blue Light Collaboration Programme (BLCP)

## Blue Light Collaboration Programme (BLCP)

### Terms of Reference (ToR)

#### 1. INTRODUCTION

The objective of the BLCP is to identify opportunities where the Police Service of Scotland (PS), Scottish Fire & Rescue Service (SFRS) and the Scottish Ambulance Service (SAS) can rapidly identify and set in motion joint teams to explore and exploit collaboration opportunities across the Scottish Blue Light corporate services landscape.

#### 2. PURPOSE

To provide a mechanism whereby Blue Light (BL) services can work together, alongside key partners and enablers, to seek collaborative opportunities for the corporate services within the national emergency services infrastructure, in a manner that makes best use of public funding, and strives to achieve carbon neutrality, as a key component of the Scottish public sector and a visible leader in behaviour change.

#### 3. OBJECTIVES

Our joint objectives are to:

- reduce costs,
- achieve better economies of scale and purchasing power,
- reduce duplication
- replicate best practice and improve quality across the services
- avoid duplication/triplication of effort/expenditure
- Maximise opportunities to achieve net zero carbon emissions across the services.
- Accelerate transformation across all services
- Identify opportunities to share and make better use of resources, skills and experiences across BL bodies.

#### 4. SCOPE & APPROACH

A **Blue Light Collaboration Board (BLCB)** will be established to provide strategic direction, support and governance for the BLCP to deliver the objectives set out above. The BLCP will consist of nine joint working groups across each of the following areas to examine opportunities for Blue Light Collaboration (BLC). See **Appendix A** for details:

1. Digital
2. Finance/Funding
3. Fleet
4. Estate
5. Strategic Procurement
6. Strategy, Planning and Reporting
7. People
8. Training & Development
9. Transformation & Change

Each working group will be represented by the senior corporate/officer for that area from each Blue Light (BL) organisation.

A Chair (to be agreed by the BLCB) will be appointed for each working group.

## **5. MEMBERSHIP**

Core membership of the BLCB will be as follows;

- Strategic Leads from each of PSoS, SFRS and SAS:
  - o **Police Scotland** - David Page, Deputy Chief Officer
  - o **SFRS** - Ross Haggart, Deputy Chief Officer
  - o **SAS** - Julie Carter, Director of Finance, Logistics and Strategy
- Working group chairs (to be determined but equitably shared amongst the BL partners).

As required...

- Transport Scotland
- Scottish Futures Trust
- Scottish Government Sponsor Team – Justice and Health
- Scottish Government Digital Directorate
- Scottish Government Procurement Directorate
- And any other relevant body that the BLCB invites to attend

## **6. GOVERNANCE**

The BLCB will report into the **Reform Collaboration Group (RCG)** as one of its strategic work stream activities.

The BLCB will be chaired on a rotating basis by each of the BLCB Strategic leads. The initial Chair will be provided by PS. Frequency of tenure will be agreed between the respective leads.

**Decision Making** - The BLCB members will report into each of the respective BL services existing Executive Leadership management teams and will formally report on the BLCP into the RCG.

**Scottish Government** will be kept fully informed as to progress and delivery.

**Reform Collaboration Officers Group (RCOG)** - will be kept fully informed as to progress and delivery.

**Trade Union/Officer Federations** – The strategy and communications approach for BLCP will be jointly agreed between all parties but consultation/engagement will be conducted in line with agreed processes.

7. **SECRETARIAT** – The existing RCG secretariat will provide secretarial support to the BLCP.

## **8. PROGRAMME START-UP**

In order to establish the BLCP and start the ground work necessary to maximise the opportunities at pace we propose initial steps along the following lines:

- 9 x Work streams are proposed for inclusion in scope.
- Each BL service populates each work stream with names of leads for each work stream – should be the senior leader in each organisation responsible for the area/function/activity.
- **Establishing Base Data** - Each work stream to share current status of function and activities including:
  - Structure
  - Headcount
  - BAU activities undertaken
  - Transformation/Change - projects in-flight or planned for each area
  - Fleet – decarbonisation plans and progress
  - Procurement – planned
  - Estates – BAU and change/planned change underway

Initial Focus of the work streams should be to identify current areas of activity or planned activity which would lend themselves to a collaborative approach. Each work stream should prepare a report along the following lines:

- Agreed (All 3 Parties) – all partners area an activity should be collaborated on.
- Partial Agreement – activity where not all partners agree collaboration is the correct course
- Not Collaborative Opportunity – all partners agree a collaborative approach is not suitable.

The outcome of the work should be then presented to the BLCB for review and consideration.

## **9. TIMELINE**

A draft timeline is presented below:

<b>BLUE LIGHT COLLABORATION PROGRAMME - STRAWMAN TIMELINE</b>												
ACTIVITY	Month											
	1	2	3	4	5	6	7	8	9	10	11	12
BL Executives Agree to Approach	█											
Establish BL Programme		█										
Workstreams Stood Up		█	█									
Initial Collaboration Areas Proposed			█									
Review by BLCB			█									
BL Executive (If required) Agree				█								
Establish BL Collaboration Teams					█							
Set up and run Collaborations as mini Programmes					█							
Establish individual programme reporting and Governance					█							
C/Teams Report Progress to BLCB & BL Executives						█	█	█	█	█	█	█

**David Page**

Deputy Chief Officer  
Police Scotland (PS)

**Ross Haggart**

Deputy Chief Officer  
Scottish Fire & Rescue Service (SFRS)

**Julie Carter**

Julie Carter, Director of Finance,  
Logistics and Strategy  
Scottish Ambulance Service (SAS)

**17 August 2021**

**Appendix A**

**Potential Scope & Initial 9 Work streams**

Outline below are the draft proposed work streams:

<b>DIGITAL</b>		
<b>PS</b>	<b>SFRS</b>	<b>SAS</b>
[REDACTED] CDIO	ACO [REDACTED], Director of Service Development	[REDACTED], General Manager ICT
<p><b>AREAS:</b></p> <ul style="list-style-type: none"> <li>• Consideration of opportunities for shared digital infrastructure and investment</li> <li>• Emergency Services Mobile Communications Project (ESMCP) – already in-flight and under joint BL management.</li> </ul>		

**FINANCE / FUNDING**

FUNDING		
PS	SFRS	SAS
James Gray, CFO	John Thompson Acting Director of Finance and Procurement	Julie Carter, Director of Finance, Logistics and Strategy
<b>AREAS:</b> Explore funding streams including; traditional Green Fund / City Region Deals, Post EU Funds, SNIB, SG Borrowing Powers, Innovation, Private Sector		

FLEET		
PS	SFRS	SAS
[REDACTED], Head of Fleet	Iain Morris Acting Director of Asset Management	[REDACTED], General Manager Fleet Services – Trevor can decide if he wishes a deputy to support this
[REDACTED], Fleet Manager	[REDACTED], National Fleet Manager	
<b>AREAS:</b> <ul style="list-style-type: none"> <li>• Development of electric vehicle charging infrastructure</li> <li>• Development of access sharing protocols for charging infrastructure</li> <li>• Engagement with external service providers e.g. Distribution Network Operators (DNOs)</li> <li>• Consideration of EV maintenance arrangements, including opportunities for shared services</li> <li>• Access protocols</li> </ul>		

ESTATE		
PS	SFRS	SAS
[REDACTED], Head of Estates Strategy	Iain Morris Acting Director of Asset Management	[REDACTED], Head of Estates
[REDACTED], Head of Estates	[REDACTED], National Property Manager	
<b>AREAS:</b> <ul style="list-style-type: none"> <li>• The Shared Estates Group (SEG) will be aligned with the wider BLCP.</li> <li>• Identification of opportunities for shared use/redevelopment of existing buildings</li> <li>• Identification of business need for new collaborative developments</li> </ul>		



- Engagement with other partners in relation to wider estate collaboration, e.g. multi-agency hubs

STRATEGIC PROCUREMENT		
PS	SFRS	SAS
[REDACTED], Head of Procurement	<b>John Thomson</b> , Acting Director of Finance and Procurement [REDACTED], Procurement Manager	[REDACTED], Head of Procurement
<b>AREAS:</b> Collaborative procurement, sharing facilities, processes etc.		

STRATEGY, PLANNING & REPORTING		
PS	SFRS	SAS
[REDACTED], Director Strategy & Analysis  [REDACTED] Head of Strategy & Innovation	<b>Mark McAteer</b> , Director of Strategic Planning, Performance and Communications [REDACTED], Head of Governance, Strategy and Performance	<b>Julie Carter</b> , Director of Finance, Logistics and Strategy  [REDACTED], Associate Director of Strategy, Planning and Programmes
<b>AREAS:</b> Collaborative procurement, sharing facilities, processes etc.		

People		
PS	SFRS	SAS
<b>Jude Helliker</b> , Director P & D	<b>Liz Barnes</b> , Director of People and Organisational Development	<b>Lyndsay Lauder</b> , Director of Workforce
<b>AREAS:</b> Collaboration opportunities, shared services, processes, capabilities etc.		

--

Training & Development (T & D)		
PS	SFRS	SAS
<b>Jude Helliker</b> , Director P & D	<b>Liz Barnes</b> , Director of People and Organisational Development ACO [REDACTED], Director of Training, Safety and Assurance	<b>Frances Dodd</b> , Director of Care Quality and Professional Development
<b>AREAS:</b>  Consideration and development to opportunities for joint procurement, shared services, processes, capabilities and associated services		

Transformation & Change		
PS	SFRS	SAS
[REDACTED], <b>CDIO</b> [REDACTED] Head of Portfolio Management	ACO [REDACTED], Director of Service Development [REDACTED], Head of Portfolio Office	[REDACTED], Head of Organisational Development  [REDACTED], Associate Director of Strategy, Planning and Programmes
<b>AREAS:</b> Collaboration opportunities etc.		

Letter from Scottish Government to emergency services re Project Osprey

**From:** [REDACTED]@gov.scot> **On Behalf Of** Clare Hicks  
**Sent:** Friday, March 5, 2021 9:31 AM  
**To:** david.page@scotland.pnn.police.uk; sarah.o'donnell@firescotland.gov.uk

**Cc:** Martin.Blunden@firescotland.gov.uk; Wilkinson W (Wendy)  
<Wendy.Wilkinson@gov.scot>; Clare Hicks <Clare.Hicks@gov.scot>;  
[REDACTED]@gov.scot>; [REDACTED]@gov.scot>; [REDACTED]@gov.scot>;  
[REDACTED]@gov.scot>; cc.office@scotland.pnn.police.uk;  
[REDACTED]@gov.scot>  
**Subject:** Project Osprey - Letter from Scottish Government

Dear David, Sarah

Copy CFO, CC, Wendy, [REDACTED], [REDACTED], [REDACTED], [REDACTED]

Please see attached letter from Clare Hicks and Wendy Wilkinson on Project Osprey

[REDACTED] Head of Business Support, Police Division  
Police Division | Directorate for Safer Communities | Scottish Government  
1R St Andrew's House

[REDACTED]  
[REDACTED]

**Letter embedded within the above email:**

Safer Communities Directorate

E: [clare.hicks@gov.scot](mailto:clare.hicks@gov.scot)  
[Wendy.wilkinson@gov.scot](mailto:Wendy.wilkinson@gov.scot)



Scottish Government  
Riaghaltas na h-Alba  
gov.scot

David Page  
DCO, Police Scotland  
Sarah O'Donnell  
Director of Finance and Contractual Services,  
Scottish Fire and Rescue Service

Cc - Chief Constable, Police Scotland  
Chief Officer, Scottish Fire and Rescue

---

5 March 2021

Dear David and Sarah

**SFRS and Police Scotland (Project Osprey) - Examination of Collaboration Opportunities for integration of Corporate Services**

Thank you for sharing the joint paper on potential cost savings that you suggest could be achieved through fuller collaboration between Police Scotland (PS) and the Scottish Fire and Rescue Service (SFRS) in the delivery of corporate service functions. The paper has been considered by Scottish Government officials

responsible for both Police and Fire and Rescue policy and this letter sets out our initial response.

Firstly we are very grateful for the thought that has gone into this paper. The general principle of making the best use of public resources to drive out cost savings where this can be done is welcome, and we are all aware of existing examples of this work being delivered across our three emergency services via the Reform Collaboration Group (RCG). The following examples deliver not only cost savings but are achieving operational efficiencies too:

- ✓ Joint asset sharing;
- ✓ Out of hospital cardiac arrest (on hold due to SFRS pay negotiations);
- ✓ Emergency Services Mobile Communications Project (ESMCP);
- ✓ Fleet collaboration group and EV infrastructure;
- ✓ Gazzatteer;
- ✓ Development of tri-service Community Safety Officers;
- ✓ Staff wellbeing;
- ✓ Mental health response;
- ✓ Demand and capacity; and
- ✓ Leadership development

However as your paper sets out there are other opportunities and we would be very supportive of the RCG providing the leadership and being the forum for driving any new collaboration forward.

In terms of the proposals in the paper **[redacted]**. As noted in the paper the barriers to greater collaboration are not structural **[redacted]**.

We note that the paper focusses on collaboration between Police and Fire and **[redacted]** that have merit in consideration including back office functions and infrastructure projects.

The Scottish Government is fully committed to doing whatever we can to help our vital emergency services to work more collaboratively. **[redacted]** 'Reform Collaboration Officers Group' (RCOG) meeting in January and the 'RCG' meeting in February (which we understand was postponed until the 13<sup>th</sup> May due to ongoing operational pressures for services responses to COVID-19).

**[redacted]**

We have also asked the RCG if there is any further input and support which might be provided from the Scottish Government in order to help progress collaboration further, which we think merits serious consideration, and would be our preferred route to take this type of work forward. **[redacted]**

We are happy to discuss the shape of future collaboration opportunities, and how best officials can support all of the blue light services in this area. Please let us know if you would like to set up an early meeting.

Thank you again for sharing this paper and to note we have copied this response to the Chief Constable and Chief Officer respectively.

Clare Hicks  
Police Division

Wendy Wilkinson  
Safer Communities Division

Annex A

Scottish Government  
22 January 2021

Reform Collaboration Officers Group  
Reform Collaboration Group

**[redacted]**

### **Purpose**

1. **[redacted]** Scottish Ministers are very interested in this area of work.

### **Priority**

2. Routine.

### **Background**

3. In Scotland we use our public procurement to deliver public services for a prosperous, fairer and more sustainable Scotland. Maximising efficiency and collaboration; improving access; embedding a sustainable approach supporting jobs and growth; and delivering benefits and savings all contribute to that dynamic, sustainable and inclusive economy.

4. Scotland is identified as an exemplar and leader in procurement practices internationally, and credit should be shared across the public, private and third sectors, who have worked in the truest spirit of collaboration to deliver change.

5. The 'Emergency Services Policy Leads Forum' (ESPLF) was established with the aim of facilitating, encouraging and re-energising collaboration across our three emergency services. Full terms of reference and membership of this group can be found at Annex A. The forum have met a number of times now with their latest meeting held on January 18<sup>th</sup>, 2021. **[redacted]**

6. **[redacted]** which are scheduled to take place on January 26<sup>th</sup> and February 4<sup>th</sup>, 2021 respectively.

### **Procurement focussed work of the ESPLF**

7. Police Scotland are currently working on a business case regarding merging blue light back office corporate functions which played into budget discussions. It should be noted that in first instance, this business case is between Police and Fire only.

8. On the back of those budget discussions, Scottish Government policy officials met on November 2<sup>nd</sup> 2020 to see if there was any further input and support which might be provided from government in order to help with collaboration.

9. [redacted]

10. For information, Central Government ‘Cluster Groups’ currently exist with both Police Scotland and the Scottish Fire and Rescue Service (SFRS) being members. They were established to support the buyer network in the Central Government sector in sharing best practice. The Scottish Ambulance Service (SAS) do not feature on any Central Government Cluster Group, given they come under Health as opposed to Central Government. Please see Annex B which sets out the current Cluster Group structures.

11. [redacted]

12. [redacted] It is recognised that Police and Fire will have established collaborative relationships and ways of working within their current respective Cluster Groups that are working well, therefore it makes sense to also continue with these [redacted].

**Next Steps**

13. [redacted]

**Recommendation**

14. Attendees at both meetings are invited to:

- note the contents of this paper;
- discuss the appetite for the formation of such a new group to focus solely on collaborative procurement;
- communicate results of discussions from both meetings to the ESPLF members; and
- advise if anything further can be done by ESPLF members and indeed the wider Scottish Government in order to facilitate more collaborative working.

[REDACTED]  
 Fire and Rescue Unit  
 22 January 2021

Copy List:	For Action	For Comments	For Information		
			Portfolio Interest	Constit Interest	General Awareness
[REDACTED], Scottish Fire and Rescue Service [REDACTED], Scottish Fire and Rescue Service [REDACTED], Police Scotland [REDACTED], Scottish Ambulance Service [REDACTED], Scottish Ambulance Service	x				

For information and awareness:

Wendy Wilkinson, Deputy Director, Safer Communities  
[REDACTED], Head of Fire and Rescue Unit  
[REDACTED], Fire and Rescue Unit  
Clare Hicks, Deputy Director, Police Division  
[REDACTED], Police Division  
[REDACTED], Head of Out of Hours & Urgent Care  
[REDACTED], Urgent Care  
[REDACTED], Resilience Division  
[REDACTED], Resilience Division  
[REDACTED], Head of Services Procurement & Capability  
[REDACTED], Head of Scottish Government Procurement and Capability  
[REDACTED], Head of Scottish Government Procurement  
Communications Justice  
[REDACTED], Comms  
[REDACTED], Comms



**ANNEX B: CLUSTER GROUPS CURRENT STRUCTURE**

<b>Central Government Authorities</b>	<b>Public Body landscape</b>	<b>Cluster</b>
Children's Hearings Scotland	Executive NDPB	1
Historic Environment Scotland	Executive NDPB	1
National Galleries of Scotland	Executive NDPB	1
National Library of Scotland	Executive NDPB	1
National Museums of Scotland	Executive NDPB	1
National Records of Scotland	Non Ministerial Department	CHAIR1
<b>Registers of Scotland</b>	Non Ministerial Department	CHAIR1
Royal Botanic Garden Edinburgh	Executive NDPB	1
Scottish Parliamentary Corporate Body		1
Scottish Public Pensions Agency	Executive Agency	1

<b>Central Government Authorities</b>	<b>Public Body landscape</b>	<b>Cluster</b>
Audit Scotland	Other Significant Bodies	2
Crown Office & Procurator Fiscal Service	A Department of the Scottish Government	2
Forestry and Land Scotland (Prev Forestry Commission Scotland Forestry Enterprise Scotland)	Executive Agency	2
<b>[redacted]</b>		
Scottish Courts and Tribunals Service	Non Ministerial Department	2
Scottish Environment Protection Agency	Executive NDPB	2
Scottish Government		2
Scottish Legal Aid Board	Executive NDPB	CHAIR2
Scottish Prison Service	Executive Agency	CHAIR2
Student Awards Agency for Scotland	Executive Agency	2
		2
		2

<b>Central Government Authorities</b>	<b>Public Body landscape</b>	<b>Cluster</b>
Caledonian Maritime Assets Ltd.	Public Corporation	3
Disclosure Scotland	Executive Agency	3
Scottish Canals	Public Corporation	3
Scottish Children's Reporter Administration	Executive NDPB	3
Scottish Enterprise	Executive NDPB	CHAIR3
Scottish Funding Council	Executive NDPB	3
Scottish Social Services Council	Executive NDPB	3
Transport Scotland	Executive Agency	3
VisitScotland	Executive NDPB	3
Zero Waste Scotland		3
Student Loans Company		3
(Not Part of Central Government - But in Cluster Network)		3

Central Government Authorities	Public Body landscape	Cluster
Accountant in Bankruptcy	Executive Agency	4
Creative Scotland	Executive NDPB	4
David MacBrayne Ltd	Executive NDPB	4
Education Scotland	Executive Agency	4
Loch Lomond and The Trossachs		
National Park Authority	Executive NDPB	4
<b>[redacted]</b>		4
Scottish Qualifications Authority	Executive NDPB	4
Skills Development Scotland	Executive NDPB	CHAIR4
sportscotland	Executive NDPB	4

Central Government Authorities	Public Body landscape	Cluster
Bord na Gaidhlig	Executive NDPB	5
Crofting Commission	Executive NDPB	5
Food Standards Scotland	Non Ministerial Department	5
Highlands and Islands Airports Ltd	Executive NDPB	5
Highlands and Islands Enterprise	Executive NDPB	5
Scottish Natural Heritage	Executive NDPB	CHAIR5

## Correspondence with emergency services re Project Osprey

**From:** Blunden, Martin <[Martin.Blunden@firescotland.gov.uk](mailto:Martin.Blunden@firescotland.gov.uk)>

**Sent:** Monday, January 18, 2021 5:38 PM

**To:** Wilkinson W (Wendy) <[Wendy.Wilkinson@gov.scot](mailto:Wendy.Wilkinson@gov.scot)>;  
[REDACTED]@gov.scot>

**Subject:** Fwd: SFRS & Police Scotland (Project Osprey) - Examination of Collaboration Opportunities for integration of Corporate Services SFRS & PS.  
[OFFICIAL]

Hi Wendy,

The email below **[redacted]** has been submitted by PS this afternoon. Unfortunately this isn't the final version of the paper that I commented on this morning where I have sought clarity and commitment on the ask of PS and SFRS of SG with regards to our joint physical estate and how this can contribute to the net zero carbon emission commitment for Scotland as well as becoming a 21st century provision in the heart of communities.

**[redacted]** I have asked David to work with Sarah to ensure the correct paper is submitted for consideration. As it sets out within the paper, **[redacted]**. Although you will see that PS submitted a paper last summer to SG talking about the possibilities of merging Police, Fire and Ambulance. I'm looking forward to discussing that proposal with Iain at our next catchup.

Thanks,  
Martin

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**From:** Page, David <[David.Page@scotland.pnn.police.uk](mailto:David.Page@scotland.pnn.police.uk)>  
**Sent:** Monday, January 18, 2021 4:57:13 PM  
**To:** [Clare.Hicks@scotland.gsi.gov.uk](mailto:Clare.Hicks@scotland.gsi.gov.uk) <[Clare.Hicks@scotland.gsi.gov.uk](mailto:Clare.Hicks@scotland.gsi.gov.uk)>;  
'Jackie.Mcallister2@scotland.gsi.gov.uk'  
<[\[REDACTED\]@scotland.gsi.gov.uk](mailto:[REDACTED]@scotland.gsi.gov.uk)>  
**Cc:** O'Donnell, Sarah <[Sarah.O'Donnell@firescotland.gov.uk](mailto:Sarah.O'Donnell@firescotland.gov.uk)>; Gray, James-4 <[James.Gray4@scotland.pnn.police.uk](mailto:James.Gray4@scotland.pnn.police.uk)>; CC Office PSoS <[CC.Office@scotland.pnn.police.uk](mailto:CC.Office@scotland.pnn.police.uk)>; Blunden, Martin <[Martin.Blunden@firescotland.gov.uk](mailto:Martin.Blunden@firescotland.gov.uk)>  
**Subject:** SFRS & Police Scotland (Project Osprey) - Examination of Collaboration Opportunities for integration of Corporate Services SFRS & PS. [OFFICIAL]

**OFFICIAL**

Dear Clare/Jackie,

Please find attached the joint paper that we discussed at the last tri-lateral meeting with CSJ and CSF that the Chief Constable and Chief Fire office asked to be produced [redacted] that could be achieved from a much fuller collaboration/integration of the two corporate services functions.

The paper attached, approved by the CC PS and CO SFRS, was produced by produced by James Gray (CFO PS), Sarah O'Donnell (CFO SFRS) and I and is very much a financial desk based exercise.

As can be seen from the paper the headlines are from a total corporate services spend across both organisations of around [redacted].

The recommendation for the CSJ and CSF is that if SG would like to explore this opportunity further we would need to more fully engage the SFRS/PS teams and form a joint team to start examining this in detail.

If you have any questions please let me know.

Regards  
David

David Page  
Deputy Chief Officer (Corporate Services, Strategy & Change)

✉ [Police Scotland, Tulliallan Castle, Alloa, FK10 4BE](mailto:Police Scotland, Tulliallan Castle, Alloa, FK10 4BE)  
📞 [redacted] (External)  
📧 [david.page@scotland.pnn.police.uk](mailto:david.page@scotland.pnn.police.uk)

Website: [www.scotland.police.uk](http://www.scotland.police.uk)  
Twitter: [www.twitter.com/policescotland](https://www.twitter.com/policescotland)  
Facebook: [www.facebook.com/policescotland](https://www.facebook.com/policescotland)

**Project Osprey Proposal Document embedded within the above email:**

# **DRAFT**

## **STRATEGY PROPOSAL**

### **Integration, Efficiency and Cost Saving Opportunities Scottish Fire & Rescue Service (SFRS) And Police Scotland (PS)**

**Authors:**

David Page Deputy Chief Officer, Corporate Services, Strategy & Change (PS)  
James Gray, Chief Financial Officer (PS)  
Sarah O'Donnell QFSM, Director Finance & Contractual Services (SFRS)

**Version:** 11.0

**Date:** 18 Jan 2021

#### **CONTENTS**

- 1. Executive Summary**
- 2. Introduction**
- 3. Collaboration/Integration Options Considered**
- 4. Structural Integration – Potential Approach**
- 5. Governance Approach – Importance of ‘Independence’**
- 6. Indicative Timeline - Planning Phase**
- 7. Future Opportunities**
- 8. Conclusion & Recommendation**

#### **Annexes**

- A. Detailed Financial Analysis – Summary**
- B. Executive NDPB Template model**
- C. NHS National Services Scotland - Framework Document**

**EXECUTIVE SUMMARY**

1. The Scottish Government is facing a significant budget deficit, [redacted]. It has also made a long-term commitment to enabling Scotland to become a Net Zero society, which will require significant investment over the next 25 years, both within public services and more widely. This fiscal pressure will put increasing focus on public services utilising all opportunities to achieve Value for Money in their public expenditure.
2. It is imperative that public bodies seek innovative solutions to maximise value and to deliver services that most effectively meet the needs of communities. Within the Police and Fire Services in Scotland much has been achieved since the creation of the single services in 2013. In financial terms, PS is on track to deliver £2bn of cost savings against an original target of c£1bn, and in 2018 Audit Scotland recognised that SFRS had made the necessary cost-base reductions to exceed the savings target of £328million by 2027/28.
3. Through existing channels, both the PS Chief Constable and the Chief Officer of SFRS have expressed their aspiration to further explore the opportunities for better collaboration and service integration. While work is ongoing to deliver further efficiencies and improvements in relation to the frontline services of both organisations, this paper focuses on the scope that may exist to drive further progress on the corporate service functions that support them.
4. Currently, both organisations operate all corporate services independently, although there is an element of asset sharing, and some joint planning around fleet decarbonisation et al. From initial analysis, there is strong alignment regarding the corporate services both organisations require, which would point to the potential for economies of scale if these can be brought closer together, reducing duplication.

If we in the public sector are truly to look at how we can better deliver public services more efficiently and more innovatively we must take a truly design led approach to ensure that any future jointly agreed Target Operating Model for the future delivery of corporate services is one that objectively places long term strategic sustainability - fiscally, environmentally and workforce employment – as the core drivers of that design.

5. Such collaboration efforts, across both the private and public sectors, do face many challenges however they have the greatest chance of a success where a number of underlying factors are present that create the best conditions for a successful collaboration/integration programme. These are:
  - a. **Supportive Political Leadership** – both the SFRS and PS sit within the same Scottish Government ministerial area – the Justice portfolio – and the Cabinet Secretary for Justice, Mr Yousef has indicated his support for exploring how best collaboration can be driven forward to achieve cost efficiencies
  - b. **Aligned & Supportive Boards** – at the current time this proposal is still only in the earliest stages of development and Board engagement has not yet been started. However, board alignment and support of any collaboration is critical to achieving a successful outcome.
  - c. **Aligned Executive Leadership** - both the Chief Constable of PS and the Chief Fire Officer of SFRS have recognised the opportunities for better corporate services collaboration and have personally commissioned this piece of work to explore the possibilities of further collaboration.

- d. **Aligned & Supportive Exec** – it would be essential that both the SFRS & PS senior executive teams were fully engaged and supportive of the transition to a new more collaborative/integrated model for the provision of corporate services.
- e. **Clear Programme Leadership** – establishing, at the outset of the programme, clear lines of programme leadership and a clear and well understood governance framework is critical to any strategic collaboration/integration effort.
- f. **Cultural Alignment** – Culture is probably the most important factor in determining the opportunity for success in a strategic collaboration. Where cultures are aligned there is a sense of similar organisations with similar values coming closer together. Each organisation ‘understands’ the other and can recognise how collaboration can provide an opportunity for strengthening their own organisation and enhancing their service delivery as opposed to threatening their own organisation. PS and SFRS are both Blue Light emergency services, have similar cultural values and have a long history of close collaboration in a number of different areas.
- g. **Workforce Engagement** – Collaborations can succeed or fail to a large part on whether the workforce are engaged and supportive or if they not. Both PS and the SFRS have strong active union and staff representative bodies and the existing method of engagement with both SFRS and PS unions and staff representatives is one of open transparent and early engagement and consultation – this continued approach would be essential in developing any collaboration opportunity going forwards. The two principal operational unions, the Fire Brigades Union (FBU) and the Scottish Police Federation (SPF), although key stakeholders would not be key players in an integrated corporate services function as the employees would be mainly represented by Unison and Unite.
- h. **What’s In It for Me (WIIFM)** – No matter how sound the strategic drivers for better collaboration ultimately individuals to one degree or another ask themselves the WIIFM question. How they respond to this thought process is key to whether they support the change process or actively resist it. For a collaboration to succeed you must maximise the supporters and minimise the resistors. A key aspect – especially today during the biggest global pandemic we have seen in our lifetime – is job security. The Scottish Government has, since 2007, had a no compulsory redundancy policy and this has provided public sector employees with a highly stable employment environment. This policy would provide a strong stable platform for the workforce of both PS and SFRS to fully engage with the collaboration process. There would be a significant amount of change activity required, with additional resource requirements that would provide many ‘transition roles’, for the workforces of both SFRS and PS. The collaboration intention to create more digitally based, environmentally friendly sustainable long term employment opportunities would be attractive for a proportion of the workforce; for others access to funding being made available for those who would seek Voluntary Redundancy/Voluntary Early Retirements (VR/VER) would also need to be attractive. The above factors alongside early, open and transparent communication and engagement would go a long way in creating the conditions that would maximise a positive outcome to the WIIFM question.
- i. **Stakeholder Engagement** – both PS and SFRS are critical public services and a very large number of external stakeholders actively express opinions on anything and everything that concerns either service. A comprehensive communication strategy to engage with and consult with key stakeholders is a process that both PS and SFRS have much experience of doing and this exercise would require such an engagement.

- j. **Communication** – communication underpins everything above and is absolutely essential to appropriate management of both the SFRS and PS, maintaining public confidence, maintaining operational service confidence and to achieving a positive outcome that successfully delivers the opportunities for cost savings, efficiency and improved service delivery.
  - k. **Funding** – the final key factor in delivering successful collaboration is the provision of funding to both support the integration activities and VR/VER necessary to maximise the early delivery of long term cost savings. Given the necessary focus on investment to achieve both Net Zero carbon emissions and strategic transformation, [redacted].
6. The initial finance focused work undertaken by PS and SFRS in developing this high level options appraisal has determined that the current costs of providing corporate services to the SFRS and PS under the existing model [redacted].
- [redacted] See **Annex A** for a summary of the detailed financial analysis.
7. This paper provides a high level strawman overview – based on a purely financial desktop based exercise and previous experience of the contributors – of an approach that could be taken to integrate the corporate services of SFRS and PS.
8. Should Scottish Government wish to develop this further a more formal planning activity would be required to look at the detail of executing such an integration.

## INTRODUCTON

9. [redacted] the possibilities for collaborative working across all of Scotland’s emergency services was discussed (See areas highlighted in red circled in **Diagram 1** below). [redacted] identified a phased approach to two main areas that would lend themselves to full integration, delivering significant cost saving, efficiency improvements and collaborative based working. These were:
- a. **Phase 1 - Corporate Support Services** - the rationalisation and full integration of Blue Light corporate support services that will deliver significant costs savings, improved services (across all three services) and a more sustainable model for the provision of emergency services corporate support.
  - b. **Phase 2 - Blue Light Command & Control/Contact centres** - a proposed second phase of the integrated Blue Light was the merger of all Blue Light contact centres/call centres into a single Scottish Emergency Services Command & Control capability. All 999 and scheduled appointment making for Blue Light services could be integrated into a single capability.

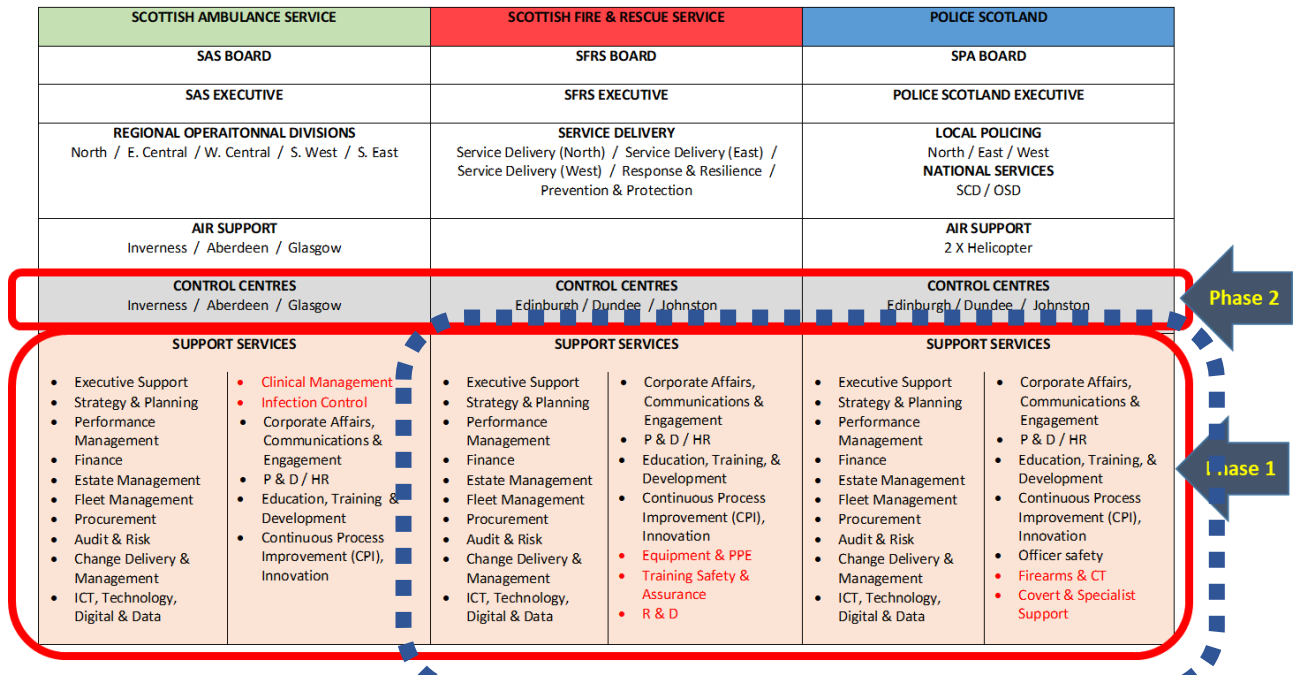


Diagram 1 – Integration Possibilities, August 2020

10. **Scope of This Paper** - SFRS and PS both fall within the **SG Justice Portfolio** therefore this paper will solely focus on the opportunities (*Highlighted within the Blue dotted line above*) that exist across SFRS and PS in **Corporate Services** and not currently in the Control/Call Centre areas or in the SAS. The opportunity for integration and maximising efficiencies across the wider emergency services call centre service will be left extant for the time being.

11. **Corporate Services in SFRS and PS** - There is a very large amount of crossover and duplication across the Corporate Services that are provided for the SFRS and PS. [redacted]

## COLLABORATION/INTEGRATION OPTIONS CONSIDERED

### 12. Options Considered

Four options were considered for how best to maximise the collaboration and efficiency opportunities across SFRS & PS corporate services:

- Option 1 - Encouragement/Incremental Collaboration
- Option 2 - Full Outsourcing
- Option 3 - Add to existing Public Sector Corporate Services provider
- Option 4 - Structural Integration

### 13. Option 1 – Encouragement/Incremental Collaboration

This approach was based on asking teams, where there was a very high degree of overlap in SFRS and PS, to start working more closely together and to encourage them to look for opportunities to maximise efficiency, principally via procurement activity, or in developing technology. The approach would be based



around teams working more closely together and eventually starting to develop opportunities for fuller integration.

**Not Recommended** – It was not felt that this approach would result in the pace or quantum of change necessary to drive at pace the efficiency savings and service delivery opportunities that potentially exist between SFRS and PS corporate services. This approach is one that has been applied consistently across the public sector in recent years and to date, albeit with some exceptions, has mainly failed to deliver the level of efficiency and improved service delivery that is possible. This failure to deliver is principally due to internal resistance from the existing workforce and a lack of urgency and drive from leaders.

#### 14. Option 2 – Full Outsourcing

Providing Corporate Services to SFRS and PS as a commissioned outsourced shared service is also an option. It was felt that in practice there were two main ways of doing this:

- a. Phased Sequential Single Service Approach – this would entail ring-fencing the corporate services of each of SFRS and PS and then outsourcing them on a sequential basis to a major shared services supplier. The shared services supplier would then integrate the services once they were embedded in their organisation.

**Not Recommended** – It was felt that this was not an acceptable option for the following reasons:

- The costs to the commercial provider of taking on the TUPE & long term pension liabilities of the transferred staff would be prohibitive.
  - We would be paying the commercial provider to do the integration work which would be expensive.
  - The risk management of the exercise would be at arm's length.
  - The provision of 'emergency services' corporate service support being provided by a commercial body under contract was felt to be likely to be an unacceptable proposition to the operational leaders of both SFRS and PS.
  - Unions, including Police Federation/ Fire Brigades Union, would very probably strongly resist an outsourcing proposal.
  - Scottish Government preference to not outsource where possible current public sector roles.
- b. Outsource an Integrated SFRS & PS Corporate Services – this would require two phases:
    - The integration of SFRS and PS corporate services
    - The outsourcing of the fully integrated corporate services function.

**Not Recommended** – As the points above plus SFRS and PS would need to undertake the hard work re integrating the two corporate services and would then outsource them to a commercial provider who would provide the service back to us plus a profit margin.

**Option 2(a) and 2(b) Summary** - Neither option was felt to provide a reasonably paced return/cost saving, provide an acceptable risk framework

or would be palatable to either the workforce or operational leaders of SFRS and PS.

**15. Option 3 – Add SFRS and PS to an existing Public Sector Shared Services provider**

It was felt that the only reasonable option potentially available within the Scottish public sector landscape with the size, scale and national coverage capable of taking on two large corporate services requiring full national coverage across Scotland was **NHS National Services Scotland**.

**Not Recommended** – NHS National Services Scotland already has a very challenging, healthcare focused mandate and the emergency service focus that would be required to support SFRS and PS would not be available given the already substantially challenging environment that this organisation operates in. Additionally, Scottish Ambulance Services (SAS), sitting both in the same Ministerial portfolio and with the same healthcare focus would potentially be a better fit.

**16. Option 4 – Structural Integration**

This option would result in a single national corporate services organisation (NDPB), serving both Police Scotland and SFRS, led by a Chief Executive, answerable to a joint board representing the interests of both organisations.

**Recommended** – Our assessment is that Option 4 presents the best chance of successfully delivering, at pace, an optimised and fully integrated corporate services capability for SFRS & PS with the greatest savings potential. The next section outlines in broad terms how this could be shaped.

**STRUCTURAL INTEGRATION - POTENTIAL APPROACH**

**17.** It was felt that the most efficient method of maximising the full potential of the collaboration/integration opportunity that lays between SFRS and PS was to bring all of the corporate services functions of both the SFRS and PS together to form a fully **‘Integrated Emergency Services Corporate Services’<sup>(1)</sup> (IESCS)** function. This IESCS could provide a single function that will deliver services in a consistent way, maximise economies of scale, ensure learnings are shared across the organisations, drive innovation, and lead on developing and furthering net zero collaboration based strategies and implementation plans.

<sup>(1)</sup> *Note: IESCS – a working title solely for the purposes of this paper.*

**18.** The IESCS would:

- a. Transform the way corporate support services are delivered to SFRS & PS by integrating services and working across boundaries
- b. Support Scotland’s emergency services with a sustainable, consistent and effective service which meets the operational requirements of SFRS & PS.
- c. Be fully accountable to the Chief Constable of PS and the Chief Officer of the SFRS for the quality and effectiveness of service delivery
- d. Exploit economies of scale to increase efficiency, significantly reduce costs and maximise returns from continuous improvement

- e. Embed governance to set strategic direction, prioritise service improvements and resolve day to day issues
- f. Establish a flexible, responsive, digitally based service which is structured to meet regional and national needs
- g. Develop integrated innovative corporate services utilising the best practice from across the public and private sectors.

**19. In-Scope** - The following ‘corporate services’ which exist in both organisations could potentially be integrated to provide ongoing support to SFRS/PS based on agreed Service Level Agreements (SLAs) include the following areas:

Finance	Fleet	Soft FM
Business Intelligence	Strategy & Planning	Hard FM
Capital Management	Innovation	Legal Services
HR P & D	Change & PMO	Communications
Training & development	Design	ICT
Logistics	Enterprise Management	Risk Data
Estates	Audit	Digital
Governance	& Performance Reporting	Cyber Security & Resilience
Assurance	Administration	Executive Support (non-operational)
Board & Committee Services Support – for SFRS & PS		
Business Continuity (non-operational)		

Around 70% of in-scope expenditure relates largely to the management and maintenance of assets (procurement, logistics, estates, fleet, ICT). To drive the required efficiencies and improvements, and to maximise the opportunities of decarbonisation and digitalisation, it is considered necessary that the combined asset portfolio is held and managed by IESCS. Based on 2019/20 audited accounts, the total assets of PS/SPA and SFRS are valued at **£1billion**.

- 20. Service Offering** - The ‘integrated’ service provision of the above should be predicated on:
- a. Service provision being the same or better than current provision (unless agreed by the SPA and SFRS Boards, Chief Officer and Chief Constable to be otherwise).
  - b. Services provided being underpinned by agreed Service Levels and Key Performance Indicator’s (KPIs)
  - c. Monthly service performance reviews
  - d. Ongoing reduction in the cost of service delivery
- 21. Reporting** - Providing reporting to:
- a. IESCS Independent Board
  - b. SPA Board

- c. SFRS Board
- d. PS Executive
- e. SFRS Executive
- f. Scottish Government

**22. Exclusions** - There are certain corporate services provided to both SFRS/PS which are either highly specialised or highly confidential/classified and these areas should be identified and appropriate models put in place to protect the specialisms and integrity of the confidentiality of the services provided such as the PS Anti-Corruption Unit (ACU), and functions covering Covert Sources/Witness Protection.

**GOVERNANCE APPROACH – IMPORTANCE OF ‘INDEPENDENCE’**

**23. Cultural & Perception Challenges**

A key cultural aspect that would need to be addressed in the formation of an IESCS would be to ensure that staff impacted did not see the integration as a **‘take-over’** by Police Scotland - which is X 3 bigger than SFRS. If this was not addressed it would lead to a lack of engagement and support by key employees if not deliberate activity/inactivity to derail the integration.

**[redacted]**

Attached at **Annex B** is the **Executive NDPB Template model**, attached at **Annex C** is the **NHS National Services Scotland (NSS)** framework document as examples.

**24. IESCS Independent Board**

To further demonstrate the ‘independence’ and equitable nature of the new integrated service **[redacted]**

**25. Board Composition**

The Board should appropriately represent SFRS/PS interests with an independent component to ensure equity along the lines of the following:

- An independent Chair
- Board Member (Police Scotland) x 2
- Board Member (SFRS) x 2
- Independent Board Members x 1
- 3 IESCS Executive Board Members

The Board should be charged with the following:

- Ensure the strategic aims of the IESCS (as agreed by Ministers) are achieved
- Provide visible ‘independent’ oversight and scrutiny of the performance of the IESCS.

- Ensure the maintenance of service provision to SFRS & PS.
- And other responsibilities (to be determined).

26. [redacted]

27. Core Funding

[redacted]

28. [redacted]

[redacted] To maximise the opportunities of a combined asset portfolio, in progressing towards carbon neutrality and addressing existing deficiencies, [redacted]. Where rationalisation can be achieved, [redacted] supporting post-Covid renewal within the Scottish economy, and longer term inclusive and sustainable economic growth.

29. [redacted]

30. The Current PS & SFRS Strategic Plans

Both SFRS and PS have established business strategies for the development and improvement of their operational service delivery. The transformation programmes of both entities should continue, integrated where appropriate, but be supported from a corporate services perspective by the new IESCS body.

[redacted]

**INDICATIVE TIMELINE – PLANNING PHASE**

30. An indicative strawman timeline of the planning phase – of what could be achieved – is provided below:

Indicative Steps & Timeline	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
Initial Agreement																			
Agree Vision Objectives & Guiding Principles																			
Agree Comm's Strategy & Early Engagement																			
Agree Planning Roles & Responsibilities																			
Agree programme governance																			
Establish Team																			
Data Gathering																			
Design																			
Outline Business Case																			
Full Business Case																			
Agree timeline on merging structures																			
Start Implementation activity																			
Governance	Ongoing																		
Staff Communications	Ongoing Comms																		

The above timeline assumes the bulk of the activity is around developing and agreeing:

- a. the project team/roles & responsibilities,
- b. the stand-up of an appropriate joint SFRS/PS project governance structure,
- c. developing an agreed joint Target Operating Model (ToM)
- d. the production of the Strategic Outline Business case and the Full Business Case.
- e. A phased transition plan for the movement from 'As Is' to the 'To Be' state.
- f. It assumes governance points throughout as Boards consider tweak/approve and gets to a starting point for implementation from the start of the 21/22 FY.

From FY 21/22 the pace of execution of the implementation can go as fast as the appetite for doing it. **[redacted] – cost benefits are inextricably linked to pace of execution.**

## **FUTURE OPPORTUNITES**

31. Should the integration of the corporate services of SFRS/PS into the IESCS prove to be very successful this could then be leveraged to provide similar corporate services functions – on a collaborative shared services basis - to other smaller public sector bodies e.g. Executive NDPBs, Advisory NDPBs, Tribunals, Public Corporations (Scottish Canals etc.) or Executive Agencies.

## **CONCLUSION & RECOMMENDATION**

### **32. Conclusion**

The integration of the Corporate Services functions of SFRS and PS could provide a timely opportunity for the Scottish Government to illustrate how, across Scotland's public sector, fast paced integration can result in enhanced service delivery, remove duplication of functions, roles and responsibilities, maximising economies of scale from procurement activities and cost reduction.

The key to successful integration is generally good planning, executing at pace, supported by strong leadership and consistent and frequent communication.

SFRS and PS with single visible national leaders in the Chief Officer and the Chief Constable are better placed than most public sector organisational leaders to provide the focus and commitment that is needed as an underpin to any successful merger programme.

### **RECOMMENDATION**

SG should consider whether they want to proceed more formally with developing this proposal so that the necessary detailed work and planning by both the SFRS and PS can be undertaken, engagement with the SFRS and SPA Boards be initiated and engagement strategies and activities with staff representatives on all sides be developed and executed.

David Page  
DCO PS

James Gray  
CFO PS

Sarah O'Donnell QFSM  
CFO SFRS

## ANNEXES

### Annex A

#### Detailed Financial Analysis- Summary

- Across both organisations the current combined cost of providing those in-scope corporate functions costs £254.5m per annum.
- [redacted]
- The combined in-scope asset base totals £1 billion. Managing these assets in an integrated manner would allow for greater synergies, and result in the same outcomes without the requirement to tie up as much capital.

Annual running costs of consolidated SFRS and PS in-scope corporate areas

Tables redacted under \* s.30(b)(i): Free and frank provision of advice

### ANNEX B

#### Executive NDPB Model Template

<https://www.gov.scot/binaries/content/documents/govscot/publications/form/2018/02/executive-ndpb-model-framework-template/documents/model-framework-executive-ndpbs-pdf/model-framework-executive-ndpbs-pdf/govscot%3Adocument/Model%2Bframework%2Bfor%2Bexecutive%2BNDPBs.pdf?forceDownload=true>

### ANNEX C

#### NHS Scotland National Services – Framework Document

<https://nhsnss.org/how-nss-works/>

## Email exchange with SAS re Blue Light Collaboration

**From:** Julie Carter (SAS) <Julie.Carter2@nhs.scot>  
**Sent:** Tuesday, December 13, 2022 6:41 PM  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: Blue light service collaboration

[REDACTED], a discussion on this would be good. I sense a momentum with Justice policy leads and we need to be clear on our position with health first and then blue light, so I would very much appreciate your support on this. Chatting through would be ideal.

I have also attached an update I did for the Board last month. Gives you some background before we chat.

Thursday next week between 2 and 4 would be ideal, should only take half an hour, what do you think? I will also send through the appendices as I see are missing from the attached Board paper.

Just send me an invite if that time suits.

Speak soon thanks

Julie

**From:** [REDACTED] <[REDACTED]>  
**Sent:** 13 December 2022 15:27  
**To:** Julie Carter (SAS) <[Julie.Carter2@nhs.scot](mailto:Julie.Carter2@nhs.scot)>  
**Cc:** [REDACTED]  
**Subject:** Blue light service collaboration

Hi Julie

Hope you are well. I went to an emergency service policy leaders meeting last week, Richard Combe attended for SAS, and I know that you are involved in this work too. It would be really helpful to catch up re the collaboration work, and to understand what shared services already exist with other HBs or blue light partners and what potential there might be for further shared services.

Conscious that everyone is busy at the moment in the lead up to the festive period but I'm around next Tues, Thurs or Friday if you are too or back on 4 Jan onwards. If there are others who should come from SAS let me know and I'll set something up.





Many thanks

[REDACTED]

[REDACTED]

**Sponsorship, Operational Capability & Transformation Division**  
**Primary Care Directorate, Scottish Government** 📞 07468 367786  
*I work Tuesday to Friday*

**Document embedded within above email:**

## **OFFICIAL SENSITIVE**

### **PRIVATE BOARD MEETING**

#### **SCOTTISH AMBULANCE SERVICE BOARD**

#### **UPDATE ON REFORM COLLABORATION ACTIVITIES WITH POLICE SCOTLAND AND SCOTTISH FIRE AND RESCUE SERVICE**

#### **JULIE CARTER, DIRECTOR OF FINANCE, LOGISTICS AND STRATEGY**

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#### **SECTION 1: PURPOSE**

This paper will provide an update on the Reform Collaboration activities between the Scottish Ambulance Service (SAS), Police Scotland (PS) and Scottish Fire and Rescue Service (SFRS). The Reform Collaboration Group (RCG) was established to create opportunities for inter-organisational working to improve health and wellbeing outcomes

for the people of Scotland. It is led by the Chair and CEO of each organisation supported by Executive leads. The Director of Finance, Logistics and Strategy is the Executive lead for the Service.

#### **SECTION 2: RECOMMENDATIONS**

Members are asked to note the work to date, the current priorities and the future planned work and developing strategic priorities. It is also proposed that an annual update on this work will be presented to the Board

#### **SECTION 3: BACKGROUND**

The three emergency services have been collaborating for many years. In 2018, the Reform Collaboration Group was established, with the National Collaboration Group

attended by the three Chief Officers and Chairs meeting on a quarterly basis considering strategic areas where closer collaboration will benefit the population of Scotland. This group is underpinned by an operational group (Reform Collaboration Operational Group) of senior leaders from the 3 services, to manage and implement an annual plan of work of improvement collaboration and action. The chair rotates between the 3 services with SFRS taking over from PS in this year.

The RCG published the attached strategy in 2018 (**appendix A**) which aimed to set out the key principles by which the three emergency services would work together to further enhance and identify areas for collaborative working.

The strategy defined four strategic objectives as the primary focus of our work together

These are:

- ❖ **Colocation - primarily focus on co-locating our stations with SFRS**
- ❖ **Co responding - focusing our work then on out of hospital cardiac arrests, developing work with PS and NHS 24 on mental health**
- ❖ **Share Knowledge – at that time it was working with a research group within Edinburgh University and**
- ❖ **Integration – considering our corporate services including training and education**

Whilst these 4 themes remain, work has developed further over the last 4 years with new emerging priorities now being aligned to the respective Services' strategies.

This paper describes a summary of the work completed over the last few years and builds upon the future priorities and workplan.

## **SECTION 4: DISCUSSION**

Over the last few years work has focused on:

- The proposal for a **strategy refresh** was considered in early 2020, to develop a revised Scottish Emergency Services Collaboration Strategy. A series of tri service workshops was agreed focused on 'pain points' for operational staff with the workshops intended to be led by frontline staff ensuring strong engagement. The vision was to allow the 3 services to focus on collaborative solutions that deliver on shared outcomes. However the full rollout of this was delayed due to COVID.
- The Scottish Institute for Policing Research (SIPR) supported by an academic partner, along with the 3 emergency services supported a Rapid Evidence Assessment (REA) to explore the tri-service collaboration between Fire, Ambulance and Police Services within an established PS and SFRS community hub model. The research project involved a literature review and a number of case studies in a specified community to examine the effectiveness of local collaborations. The expected report and output of this is due to be presented to the November RCG meeting

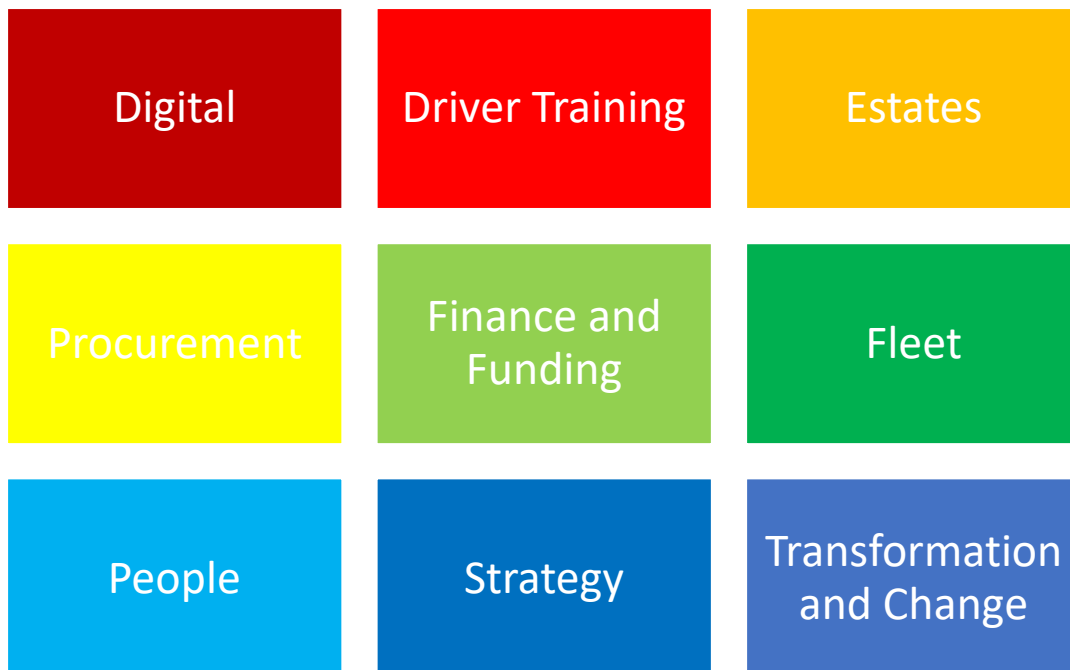
- The RCG co-ordination team (under the PS Chair) facilitated 3 Tri Service workshops where a wide range of themes were explored in relation to **mental health response**. Notable output from these sessions included the progression of joint work around High Intensity Users and the expansion of the Distress Brief Intervention (DBI) referral process to the SFRS.
- Chief Officers agreed that further opportunities should be identified for collaboration between services in **staff health and wellbeing** with PS convening and chairing the Tri Service Wellbeing Group for shared learning and best practice. The group have since explored various collaborative opportunities and contributed towards the development of respective services' wellbeing and suicide prevention strategies. As a direct result of work within this group SFRS have taken forward their own programme of wellbeing advocates based on the PS model. In addition a PS representative was invited by HRH the Duke of Cambridge to take up a secondment to The Royal Foundation to lead a working group to develop and support mental health and wellbeing of emergency responders and report to the RCG. Notable output from this project included a symposium of emergency service leaders on mental wellbeing in early 2022, and the development of a set of mental health at work commitments to which a number of emergency services across the UK have since signed, including SFRS, SAS & PS
- PS convened and chaired a short life working group to progress and develop the commitments within the **2019 Emergency Services Dementia Pledge**. Outputs from this group included sharing of HR policy and practice between services and sharing of Alzheimer's Scotland Dementia Friends products across the services to raise staff awareness around Alzheimer's and Dementia. The pledge itself was re-signed and relaunched in September 2021 with a renewed commitment from Chief Officers to continue to work together towards the commitments
- Work in relation to Out of Hospital Cardiac Arrests has resulted in a short life working group being convened to explore AED provision and distribution across the organisations. Output from the group included the procurement of 70 new AED's for use across the PS estate. These devices are registered with the Circuit which is maintained by the British Heart Foundation
- The **Driver Training Collaborative Group (DTCG)** was convened as a result of an RCG action raised in January 2022. This group provide a mechanism whereby Blue Light services can work together, alongside key partners and enablers, on driver training, in a manner that makes best use of public funding. The objective of this group was to identify and explore collaboration opportunities for driver training across the Scottish Blue Light services landscape in order to achieve better economies of scale, efficiencies and purchasing power, reduce duplication and replicate best practice and quality.
- In October 2021 a joint working group was convened by PS in response to the creation of a Police Scotland strategic risk around SAS and wider health pressures and the resultant impact on PS. Work delivered to date includes an escalation process through a governance structure, enhancement of the existing Casualty Treatment Report process, establishing a daily call for contact centre leads, and expansion of the unconscious casualty and naloxone pilot where officers call 999 direct from scene in certain circumstances. Work is ongoing around data sharing, embedding advanced practitioners in Police control rooms and the potential to have a bespoke

questions set for triage of Police calls to SAS. PS are also currently exploring the possibility of direct video calling from officer's mobile devices to SAS from scene.

As an offshoot of the Reform Collaboration group the **Blue Light Collaboration Programme** (BLCP) was established in August 2021 to identify opportunities where the 3 Emergency Services can rapidly identify and set in motion joint teams to explore and exploit collaboration opportunities within our corporate services landscape. The programme aims to provide a mechanism whereby Blue Light services can work together, alongside key partners and enablers, to seek collaborative opportunities that makes best use of public funding, and strives to achieve carbon neutrality, as a key component of the Scottish public sector and a visible leader in behaviour change.

A Blue Light Collaboration Board (BLCB) was established to provide strategic direction, support and governance for the BLCP to deliver the objectives set out above. The board comprises senior officers from each service and meets on a 2 month basis. The programme oversees 9 collaborative work streams and reports to RCG. Given the financial challenges across all services, the focus of this work is to consider how collaboration opportunities including shared services can delivery efficiency savings. [REDACTED]

The 9 workstreams are:



The BLCP held its first conference in October 2022 with presentations from each of the groups with a focus on

- opportunities identified to date
- challenges and

- next steps.

The slides from the sessions and summarising the work to date are included within **Appendix B**.

The key messages from the groups were

- ❖ good progress and discussions are taking place with opportunities highlighted
- ❖ a lot of work was already in progress, in particular with Fleet and Estates
- ❖ similar challenges of funding, capacity and local issues were identified

Given the links to the Reform Collaboration Group, it has been agreed to stand down the BLCP Board and now formally report through the Reform Collaboration Officers group.

In addition to the above the group has been receiving updates from the tri-service Emergency Services Network (ESN) programme, the tri-service estates group and developing work on a multi agency community safety officer.

Work has also been undertaken to review the strategic aim and priorities in light of the developing local service Strategies. A paper detailing these is being presented to the Reform Collaboration Group in November. They are:

- 1. Strategic Change**
  - a) We will work together on our approaches to the Resource Spending Review
  - b) We will work together to implement a Strategic Asset Collaboration Programme
  - c) We will work together to build and share data analysis and insights into our shared demand and capacity challenges
  - d) We will work together to develop a common approach to organisational investment and disinvestment
- 2. Corporate Change**
  - a) We will work together through the Blue Light Collaboration work streams to deliver corporate organisational change
  - b) We will work together to share learning from the COVID 19 Reset and Renewal process
  - c) We will work together in the development and implementation of organisational strategic priorities
- 3. Innovation**
  - a) We will develop a collaborative Innovation Hub to lead and co-ordinate our joint approach to innovation
  - b) We will become a test bed for developing innovative technologies and methodologies
  - c) We will work together in addressing the Climate Emergency and decarbonising our organisations
- 4 Prevention**
  - a) We will implement a collaborative Public Health approach to support Community Safety and prevention



- d) We will work together to share practices in relation to Community Planning and other forms of partnership working
- e) We will deliver on the Christie commitments to promote better outcomes for people

Once approved an updated workplan will be developed using the template below.

Theme	Priority	Supporting work programme/ project	RCG lead
Innovation			
Corporate Change			
Strategic Change			
Prevention			

**APPENDICES:**

Appendix A – Existing Strategic Document

[Document embedded within above email:](#)

**OFFICIAL SENSITIVE**

<b>Private Board Meeting</b>	<b>30 November 2022</b> <b>Item No 30</b>
<b>THIS PAPER IS FOR NOTING</b>	
<b>UPDATE ON REFORM COLLABORATION ACTIVITIES WITH POLICE SCOTLAND AND SCOTTISH FIRE AND RESCUE SERVICE</b>	

<b>Lead Director Author</b>	Julie Carter, Director of Finance, Logistics and Strategy -
<b>Action required</b>	The Board is asked to 1. note the update from the Reform Collaboration workstreams 2. note an update will be provided to the Board on an annual basis on the work of this group.

<b>Key points</b>	<p>This paper will provide an update on the Reform Collaboration activities between the Scottish Ambulance Service (SAS), Police Scotland (PS) and Scottish Fire and Rescue Service (SFRS).</p> <p>The Reform Collaboration Group (RCG) was established to create and maximise opportunities for inter-organisational working to improve health and wellbeing outcomes for the people of Scotland.</p> <p>It is led by the Chair and CEO of each organisation supported by Executive leads. The Director of Finance, Logistics and Strategy is the Executive lead for the Service.</p> <p>The strategy which was agreed in 2018 is due a refresh and this work is ongoing. In addition significant work has taken place throughout COVID and linking into the updated strategies from each organisation.</p>
<b>Timing</b>	An update on Reform Collaboration activities will be presented to the Board on an annual basis.
<b>Associated Corporate Risk Identification</b>	<p>Risk ID 4636 – health and wellbeing of staff</p> <p>Risk ID 4638 – wider system changes and pressures</p>
<b>Link to Corporate Ambitions</b>	<p>We will</p> <ul style="list-style-type: none"> <li>• be a great place to work, focusing on staff experience, health and wellbeing</li> <li>• work collaboratively with citizens and our partners to create healthier and safer communities</li> <li>• innovate to continually improve our care and enhance the resilience and sustainability of our services</li> </ul>
<b>Link to NHS Scotland's Quality Ambitions</b>	<ul style="list-style-type: none"> <li>• Safe</li> <li>• Effective</li> <li>• Person Centred</li> </ul>
<b>Benefit to Patients</b>	The aim of the collaboration is to create opportunities for inter organisational working to improve health and wellbeing outcomes for the people of Scotland.

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**Document embedded within above email:**

**Budget Workshop – Justice System & Public Services**  
**Thursday 24<sup>th</sup> November 2022, 09:30 - 11:00, 2WR, St Andrew's House**

This note summarises the actions highlighted at the Budget Workshop held on 24<sup>th</sup> November, which focussed on the Justice System and Public Services.

**Attendance**

- Paul Johnston (chair), DG Communities

- Deputy First Minister and Cabinet Secretary for Covid Recovery
- Mr Brown, Cabinet Secretary for Justice and Veterans
- Mr Yousaf, Cabinet Secretary for Health and Social Care
- Ms Robison, Cabinet Secretary for Social Justice, Housing and Local Government
- Ms Constance, Minister for Drugs Policy
- John Logue, Crown Agent
- Alyson Stafford, DG Scottish Exchequer
- Gemma Dalton, DG Scottish Exchequer
- Neil Rennick, Director of Justice
- Amy Wilson, Head of Justice Analytical Services
- Mary McAllan, Director of Covid Recovery and Public Service Reform
- Shirley Laing, Director for Tackling Child Poverty
- Sarah O'Donnell, DG Communities
- Jennie Gollan, Special Advisor
- Callum McCaig, Special Advisor
- Leanne Dobson, Special Advisor



## Context

This workshop focussed on the interconnections between Justice and other portfolios, with the discussion centred around achieving better outcomes at a lower cost, and what reforms are needed to do this. This is an opportunity for collaboration around the design and progression of greater preventative intervention across portfolios.

The Deputy First Minister noted that the outlook on the Budget is extremely challenging and that the purpose of this workshop was to make available resource go further, and to look at how demand and pressure on public services can be reduced.

The key for this is to focus resources on prevention and early intervention. The Justice system picks up the pieces of acute crises where an earlier intervention could have avoided such a situation – situations of addiction, mental health crises and a myriad of other moments of extremis. Pivotal to this agenda is the role of the Third Sector, as a strong and vibrant Third Sector is essential to deliver the shift to prevention and early intervention.

The UK Government's Autumn Statement was not as dire for years one and two as perhaps expected, but the latter two years of the period are. As such, there is a necessity to reconfigure our financial position in years one and two, in order to ensure our public services are strong enough to face years three and four. This will require a significant reduction in demand alongside a significant enhancement of early intervention to avoid the acute presentation of crises throughout our services.

## Summary of Discussion

1. Ministers agreed that a **“whole person”-centred approach** needs to be prioritised across public services in order to allow for early intervention and prevention. It was also agreed that needs would be better met with a **multi-agency service** that allows for individualisation of service.
2. A key focus was the necessity of progressing **Shared Services reform** across both community and blue light services in order to achieve the prevention and early intervention agenda. In this, it was also suggested there is an opportunity for the **co-location of community and blue light services** to better meet the needs of the vulnerable and at-risk.
3. The main barrier to such progression is **data sharing**, and further work needs to be done to remove this barrier. This needs investigation on a granular level to understand the issues around data sharing and how these are dismantled. It was agreed that the barrier is both practical and cultural within the public services.
4. Ministers agreed that increasing communication and collaboration between services would have the subsequent effects of increasing the efficiency of the Justice system, reducing court backlogs, and decreasing re-offending. It was noted that people would both navigate the system and gain access to the relevant services in a more effective and efficient manner.
5. Specific Justice reforms were also discussed, such as the provision of body cameras, which would incur an initial cost but would result in a longer-term saving as it decreases the likelihood of contested evidence and thereby reduces police time in court. The Cabinet Secretary for Justice and Veterans also raised the issue of prisoner transfer, and the possibility of retired uniformed personnel being utilised to fill this gap.

6. Ministers also discussed other opportunities for the Third Sector to further support the Justice system and the greater impact and value for money it offers. This included a suggestion for a Third Sector “Change Fund” across government which would pivot to focus on the priorities for the next two years to reduce demand and save on statutory services money.
7. Ministers also discussed varying capacity across the emergency services and opportunities to share people and resources.

### **Actions**

At the conclusion of the workshop, the following actions were agreed:

- Progress blue light shared services, including shared call centres, and consider further sharing of people, estates and resources across the emergency services.
- Investigate deployment of existing resources across the public sector to create a coherent and preventative service offer which meets the needs of the individual service user.

Investigate opportunities to further strengthen and utilise the Third Sector to support the prevention and early intervention agenda.

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## Letter to SPA and Police Scotland re BLC budget

**From:** Somers J (John) <John.Somers@gov.scot>

**Sent:** 04 July 2023 09:58

**To:** SPA Chair Office <SPAChairOffice@spa.police.uk>

**Cc:** SPA Chief Executive <SPACHiefExecutive@spa.police.uk>; Police Division Hub Mailbox <police\_division\_hub\_mailbox@gov.scot>

**Subject:** FW: Letter from Don McGillivray - Blue Light Reform Budget

**Importance:** High

Hi Lesley

Please see attached letter from Don McGillivray on Blue Light Reform which was issued on Friday. Please pass on my sincere apologies to Martyn who should have been on the original copy list, it was error of omission and it won't happen again

Thanks  
John

John Somers

Deputy Director – Police Division  
Directorate for Safer Communities

Scottish Government

[redacted]

**From:** [redacted]@gov.scot> **On Behalf Of** McGillivray D (Donald)  
**Sent:** Friday, June 30, 2023 10:38 AM  
**To:** [SPAChiefExecutive@spa.police.uk](mailto:SPAChiefExecutive@spa.police.uk); [Ross.Haggart@firescotland.gov.uk](mailto:Ross.Haggart@firescotland.gov.uk)  
**Cc:** [Kirsty.Darwent@firescotland.gov.uk](mailto:Kirsty.Darwent@firescotland.gov.uk); [John.Thomson@firescotland.gov.uk](mailto:John.Thomson@firescotland.gov.uk);  
[DeputyChiefOfficer@scotland.police.uk](mailto:DeputyChiefOfficer@scotland.police.uk); [ChiefFinancialOfficer@scotland.police.uk](mailto:ChiefFinancialOfficer@scotland.police.uk);  
[Tom.Steele2@nhs.scot](mailto:Tom.Steele2@nhs.scot); [Pauline.Howie@nhs.scot](mailto:Pauline.Howie@nhs.scot); Director of Safer Communities  
<[DirectorofSaferCommunities@gov.scot](mailto:DirectorofSaferCommunities@gov.scot)>  
**Subject:** Letter from Don McGillivray - Blue Light Reform Budget

Dear Lynn and Ross,

Please find attached a letter on behalf of Don McGillivray, Director of Safer Communities, in relation to the Blue Light Reform Budget.

Regards,

**[REDACTED]**

Deputy Business Manager | Directorate Support Team (DST)  
Safer Communities Directorate | Scottish Government  
Email: [REDACTED]@gov.scot

I am currently working from home and can be contacted via MS Teams.

Lynn Brown  
Chief Executive Officer  
Scottish Police Authority  
1 Pacific Quay  
G51 1DZ

Ross Haggart,  
Chief Fire Officer  
Scottish Fire and Rescue  
Service  
Westburn Drive  
Cambuslang  
G72 7NA

By Email:  
[SPAChiefExecutive@spa.police.uk](mailto:SPAChiefExecutive@spa.police.uk)  
[Ross.Haggart@firescotland.gov.uk](mailto:Ross.Haggart@firescotland.gov.uk)  
29 June 2023

**Dear Lynn and Ross,**  
**2023-24 BUDGET UPDATE – BLUE LIGHT REFORM**

I would like to thank you for the work that has been carried out to date to take forward the Blue Light Reform work and for the progress that has been made towards assessing options for further collaboration across the blue light services.

The Scottish Government's 2023-24 budget position remains extremely challenging in light of the continuing period of high inflation, pay pressures and the cost of living crisis. The fiscal constraints of devolution mean that the Scottish Government cannot borrow to meet these increased costs and so work has been undertaken to assess measures that can be taken forward to support our path to delivering a balanced budget.

You were informed in your 2023-24 Budget Allocation & Monitoring Letters that a new £5 million fund was created within the Justice Portfolio to support cross-justice reforms, which includes collaborative work between blue light services and justice agencies. I am writing to inform you that a recent Ministerial review of resource budgets across Scottish Government has resulted in a reduction to this fund in financial year 2023-24.

The Justice Reform Fund budget has been reduced from £5 million to £1 million, the £4 million will contribute to managing the financial challenge, to support the delivery of a balanced fiscal Position. I understand that this is a significant change to the initial budget indication and I appreciate your efforts to adapt your reform plans accordingly this year.

The Justice Portfolio has a strong track record of public sector reform and the Cabinet Secretary for Justice & Home Affairs and the Deputy First Minister remains committed to blue light collaboration. We understand that the revised budget of £1 million is sufficient to allow a business case being progressed in this financial year, to explore what options can be taken forward, and what benefits will be delivered.

Yours Sincerely,

**Don McGillivray**

Director Safer Communities

**Copy to:**

Kirsty.Darwent@firescotland.gov.uk

John.Thomson@firescotland.gov.uk

DeputyChiefOfficer@scotland.police.uk

ChiefFinancialOfficer@scotland.police.uk

Tom.Steele2@nhs.scot

[Pauline.Howie@nhs.scot](mailto:Pauline.Howie@nhs.scot)

---

## Email from SPA re 21/6/23 SPA board meeting

**From:** SPA Board Services <SPABoardServices@spa.police.uk>

**Sent:** 15 June 2023 13:33

**To:** HM Inspectorate of Constabulary <HMIC@hmic.gov.scot>;  
[redacted]@gov.scot>

**Subject:** Authority Meeting - 21 June - Agenda and Papers [OFFICIAL]

**OFFICIAL**

Good afternoon,

Please find attached the Agenda and papers for:

- **Authority Meeting**

- **Wednesday 21 June 2023, starting at 10.00am**
- **Apex Suite, Apex Grassmarket Hotel, 31-35 Grassmarket, Edinburgh, EH1 2HS**

The following papers are outstanding:

- Item 3: Chair's Report
- Item 4: Committee Chair's Reports
- Item 5: Chief Constable's Report
- Item 11: Chief Constable's Year End Policing Performance Assessment

As per the standing orders, the Agenda was published yesterday and public papers will be published on Friday.

Many thanks

[redacted]

[redacted]

**Governance Support Officer  
Scottish Police Authority / Ùghdarras Poilis na h-Alba  
1 Pacific Quay  
Glasgow  
G51 1DZ**

**Email / Post-d:** [redacted]

**Website / Làrach-lìn:** [www.spa.police.uk](http://www.spa.police.uk)

**Twitter:** @ScotPolAuth

**Attached papers withheld in accordance with s.25(1) – Information otherwise accessible. Please see [www.spa.police.uk](http://www.spa.police.uk) for SPA board and committee papers.**

---

## Email exchange with SAS re RCG

**From:** Julie Carter (SAS) <Julie.Carter2@nhs.scot>

**Sent:** 25 April 2023 12:54

**To:** [redacted]@gov.scot

**Cc:** [redacted]@gov.scot

**Subject:** RE: Reform Collaboration Group (RCG) - Blue Light Collaboration - Notes - Scottish Parliament - 22nd March 2023 (issued 18 April 2023) [OFFICIAL]

OFFICIAL

Thanks [redacted] will let the others know. They will respond back as agreed. Will keep you posted if any further developments and presume you will do likewise. Hope strategic intent was helpful.

Thanks

Julie

**From:** [redacted][@gov.scot](mailto:[redacted]@gov.scot)

**Sent:** 25 April 2023 12:04

**To:** Julie Carter (SAS) <[Julie.Carter2@nhs.scot](mailto:Julie.Carter2@nhs.scot)>

**Cc:** [redacted][@gov.scot](mailto:[redacted]@gov.scot)

**Subject:** RE: Reform Collaboration Group (RCG) - Blue Light Collaboration - Notes - Scottish Parliament - 22nd March 2023 (issued 18 April 2023) [OFFICIAL]

OFFICIAL

Hi Julie

the note did go but there have since been Ministerial changes. The new DFM will be having discussions with each Cab Sec on PSR and this will be discussed further then but and the work agreed at the RGC will form a very helpful basis for briefing for discussion for these meetings.

Thanks

[REDACTED]

**From:** Julie Carter (SAS) <[Julie.Carter2@nhs.scot](mailto:Julie.Carter2@nhs.scot)>

**Sent:** 25 April 2023 11:40

**To:** [redacted][@gov.scot](mailto:[redacted]@gov.scot)

**Cc:** [redacted][@gov.scot](mailto:[redacted]@gov.scot)

**Subject:** RE: Reform Collaboration Group (RCG) - Blue Light Collaboration - Notes - Scottish Parliament - 22nd March 2023 (issued 18 April 2023) [OFFICIAL]

OFFICIAL

[redacted] ,

Is it ok to confirm with them that the Cab Sec has not written to Health Cab Sec or could you give me a form of words that I could send round the SFRS and Police colleagues. They were asking me to feedback following our meeting today.

Shall I not respond given we were not in attendance?

Plus attached the draft strategic intent, Police confirmed fine and SFRS also happy with a minor change. Pauline and Tom to review, but likely to be almost final version. 4 tracks as discussed today, albeit in a slightly different order than we discussed in the meeting!

Thanks

Julie

**From:** [redacted]@gov.scot  
**Sent:** 25 April 2023 11:28  
**To:** Julie Carter (SAS) <[Julie.Carter2@nhs.scot](mailto:Julie.Carter2@nhs.scot)>  
**Cc:** [redacted]@gov.scot  
**Subject:** RE: Reform Collaboration Group (RCG) - Blue Light Collaboration - Notes - Scottish Parliament - 22nd March 2023 (issued 18 April 2023) [OFFICIAL]

OFFICIAL

Hi Julie

Yes this is the revised note. SFRS and their Chair have signed off these minutes, PS and the SPA are still to respond.

Thanks

[redacted]

**From:** Julie Carter (SAS) <[Julie.Carter2@nhs.scot](mailto:Julie.Carter2@nhs.scot)>  
**Sent:** 25 April 2023 10:59  
**To:** [redacted]@gov.scot  
**Subject:** FW: Reform Collaboration Group (RCG) - Blue Light Collaboration - Notes - Scottish Parliament - 22nd March 2023 (issued 18 April 2023) [OFFICIAL]

OFFICIAL

[redacted],

Looks like this is the revised version but you can let me know please. If so we will respond to this, or at least tell me if ok to respond noting we were not in attendance. Consistent message going back from SFRS and Police so fine either way.

Thanks

Julie

**From:** Page, David <[David.Page@scotland.police.uk](mailto:David.Page@scotland.police.uk)>  
**Sent:** 25 April 2023 08:59  
**To:** Julie Carter (SAS) <[Julie.Carter2@nhs.scot](mailto:Julie.Carter2@nhs.scot)>; Gray, James-4 <[James.Gray4@scotland.police.uk](mailto:James.Gray4@scotland.police.uk)>  
**Cc:** Deputy Chief Officer <[DeputyChiefOfficer@scotland.police.uk](mailto:DeputyChiefOfficer@scotland.police.uk)>; Page, David <[David.Page@scotland.police.uk](mailto:David.Page@scotland.police.uk)>  
**Subject:** FW: Reform Collaboration Group (RCG) - Blue Light Collaboration - Notes - Scottish Parliament - 22nd March 2023 (issued 18 April 2023) [OFFICIAL]

OFFICIAL

Morning Julie

The minute (2<sup>nd</sup> version) that has come out from SG re the trilateral meeting we had on 22 March is attached for info.

Note para 3c and 3d (extract of 3c is below for ease of reference) re CSJ wanting SAS involved in the business case

- a) It is the aspiration to include Scottish Ambulance Service (SAS) in this work from the start. It is important to ensure that the SAS Chief Executive and Chair can both attend future meetings. [redacted] and help support the development of a joint business case, with collective deliverables.

[redacted]

Something to discuss at 0930!

Best  
David

---

## Email exchange with Police Scotland and SPA re Joint Strategy on Policing

**From:** [redacted]  
**Sent:** 05 April 2023 12:18  
**To:** [redacted]@gov.scot; [redacted]  
**Cc:** [redacted]  
**Subject:** RE: Joint Strategy [OFFICIAL]

OFFICIAL

Thanks that's really helpful and we will have a look at the narrative when we capture feedback for the final version.

Have a great Easter break!

[redacted]

[redacted]  
[redacted]  
Police Scotland / Poileas Alba  
Fettes | Edinburgh | EH4 1RB

Please note I'm mostly remote working - I'm available on email, mobile and MS Teams.



Tel / Fòn: [redacted]  
Email/Post-d: [redacted]  
Team Email / Post-d na Sgioba: [strategyandinnovation@scotland.police.uk](mailto:strategyandinnovation@scotland.police.uk)  
Website / Làrach-lìn: [www.scotland.police.uk](http://www.scotland.police.uk)  
Twitter: [@policescotland](https://twitter.com/policescotland)  
Facebook: [www.facebook.com/policescotland](https://www.facebook.com/policescotland)  
[Strategy, Insight and Engagement \(spnet.local\)](#)

**[Find out more about our strategies and plans, have your say on Your Police or visit our Engagement Hub](#)**

**From:** [redacted]  
**Sent:** 05 April 2023 12:15  
**To:** [redacted]; [redacted]  
**Cc:** [redacted]  
**Subject:** RE: Joint Strategy [OFFICIAL]

[redacted]

[redacted]  
[redacted]  
Police Powers, Strategy & Sponsorship team  
Police Division

He/him. I am working from home. Available by MS Teams or mobile [redacted]

**From:** [redacted]  
**Sent:** 29 March 2023 10:20  
**To:** [redacted]@gov.scot; [redacted]  
**Cc:** [redacted]  
**Subject:** RE: Joint Strategy [OFFICIAL]

**OFFICIAL**

Thanks [redacted], that's really helpful and look forward to SG feedback. [redacted]  
One other area I know SG have an interest in is the blue light collaboration work that is progressing.

Just let us know if helpful to discuss any time.

Thanks [redacted]

[redacted]  
[redacted]  
Police Scotland / Poileas Alba  
Fettes | Edinburgh | EH4 1RB

Please note I'm mostly remote working - I'm available on email, mobile and MS Teams.

Tel / Fòn: [redacted]

Email/Post-d: [redacted]

Team Email / Post-d na Sgioba[redacted]

Website / Làrach-lìn: [www.scotland.police.uk](http://www.scotland.police.uk)

Twitter: [@policescotland](https://twitter.com/policescotland)

Facebook: [www.facebook.com/policescotland](https://www.facebook.com/policescotland)

[Strategy, Insight and Engagement \(spnet.local\)](#)

[Find out more about our strategies and plans, have your say on Your Police or visit our Engagement Hub](#)

**From:** [redacted]@gov.scot

**Sent:** 29 March 2023 09:09

**To:** [redacted]; [redacted]

**Subject:** Joint Strategy

Morning guys,

Have been perusing the draft joint strategy the past few days and nothing is particularly jumping out at me that I'd want to highlight at this stage. I've shared with colleagues so it's possible they may wish to raise something for their respective areas. In the meantime is there anything you'd want to point me to in terms of new content?

We'll reply by email rather than fill out the survey by the way.

Cheers

[redacted]

[redacted]

[redacted]

**Police Powers, Strategy & Sponsorship team**

**Police Division | Scottish Government**

**He/him, currently working from home. Available by MS Teams or mobile**

[redacted]

---

## Email from SPA re 23/3/23 SPA board meeting

**From:** SPA Board Services <SPABoardServices@spa.police.uk>

**Sent:** 17 March 2023 11:01

**To:** HM Inspectorate of Constabulary <HMIC@hmic.gov.scot>; [redacted]

**Subject:** Authority Meeting - Agenda and Papers [OFFICIAL]

OFFICIAL

Good afternoon,

Please find attached the Agenda and papers for:

- **Authority Meeting**
- **Thursday 23 March 2023, starting at 09.30am**
- **COSLA, 19 Haymarket Yard, Edinburgh, EH12 5BH**

The following papers are outstanding:

- Item 4: Committee Chairs Report
- Item 5: Chief Constable's Report
- Item 9: Violence Against Women and Girls Strategy
- Item 10: Annual Police Plan

As per the standing orders, the Agenda was published yesterday and public papers will be published on Monday.

Many thanks

[redacted]

[redacted]

[redacted]

**Scottish Police Authority / Ùghdarras Poilis na h-Alba**  
**1 Pacific Quay**  
**Glasgow**  
**G51 1DZ**

**Email / Post-d:** [redacted]

**Website / Làrach-lìn:** [www.spa.police.uk](http://www.spa.police.uk)

**Twitter:** @ScotPolAuth

[Attached papers withheld in accordance with s.25(1) – Information otherwise accessible. Please see [www.spa.police.uk](http://www.spa.police.uk) for SPA board and committee papers.]

---

Email from SPA re 23/2/23 SPA board meeting

**Sent:** 16 February 2023 15:45

**To:** [redacted]; HM Inspectorate of Constabulary <[HMIC@hmic.gov.scot](mailto:HMIC@hmic.gov.scot)>

**Subject:** Authority Meeting - Agenda and Papers [OFFICIAL]

OFFICIAL

Good afternoon,

Please find attached the Agenda and papers for:

- **Authority Meeting**
- **Thursday 23 February 2023, starting at 10.00am**
- **Island Suite, Crowne Plaza, Congress Road, Glasgow, G3 8QT**

The Chief Constables Report (Item 5) will follow.

As per the standing orders, the Agenda was published today and public papers will be published on Monday.

Many thanks

[redacted]

[redacted]

[redacted]

**Scottish Police Authority / Ùghdarras Poilis na h-Alba**  
**1 Pacific Quay**  
**Glasgow**  
**G51 1DZ**

**Email / Post-d:** [redacted]

**Website / Làrach-lìn:** [www.spa.police.uk](http://www.spa.police.uk)

**Twitter:** @ScotPolAuth

[Attached papers withheld in accordance with s.25(1) – Information otherwise accessible. Please see [www.spa.police.uk](http://www.spa.police.uk) for SPA board and committee papers.]

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## Emails from Police Scotland re Blue Light Collaboration conference presentations

**[PLEASE NOTE THAT THE TEN PRESENTATIONS LISTED IN THE EMAILS BELOW WERE ORIGINALLY RECEIVED AS POWERPOINTS. THESE HAVE BEEN CONVERTED TO TEXT AS PER BELOW TO MINIMISE FILE SIZE AND THEREFORE ENSURE ACCESSIBILITY.]**

**From:** PPCW Public Health Collaboration

<[PPCWPublicHealthCollaboration@scotland.police.uk](mailto:PPCWPublicHealthCollaboration@scotland.police.uk)>

**Sent:** 14 November 2022 14:16

**To:** ACC Local Policing North <[ACCLocalPolicingNorth@scotland.police.uk](mailto:ACCLocalPolicingNorth@scotland.police.uk)>;

[redacted] [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted];

[redacted]; [redacted]; [redacted]; [redacted]; 'Thomson, John'

<[John.Thomson@firescotland.gov.uk](mailto:John.Thomson@firescotland.gov.uk)>; [redacted] [redacted]; [redacted]; [redacted];

Director People and Development

<[DirectorPeopleandDevelopment@scotland.police.uk](mailto:DirectorPeopleandDevelopment@scotland.police.uk)>; [redacted] [redacted];  
[redacted]; [redacted]; [redacted] [redacted]; [redacted]; [redacted]; 'Mark McAteer'  
<[Mark.McAteer@firescotland.gov.uk](mailto:Mark.McAteer@firescotland.gov.uk)>; McGillivray D (Donald)  
<[Donald.McGillivray@gov.scot](mailto:Donald.McGillivray@gov.scot)>; [redacted] [redacted]; Brown, Lynn  
<[Lynn.Brown@spa.pnn.police.uk](mailto:Lynn.Brown@spa.pnn.police.uk)>; 'Kirsty Darwent'  
<[Kirsty.darwent@firescotland.gov.uk](mailto:Kirsty.darwent@firescotland.gov.uk)>; Tom Steele (SAS) <[tom.steele2@nhs.scot](mailto:tom.steele2@nhs.scot)>;  
Shelley MacKay (SAS) <[Shelley.MacKay@nhs.scot](mailto:Shelley.MacKay@nhs.scot)>; [redacted] [redacted]; Chief  
Digital Information Officer <[ChiefDigitalInformationOfficer@scotland.police.uk](mailto:ChiefDigitalInformationOfficer@scotland.police.uk)>; SPA  
Chair Office <[SPACHairOffice@spa.police.uk](mailto:SPACHairOffice@spa.police.uk)>; McMahan, Tom  
<[Tom.McMahan@scotland.police.uk](mailto:Tom.McMahan@scotland.police.uk)>; [redacted] [redacted];  
'liz.barnes@firescotland.gov.uk' <[liz.barnes@firescotland.gov.uk](mailto:liz.barnes@firescotland.gov.uk)>; [redacted]  
[redacted]; ACC Partnership and Prevention  
<[ACCPartnershipandPrevention@scotland.police.uk](mailto:ACCPartnershipandPrevention@scotland.police.uk)>; [redacted] [redacted];  
[redacted]; [redacted]; [redacted]; Somers J (John) <[John.Somers@gov.scot](mailto:John.Somers@gov.scot)>; DCC  
Professionalism <[DCCProfessionalism@scotland.police.uk](mailto:DCCProfessionalism@scotland.police.uk)>;  
'[redacted]@GOV.SCOT [redacted] SPA Chief Executive  
<[SPACHiefExecutive@spa.police.uk](mailto:SPACHiefExecutive@spa.police.uk)>  
**Cc:** Deputy Chief Officer <[DeputyChiefOfficer@scotland.police.uk](mailto:DeputyChiefOfficer@scotland.police.uk)>; Julie Carter  
([Julie.Carter2@nhs.scot](mailto:Julie.Carter2@nhs.scot)) <[Julie.Carter2@nhs.scot](mailto:Julie.Carter2@nhs.scot)>;  
'Ross.Haggart@firescotland.gov.uk' <[Ross.Haggart@firescotland.gov.uk](mailto:Ross.Haggart@firescotland.gov.uk)>; Chief  
Financial Officer <[ChiefFinancialOfficer@scotland.police.uk](mailto:ChiefFinancialOfficer@scotland.police.uk)>  
**Subject:** Blue Light Collaboration Conference - presentations - part 1

Good Afternoon,

Following the Blue Light Collaboration Conference held on 3 October 2022, as discussed, please find attached presentations from the following inputs –

- Digital
- Driver Training Collaboration
- Estates

Due to the size of presentations they will be sent in 3 separate emails as follows -

Part 2

- Finance & Funding
- Fleet
- People

Part 3

- Strategic Procurement
- Strategy
- Training & Development
- Transformation & Change

It is recommended that the email is saved and thereafter deleted from outlook to allow space for the following 2 to be received.

Many thanks

[redacted]

[redacted]

Strategic Public Health Collaboration Unit  
Partnerships, Prevention & Community Wellbeing  
Tel: Working from home

Email: [redacted]

Team Email: [PPCWPublicHealthCollaboration@scotland.police.uk](mailto:PPCWPublicHealthCollaboration@scotland.police.uk)

Website: <http://www.scotland.police.uk/>

Twitter: [@policescotland](https://twitter.com/policescotland)

Facebook: [www.facebook.com/policescotland](https://www.facebook.com/policescotland)

**From:** PPCW Public Health Collaboration

<[PPCWPublicHealthCollaboration@scotland.police.uk](mailto:PPCWPublicHealthCollaboration@scotland.police.uk)>

**Sent:** 15 November 2022 08:36

**To:** ACC Local Policing North <[ACCLocalPolicingNorth@scotland.police.uk](mailto:ACCLocalPolicingNorth@scotland.police.uk)>;

[redacted] [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted];

[redacted]; [redacted]; [redacted]; [redacted]; 'Thomson, John'

<[John.Thomson@firescotland.gov.uk](mailto:John.Thomson@firescotland.gov.uk)>; [redacted] [redacted]; [redacted]; [redacted];

Director People and Development

<[DirectorPeopleandDevelopment@scotland.police.uk](mailto:DirectorPeopleandDevelopment@scotland.police.uk)>; [redacted] [redacted];

[redacted]; [redacted]; [redacted] [redacted]; [redacted]; [redacted]; 'Mark McAteer'

<[Mark.McAteer@firescotland.gov.uk](mailto:Mark.McAteer@firescotland.gov.uk)>; McGillivray D (Donald)

<[Donald.McGillivray@gov.scot](mailto:Donald.McGillivray@gov.scot)>; [redacted] [redacted]; Brown, Lynn

<[Lynn.Brown@spa.pnn.police.uk](mailto:Lynn.Brown@spa.pnn.police.uk)>; 'Kirsty Darwent'

<[Kirsty.darwent@firescotland.gov.uk](mailto:Kirsty.darwent@firescotland.gov.uk)>; Tom Steele (SAS) <[tom.steele2@nhs.scot](mailto:tom.steele2@nhs.scot)>;

Shelley MacKay (SAS) <[Shelley.MacKay@nhs.scot](mailto:Shelley.MacKay@nhs.scot)>; [redacted] [redacted]; Chief

Digital Information Officer <[ChiefDigitalInformationOfficer@scotland.police.uk](mailto:ChiefDigitalInformationOfficer@scotland.police.uk)>; SPA

Chair Office <[SPACHairOffice@spa.police.uk](mailto:SPACHairOffice@spa.police.uk)>; McMahon, Tom

<[Tom.McMahon@scotland.police.uk](mailto:Tom.McMahon@scotland.police.uk)>; [redacted] [redacted];

'liz.barnes@firescotland.gov.uk' <[liz.barnes@firescotland.gov.uk](mailto:liz.barnes@firescotland.gov.uk)>; [redacted]

[redacted]; ACC Partnership and Prevention

<[ACCPartnershipandPrevention@scotland.police.uk](mailto:ACCPartnershipandPrevention@scotland.police.uk)>; [redacted] [redacted];

[redacted]; [redacted]; [redacted]; Somers J (John) <[John.Somers@gov.scot](mailto:John.Somers@gov.scot)>; DCC

Professionalism <[DCCProfessionalism@scotland.police.uk](mailto:DCCProfessionalism@scotland.police.uk)>;

'[redacted]@GOV.SCOT [redacted] SPA Chief Executive

<[SPACHiefExecutive@spa.police.uk](mailto:SPACHiefExecutive@spa.police.uk)>

**Cc:** Deputy Chief Officer <[DeputyChiefOfficer@scotland.police.uk](mailto:DeputyChiefOfficer@scotland.police.uk)>; Chief Financial

Officer <[ChiefFinancialOfficer@scotland.police.uk](mailto:ChiefFinancialOfficer@scotland.police.uk)>;

[Ross.Haggart@firescotland.gov.uk](mailto:Ross.Haggart@firescotland.gov.uk)

**Subject:** Blue Light Collaboration Conference - presentations - part 2

Good Morning,

Following the email sent yesterday afternoon please find attached part 2 of the presentations from the Blue Light Collaboration Conference held on 3 October 2022.

Part 2

- Finance & Funding
- Fleet
- People

Part 3 (will be sent on the afternoon of 15<sup>th</sup> Nov)

- Strategic Procurement
- Strategy
- Training & Development
- Transformation & Change

Many thanks  
[redacted]

[redacted]

Strategic Public Health Collaboration Unit  
Partnerships, Prevention & Community Wellbeing  
Tel: Working from home

Email: [redacted]

Team Email: [PPCWPublicHealthCollaboration@scotland.police.uk](mailto:PPCWPublicHealthCollaboration@scotland.police.uk)

Website: <http://www.scotland.police.uk/>

Twitter: [@policescotland](https://twitter.com/policescotland)

Facebook: [www.facebook.com/policescotland](https://www.facebook.com/policescotland)

**From:** PPCW Public Health Collaboration

<[PPCWPublicHealthCollaboration@scotland.police.uk](mailto:PPCWPublicHealthCollaboration@scotland.police.uk)>

**Sent:** 16 November 2022 10:50

**To:** ACC Local Policing North <[ACCLocalPolicingNorth@scotland.police.uk](mailto:ACCLocalPolicingNorth@scotland.police.uk)>;

[redacted] [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted];

[redacted]; [redacted]; [redacted]; [redacted]; 'Thomson, John'

<[John.Thomson@firescotland.gov.uk](mailto:John.Thomson@firescotland.gov.uk)>; [redacted] [redacted]; [redacted]; [redacted];

Director People and Development

<[DirectorPeopleandDevelopment@scotland.police.uk](mailto:DirectorPeopleandDevelopment@scotland.police.uk)>; [redacted] [redacted];

[redacted]; [redacted]; [redacted] [redacted]; [redacted]; [redacted]; 'Mark McAteer'

<[Mark.McAteer@firescotland.gov.uk](mailto:Mark.McAteer@firescotland.gov.uk)>; McGillivray D (Donald)

<[Donald.McGillivray@gov.scot](mailto:Donald.McGillivray@gov.scot)>; [redacted] [redacted]; Brown, Lynn

<[Lynn.Brown@spa.pnn.police.uk](mailto:Lynn.Brown@spa.pnn.police.uk)>; 'Kirsty Darwent'

<[Kirsty.darwent@firescotland.gov.uk](mailto:Kirsty.darwent@firescotland.gov.uk)>; Tom Steele (SAS) <[tom.steele2@nhs.scot](mailto:tom.steele2@nhs.scot)>;

Shelley MacKay (SAS) <[Shelley.MacKay@nhs.scot](mailto:Shelley.MacKay@nhs.scot)>; [redacted] [redacted]; Chief

Digital Information Officer <[ChiefDigitalInformationOfficer@scotland.police.uk](mailto:ChiefDigitalInformationOfficer@scotland.police.uk)>; SPA

Chair Office <[SPACHairOffice@spa.police.uk](mailto:SPACHairOffice@spa.police.uk)>; McMahan, Tom

<[Tom.McMahan@scotland.police.uk](mailto:Tom.McMahan@scotland.police.uk)>; [redacted] [redacted];

'liz.barnes@firescotland.gov.uk' <[liz.barnes@firescotland.gov.uk](mailto:liz.barnes@firescotland.gov.uk)>; [redacted]

[redacted]; ACC Partnership and Prevention

<[ACCPartnershipandPrevention@scotland.police.uk](mailto:ACCPartnershipandPrevention@scotland.police.uk)>; [redacted] [redacted];

[redacted]; [redacted]; [redacted]; Somers J (John) <[John.Somers@gov.scot](mailto:John.Somers@gov.scot)>; DCC Professionalism <[DCCProfessionalism@scotland.police.uk](mailto:DCCProfessionalism@scotland.police.uk)>;  
[redacted]@GOV.SCOT [redacted] SPA Chief Executive <[SPAChiefExecutive@spa.police.uk](mailto:SPAChiefExecutive@spa.police.uk)>  
**Cc:** Deputy Chief Officer <[DeputyChiefOfficer@scotland.police.uk](mailto:DeputyChiefOfficer@scotland.police.uk)>; Julie Carter ([Julie.Carter2@nhs.scot](mailto:Julie.Carter2@nhs.scot)) <[Julie.Carter2@nhs.scot](mailto:Julie.Carter2@nhs.scot)>;  
'Ross.Haggart@firescotland.gov.uk' <[Ross.Haggart@firescotland.gov.uk](mailto:Ross.Haggart@firescotland.gov.uk)>; Chief Financial Officer <[ChiefFinancialOfficer@scotland.police.uk](mailto:ChiefFinancialOfficer@scotland.police.uk)>  
**Cc:** Deputy Chief Officer <[DeputyChiefOfficer@scotland.police.uk](mailto:DeputyChiefOfficer@scotland.police.uk)>; Chief Financial Officer <[ChiefFinancialOfficer@scotland.police.uk](mailto:ChiefFinancialOfficer@scotland.police.uk)>;  
[Ross.Haggart@firescotland.gov.uk](mailto:Ross.Haggart@firescotland.gov.uk)  
**Subject:** Blue Light Collaboration Conference - presentations - part 3

Good Morning,

Following the email sent yesterday please find attached part 3 of the presentations and notes from the Blue Light Collaboration Conference held on 3 October 2022.

- Strategic Procurement
- Strategy
- Training & Development
- Transformation & Change
- Blue Light Collaboration Conference Notes

Many thanks  
[redacted]

[redacted]

Strategic Public Health Collaboration Unit  
Partnerships, Prevention & Community Wellbeing  
Tel: Working from home

Email: [redacted]  
Team Email: [PPCWPublicHealthCollaboration@scotland.police.uk](mailto:PPCWPublicHealthCollaboration@scotland.police.uk)  
Website: <http://www.scotland.police.uk/>  
Twitter: [@policescotland](https://twitter.com/policescotland)  
Facebook: [www.facebook.com/policescotland](https://www.facebook.com/policescotland)

[PRESENTATION 1 – DIGITAL]

**Blue Light Collaboration Group – Digital & C3 Integration  
Chair – CDIO Andrew Hendry**

**Membership & Tasking**

**Members**

**PSOS – Andrew Hendry – Chief Digital and Information Officer (Chair)**



**SAS – John Baker - General Manager ICT**

**SFRS – Sandra Fox – Head of ICT**

**Tasking**

**To consider opportunities for shared digital infrastructure and investment**

**Progress**

**Each service has shared/surfaced ongoing relevant digital projects which are at different stages.**

**Digital Strategies shared – Again at different stages.**

**Further information to be shared regarding the following projects, which may have collaboration opportunities**

- **CAD and associated technologies**
  - **Modernised Contact and Engagement (PS), Command & Control Futures (SFRS), CAD Replacement (SAS)**
- **Body Worn Video/Video Capture**
  - **All partners considering technology with PS looking at a National capability.**
- **Management of Digital Media/Records**
  - **Digital Evidence Sharing (PS) project could potentially offer a platform for digital storage/exchange**
- **Corporate/Enabling Services Platforms**
  - **Enabling Policing for the Future (PS)**
  - **People, Training, Finance & Assets (PTFAS) (SFRS)**

**Progress**

**Next Steps & Conclusion**

**Partners will continue sharing of emerging projects for input and consideration.**

**Continuing discussion around Digital sector trends and key projects (such as ESMCP)**

**Meeting to be arranged between services to discuss ICT recruitment, which has been identified as a blocker among all 3 services**

**SFRS and SAS to be updated on EPF, in specific relation to HR/ Payroll, Rostering and Asset Management systems**

**Questions/Discussion**

**[PRESENTATION 2 – DRIVER TRAINING COLLABORATION]**

**Blue Light Driver Training**

**[redacted]**

**Tri-Services Collaboration**

- **Tri services blue light group**

**Group created March 2022**

- **Head of Driver Training – Police Scotland**
- **Head of Training Directorate – Scottish Fire and Rescue**
- **Associate director of education – Scottish Ambulance Service**
- **Supported by practitioners in blue light driver training**

**Initial tasking:**

- **Terms of reference**
- **Discussions to identify common challenges**

- Understand training delivery methods and models
- Benchmarking visits conducted June and July 2022.
- Tri services blue light group

**Progress to date:**

- Car response training provided to SFRS and SAS to address a critical need
- SFRS to align response driving model and driver reassessments with Police Scotland approach
- Collaborative approach to engage with Department for Transport
- Sharing of resources, premises and vehicles to reduce costs
- Joint approach to training for trainers
- Driving simulator / use of virtual technology to support and enhance training.
- Tri services blue light group

**Next steps:**

- Understand SAS position regards accreditation and national process
- Align response training across all three organisations to meet incoming legislation requirements
- Identify further opportunities for sharing
- Identify opportunities to reduce carbon footprint through technology.
  
- Questions?

[PRESENTATION 3 – ESTATES]

**Blue Light Collaboration Group - Conference**

**Estates Shared Services Group Update**

Mon 3rd October 2022

Regular Members and Attendees

**Iain Morris (IM)** (Chair) Acting Director of Asset Management (SFRS)

**Iain Wardrop (IW)** Associate Director (Scottish Futures Trust)

[redacted] (SFRS)

[redacted] (SFRS)

[redacted] (SFRS)

[redacted] (SFRS)

[redacted] (SFRS)

[redacted] (SFRS)

[redacted] (SFRS)

[redacted] (SAS)

**Scope of the Group**

Review the opportunities for shared occupation of the emergency services estates

Sharing of best practice across each of the estates groups

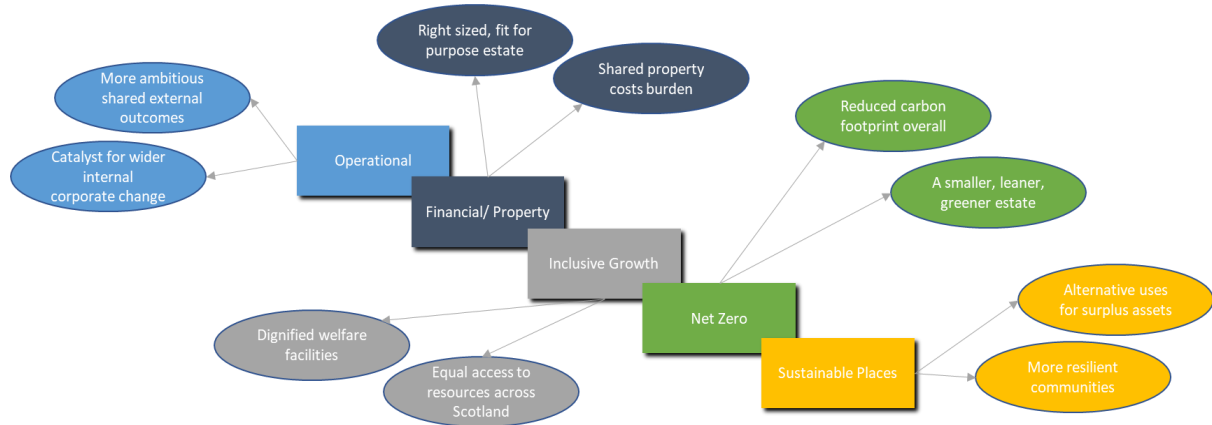
Reviewing any procurement collaboration opportunities

Working with the wider public sector on all aspects of shared facilities and opportunities

Identifying Environmental and Carbon Reduction Opportunities

## Co-location benefits

Sharing space can directly enable and indirectly support a range of **operational, financial and property, inclusive growth, net zero, and sustainable places** benefits:



## Continuing to Increase the Number of Co-locations

### Continuing to Increase the Number of Co-locations

*Recent examples of sharing facilities include:*

- *MacDonald Rd, Edinburgh: Scottish Ambulance Service into SFRS*
- *Ardrossan: Scottish Ambulance Service into SFRS*
- *Dreghorn: Scottish Ambulance Service into SFRS*
- *Coldstream: Police Scotland into SFRS*
- *Dyce: Scottish Ambulance Service into SFRS*
- *Aberdeen Central: Scottish Ambulance Service into SFRS*
- *Clarkston: Scottish Ambulance Service into SFRS*

*Work continues on potential co-locations across the country through:*

- *Three regional working groups*
- *Identification of operational and property need*
- *Local discussions and site visits*
- *Feasibility work*
- *Costing and procurement of minor works*

Area	Existing co-locations	Who's sharing
East (12)	McDonald Road Newbridge Bo'ness Newcastleton Aberfoyle Callander Bathgate Broxburn Crewe Toll Sighthill Penicuik Coldstream	SAS in SFRS PS in SFRS SAS in SFRS PS in SFRS PS in SFRS SAS in SFRS SAS in SFRS SAS in SFRS SAS in SFRS SAS in SFRS SAS in SFRS PS in SFRS
North (17)	Dyce Aberdeen Central Alford Ballater Banchory Braemar Fraserburgh Montrose Broughty Ferry (Balmossie) Fort William Elgin Tomintoul Aberfeldy Kinloch Rannoch Pitlochry Baltasound Lerwick	SAS in SFRS SAS in SFRS PS in SAS SAS in PS SAS in PS SAS in PS SAS in SFRS SAS in SFRS SAS in SFRS SAS in PS SAS in SFRS PS + SAS in SFRS PS in SFRS PS in SFRS PS in SFRS SAS in SFRS SAS in SFRS
West (13)	Castlemilk Kirkcudbright Whithorn Calton Maryhill Greenock Clydesmill Hamilton Lanark Lesmahagow Clarkston Ardrossan Dreghorn	SAS in SFRS PS in SFRS SAS in PS SAS in SFRS SAS in SFRS PS in SFRS SAS in SFRS SAS in SFRS SAS in SFRS SAS in SFRS PS in SFRS SAS in SFRS SAS in SFRS SAS in SFRS

[redacted]

### Estates BLCG Progress - Key Examples FY 2022/23

#### Portree

This is a tri-partite proposal for a new pilot facility on the Isle of Skye bringing together Police, Fire and Ambulance, being led by SFRS.

If successful in securing funding, it is proposed that Portree is a pilot project that could create a trailblazer template for further new tri-partite co-locations across rural, remote and island locations. A funding proposal is currently being compiled and high level requirements for all partners have been provided. Collaborative discussions are currently ongoing.

#### Oban

This is a Police Scotland project to deliver a new police station in Oban in conjunction with multiple public sector partners. An IBC has already been approved by the SPA Board and the new facility is now in design stages. PS are in discussion with SAS currently in the hope that they will be one of the co-located partners. SAS involvement will continue during the design stages to ensure their needs and aspirations are fully considered and taken in account.

**Coldstream**

A Memorandum of Terms of Occupation (MOTO) has recently been signed for agreement to allow local community police officers to use the Coldstream fire station for comfort/welfare breaks in the absence of a dedicated police station in the town (which closed c. 6 years ago). There is no ‘police only’ accommodation at this location and it is purely for shared use of welfare facilities.

**Further Opportunities**

In addition, Police Scotland is also exploring or considering other opportunities to co-locate with SFRS and/or SAS, at:

- Alness (PS Hub)
- Hamilton (Quest)
- Stobhill (Bonnyrigg)
- Helensburgh
- Dalbeattie
- Thornhill

**Engagement/Comms**

Police Scotland’s Estates Transformation team meets quarterly with our counterparts in SFRS and SAS. These meetings are facilitated by SFT and each organisation’s requirements are reviewed, discussed and joint opportunities explored on an ongoing basis to ascertain if there are further co-location options or sharing of facilities.

**Other Recently Explored Opportunities – PS/SFRS**

Below are listed some other opportunities which were considered by Police Scotland for co-locations with SFRS, however these have been discounted for now due to various factors outlined, with the exception of Dalbeattie and Burntisland which will be revisited. These 2 sites can now be reconsidered due to changing circumstances and the opportunities below, together with opportunities currently being progressed, highlight the level of activity/feasibility taking place around the progression of opportunities with our Blue Light partners.

Site / Location	Scottish Fire & Rescue Service (SFRS)	Comment
Newbridge	X	Property is mainly industrial and unlikely to present a viable accommodation opportunity to PS.
Galashiels	X	SFRS plans to refurbish existing site. PS have considered but due to there being a custody requirement, this option has proven to be non-viable at this time.

Dalbeattie	X	Site was fully investigated for co-location however facilities did not suit PS due to Information Security Concerns (no dedicated space). PS are now revisiting Dalbeattie as a potential option due to changed circumstances.
North Berwick	X	Potential opportunity for co-location explored but PS preferred site not suitable/viable for SFRS.
Burntisland	X	PS seeking drop-in/welfare facilities. Co-location with SFRS considered in 2019 but insufficient space to accommodate PS at the time. Given change in circumstances, this could potentially be revisited.
Callander	X	PS seeking to relocate. SFRS available space insufficient for PS requirements.
Dunblane	X	PS seeking to relocate. SFRS available space insufficient for PS requirements.

**Our Commitments**

**Of 64 co-locations where Police Scotland currently shares with our public sector partners, 18 of these co-locations are with our Blue Light partners at Scottish Fire & Rescue Service and Scottish Ambulance Service collectively, representing 28% of our total co-locations to date. Whilst there are always challenges, risks and cultural differences associated with any partner co-location, including such elements as dedicated ICT infrastructure/systems requirements, security of data, discrete office space, locational preferences, and funding constraints, Police Scotland remains fully committed to:**

**Continuing to collaborate with our ‘blue light’ partners and SFT, to propose, explore, and progress all opportunities to co-locate and collaborate across our estate, where mutually viable and beneficial**

**Meeting collaboratively with Scottish Ambulance Service, Scottish Fire & Rescue Service and SFT on a quarterly basis to continue considering new and emerging opportunities**

**Continuing to link in closely with SFRS on their RAAC Roofing issues/Replacement Stations Programme and to explore resultant future co-location opportunities linked to this programme of work, eg. in rural, remote and island locations**

**Challenges / Blockers**

- Financial Pressures ( Spending Review Lack of Capital Investment )
- Alignment of Services Priorities – Capital Investment
- Changing Working Practices ( Agile / Homeworking )
- Operational Challenges ( SFRS Contaminates Concerns – Dignified Facilities )
- Ensuring Compliance with all of our legislative requirements
- Securing Innovation Funding for Capital Investment or Carbon Reduction Projects

Questions or Observations ?

[PRESENTATION 4 – FINANCE AND FUNDING]

- Blue Light Collaboration Group
- Finance and Funding
- **Finance and Funding**

Members: Julie Carter (SAS) and James Gray (PS) John Thomson (SFRS) with additional resources from each Service as required

- Finance function efficiency benchmarking between Services on functions (FTE and Cost)
- Income generation consistency in charging for events, share information on planned events, review resourcing and charging approach for events to maximise revenue.
- Net zero funding – presentation on projects, shared information on previous bids and approaches, approach to prioritisation of investment to achieve net zero objectives
- Joint funding bid for Portree with SFT support and joint asset sharing group
- **Finance and Funding**
- Blockers
  - Time and resourcing (all have competing priorities)
- Next steps
  - Collaboration that focuses on achieving real value
    - Joint funding bid portree
    - Income generation
    - Cost efficiency for finance function
  - Roll in to Reform Collaboration Group to avoid duplication

[PRESENTATION 5 – FLEET]

**Blue Light Collaboration Group - Conference**

**Blue Light - Vehicle Group**

Mon 3rd October 2022

EV Regular Members and Attendees

The Group will initially consist of 8 organisations representing each Emergency Service and partnering organisations and it be supported by other representatives as appropriate.

The membership will consist as:

- **Scottish Fire & Rescue Service**
- **Scottish Ambulance Service**
- **Police Scotland**
- **National Health Service (Scotland)**
- **Scottish Futures Trust**
- **Transport Scotland**
- **Scottish Government**
- **Northern Lighthouse Board**

➤ **Royal National Lifeboat Institution**

- Future discussions to include any other relevant members

EV Scope of the Group (Extract from TOR)

The group is primarily focussed but not limited to the introduction of Ultra Low Emission Vehicles (ULEVs) and its supportive infrastructure across each of the partner agencies service areas. The selection, location and the ongoing management and improvement of this deployment programme with specific regard to the following:

Providing a robust evidence based vehicle charging infrastructure for each of the partner agencies

Developing a collaborative approach with regards to infrastructure sharing opportunities

Working with external partner agencies to ensure efficiency and potential financial savings with regards to the introduction of ULEVs.

Review and look at future collaborative opportunities with regards to this transformation to a wider deployment of the ULEV fleet

Develop a lesson learned process for the sharing of information and technical specifications

Reporting on financial impacts of energy decarbonization, identifying any opportunities to minimize costs to partner agencies.

Reviewing and reporting on financial impacts of energy consumption.

Develop performance indicators.

Review Business Cases / proposals for future investment in decarbonising the fleet.

Review Back Office Functions and explore collaborative procurement opportunities.

**Virtual EV Charging Infrastructure Mapping**

Over 111 EV Sites across Scotland now Operational

Working on back office system (SAS Lead)

Challenges / Blockers

Financial Pressures ( Spending Review Lack of Capital Investment )

Ongoing Funding from Transport Scotland / Scottish Government

Capacity Issues within Each Service with competing priorities

Changing Working Practices (Homeworking / Home Charging)

Ensuring Compliance with all of our legislative requirements

Supply Chain issues and concerns / Infrastructure Problems

Skills Shortages with regards to qualified technicians and EV specialist training programmes

Questions or Observations ?

[PRESENTATION 6 – PEOPLE]

People and Development

Blue Light Collaboration

- **Commonality of Challenge**
- Workforce planning – Resourcing Challenges, Demand, diversity in recruitment, pension remedy impact
- Agile Working Framework in an operational environment post COVID
- Mental health and wellbeing challenges



- Pay negotiations/cost of living
- Blue light training e.g. drivers
- Modern Apprenticeships implications
- Pension implications on re-recruitment (abatement)
- Leadership Development
- **Opportunities to Collaborate**
- Significant opportunities to look to co-develop and share – operational training e.g. Blue Light, Leadership etc
- Policy Sharing
- Organisational Learning – diversity opportunities, wellbeing
- **Next Steps**
- Pre Workshop planning meeting
- Planning workshop to identify working group opportunities and priorities
- Consideration will be given to 'Blue Light Responder Role'
- Engagement and review of opportunities to have common use of products.

[PRESENTATION 7 – STRATEGIC PROCUREMENT]

**Blue Light Collaboration Programme Conference**

**3/10/2022**

Procurement work stream

Collaborative Activity - Procurement

**Activity**

Shared Category Manager contacts

Shared spend/contract data

Assessed current collaboration level – High level of collaboration already happening across organisations

C. 80% of spend/contracts through collaborative arrangements.

All participate in Category A national collaborative procurement Utilities, Car Hire, Stationery etc.

All participate in Category B sectoral contracts and with other sectors e.g. Local Authorities or FHE sector.

Relatively small slice of organisation specific spend left over for collaboration consideration(Category C).

Benchmarking

Shared resourcing models/structure

Shared contract/market experience/intelligence Hard FM/EV Charging/ICT

Shared process and system knowledge

Encourage consideration of collaboration opportunities at sourcing strategy level

**Outputs**

PS Framework for Provision of Removals, Relocations, Disposal and Storage Services (£2.8m, 4 years)

Collaborative agreement accessible by PS, SFRS, SAS and SPS

All benefit from aggregation of demand

Resource efficiency - PS tender and manage framework - Fixed pricing, except for fuel price, which is index linked/limited

## Challenges and Future Plans

### **Barriers/Challenges**

Timing of contracting activity – EV infrastructure

Similarity of requirements – Hard FM

### **Future Plans**

Continue to look for longer term strategic opportunities to collaborate on category C Spend

Share approach to Spending Review Challenges

Continue to share market knowledge

Share training plans/opportunities to share courses

Regularly share contract information and forward plans

Continue to encourage discussion at category and contract level to identify opportunities.

## [PRESENTATION 8 – STRATEGY]

### **Strategy, Planning & Reporting Working Group**

- Blue Light Collaboration Conference
- 3<sup>rd</sup> October 2022

### **Group purpose**

The Working Group will identify, explore and progress opportunities for closer collaboration and shared visibility of approaches across the development of strategy, organisational planning and the reporting of progress and performance. The Working Group will do this in a way which respects the distinct roles and statutory purposes of our organisations. The maturity of different functions and services will also inform decision making around the potential benefits of collaboration.

Objectives:

Identify good practice and improve the quality of relevant outputs across the services;

Identify opportunities to share and make better use of resources, skills and experiences across blue light partners.

Explore possibilities for achieving better economies of scale and where possible reduce costs

Develop data sharing and collaboration opportunities

### **Strategy Alignment**

- Police Scotland, the Scottish Ambulance Service and Scottish Fire and Rescue all currently engaged in conducting a review or redesign of our respective strategic directions and approaches to delivering services
- Each service will have an agreed strategy and strategic plans during the course of 2022-23
- Initial review has identified that there are some areas of shared focus emerging and there is an opportunity to work collaboratively and identify synergies and where there may be wider collaborative opportunities
- A high level overview of the strategic direction of each service is set out in the following slides

### **Scottish Fire and Rescue Service**

**Vision:**

We want to be regarded as among the best fire and rescue services in the world, focused on meeting the changing needs of our communities. As an industry leader, committed to achieving best practice standards, we will share our experiences, insights and learning with others about our achievements and how we got there.

**Purpose:**

'to work in partnership with communities and with others in the public, private and third sectors, on prevention, protection and response, to improve the safety and wellbeing of people throughout Scotland'

**Outcome one**

Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.

**Outcome two**

Communities are safer and more resilient as we respond effectively to changing risks.

**Outcome three**

We value and demonstrate innovation across all areas of our work.

**Outcome four**

We respond to the impacts of climate change in Scotland and reduce our carbon emissions.

**Outcome five**

We are a thriving organisation, use our resources responsibly and provide value for money to the public.

**Outcome six**

The experience of those who work for SFRS improves as we are the best employer we can be.

**Scottish Ambulance Service**

**Vision:**

Saving more lives, reducing inequalities, improving health and wellbeing

**Mission:**

Working together with the people of Scotland, our staff and partners to deliver sustainable and effective care, experience and treatment, anticipating needs and preventing ill health.

**Ambitions:**

- We will provide the people of Scotland with compassionate, safe and effective care where and when they need it
- We will be a great place to work, focusing on staff experience, health and wellbeing
- We will innovate to continually improve our care and enhance the resilience and sustainability of our services
- We will work collaboratively with citizens and our partners to create healthier and safer communities
- We will improve population health and tackle the impact of inequalities
- We will deliver our net zero climate targets

## Police Scotland



**Our Vision** | Policing for a safe, protected and resilient Scotland  
**Our Purpose** | The purpose of policing is to improve the safety and wellbeing of people, places and communities in Scotland  
**Our Values** | Fairness | Integrity | Respect | Human Rights

Strategic Police Priorities					
Crime and Security	Confidence	Sustainability	Partnerships	People	Evidence
Priorities for Policing					
Protecting Vulnerable People		Tackling Crime in the Digital Age		Working with Communities	
Outcomes			Objectives		
Threats to public safety and wellbeing are resolved by a proactive and responsive police service		<ul style="list-style-type: none"> <li>Keep people safe in the physical and digital world</li> <li>Design services jointly to tackle complex public safety and wellbeing challenges</li> <li>Support policing through proactive prevention</li> </ul>			
The needs of local communities are addressed through effective service delivery		<ul style="list-style-type: none"> <li>Understand our communities and deliver the right mix of services to meet their needs</li> <li>Support our communities through a blend of local and national expertise</li> <li>Support the changing nature of communities</li> </ul>			
The public, communities and partners are engaged, involved and have confidence in policing		<ul style="list-style-type: none"> <li>Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service</li> <li>Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective</li> <li>Work with local groups and public, third and private sector organisations to support our communities</li> </ul>			
Our people are supported through a positive working environment, enabling them to serve the public		<ul style="list-style-type: none"> <li>Prioritise wellbeing and keep our people safe, well equipped and protected</li> <li>Support our people to be confident leaders, innovative, active contributors and influencers</li> <li>Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging</li> </ul>			
Police Scotland is sustainable, adaptable and prepared for future challenges		<ul style="list-style-type: none"> <li>Use innovative approaches to accelerate our capacity and capability for effective service delivery</li> <li>Commit to making a positive impact through outstanding environmental sustainability</li> <li>Support operational policing through the appropriate digital tools and delivery of best value</li> </ul>			
Performance and Implementation					
Evidence based policing					

### Strategic alignment : Tri-Service

Although presented differently, there are clear alignments and opportunities in the overarching strategies and strategic plans of each service.

## Scottish Ambulance Service

### Our Strategy

**Our Vision:** Saving more lives, reducing inequalities, improving health and wellbeing

**Our Mission:** Working together with the people of Scotland, our staff and partners to deliver sustainable and effective care, experience and treatment, anticipating needs and preventing ill health



## Scottish Fire and Rescue Service

### OUR VISION

We want to be regarded as among the best fire and rescue services in the world. Focused on meeting the changing needs of our communities. As an industry leader, committed to achieving best practice standards, we will share our experience, insight and learning with others about our achievements and how we got there.

At the core of any successful organisation is an understanding of why it exists and what it can deliver - its purpose.

### THE PURPOSE FOR THE SFRS IS:

"...to work in partnership with communities and with others in the public, private and third sectors, on prevention, protection and response, to improve the safety and wellbeing of people throughout Scotland."

This means:

- As well as responding to more traditional emergencies, we will further strengthen our work to prevent fires and other accidents occurring.
- Our services will continue to reflect the changing needs of different localities and communities across Scotland.
- We will work with partners to protect the most vulnerable members of society, with a focus on people, within our communities and beyond where people are most at risk.
- We will respond to the growing climate emergency.
- We will support the safety of Scottish businesses so that they can continue to grow and deliver the jobs that sustain and improve Scotland.
- We will help educate our children and young people to allow them to live in a safer, more resilient Scotland.
- We will work with our partners and with communities to drive our performance and response what works making the better for the people of Scotland.

In delivering against our purpose, we will continue to evolve as an organisation because that is what our communities and Scotland need of us.

### OUR MISSION

An confident, modern, efficient, outward looking, learning organisation, our mission remains clear. We are "Working Together, for a Safer Scotland". We will work together to secure the ongoing safety of our staff and those we serve throughout Scotland. As we deliver our mission, we will continue to recruit, attract, grow and transform this volunteer to respond to the needs of the safety and wellbeing of our communities. We will never lose sight of what our mission means to us. It represents who we are and what we stand for.

### OUR STRATEGIC INTENTIONS

To realise the aspirations and ambitions of our Vision we have set out four strategic intentions. We have not ordered these by priority, each of them hold equal importance in achieving our long term success. We will use our strategic intentions to determine our direction and need to continually shape the organisation over the next decade. They will guide our ability to adapt, to develop new capabilities and to respond to new opportunities as we realise our purpose and our mission. They will also allow us to commit any staff from our response that may occur from operational changes to our organisational environment.

Police Scotland

Police Scotland



Joint Strategy for Policing

**Our Vision** | Policing for a safe, protected and resilient Scotland  
**Our Purpose** | The purpose of policing is to improve the safety and wellbeing of people, places and communities in Scotland  
**Our Values** | Fairness | Integrity | Respect | Human Rights

Strategic Police Priorities	
Crime and Security	Confidence Sustainability Partnerships People Evidence
<b>Priorities for Policing</b>	
Protecting Vulnerable People	Tackling Crime in the Digital Age Working with Communities Support for Operational policing
Outcomes	Objectives
Threats to public safety and wellbeing are resolved by a proactive and responsive police service	<ul style="list-style-type: none"> <li>Keep people safe in the physical and digital world</li> <li>Design services jointly to tackle complex public safety and wellbeing challenges</li> <li>Support policing through proactive prevention</li> </ul>
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<b>Performance and Implementation</b>	
Evidence based policing	

Strategic Alignment : Tri-Service

<b>Community Safety / Collaboration / Partnership Working</b>	<b>Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm</b> <b>Community safety and wellbeing improves as we work effectively with our partners</b>
<b>Public Service</b>	Communities are safer and more resilient as we respond effectively to changing risks
<b>People</b>	The experience of those who work for SFRS improves as we are the best employer we can be
<b>Innovation and Sustainability</b>	We value and demonstrate innovation across all areas of our work We respond to the impacts of climate change in Scotland and reduce our carbon emissions We are a thriving organisation, use our resources responsibly and provide value for money to the public
<b>Public Confidence</b>	N/A
<b>Public Health</b>	N/A

<b>We will work collaboratively with citizens and our partners to create healthier and safer communities</b>	<b>Threats to public safety and wellbeing are resolved by a proactive and responsive police service</b>
<b>We will provide the people of Scotland with compassionate, safe and effective care where and when they need it</b>	The needs of local communities are addressed through effective service delivery

<b>We will be a great place to work, focusing on staff experience, health and wellbeing</b>	Our people are supported through a positive working environment, enabling them to serve the public
<b>We will innovate to continually improve our care and enhance the resilience and sustainability of our services</b>	Police Scotland is sustainable, adaptable and prepared for future challenges
<b>N/A</b>	The public, communities and partners are engaged, involved and have confidence in policing
<b>We will improve population health and tackle the impact of inequalities</b>	N/A

- **Potential Opportunities**

- Tackling areas of shared concern – mental health, vulnerability, inequality and cost of living
- Early intervention and prevention
- Policy direction and change – cross service approaches
- Service design and user journeys: addressing risk and harm with connected services
- Knowledge exchange: research, horizons, insight and engagement – shared information, best practice, approaches and methodology
- Innovation: methodology, shared pilot projects and learning
- Our people: good practice, shared & collective leadership and training opportunities
- Resilience and planning
- Co-location of services
- Contact technology and control rooms
- Digital and corporate support
- Achieving net zero commitments

**Next Steps**

Knowledge Hub group established to support documentation and ideas sharing  
Workshop to explore the collaboration themes in detail and agree priorities for 2022/23

[PRESENTATION 9 – TRAINING AND DEVELOPMENT]

EMERGENCY SERVICES TRAINING COLLABORATION GROUP

Cheryl Harvey, Associate Director, Scottish Ambulance Service  
[redacted] Scottish Ambulance Service

### **Purpose**

To research, develop and where practicable implement collaborative solutions to training, learning and development across the three emergency services; Police Scotland, Scottish Ambulance Service and the Scottish Fire and Rescue Service. In pursuing collaborative opportunities, the group should consider the need to deliver best value, economies of scale and organisational effectiveness and contribute to the wider Public Sector reform agenda as outlined in the Christie Commission report – *The future delivery of public services*.

### **Membership**

The groups' primary focus is on training, learning and development and will therefore comprise learning & development specialists and operational specialists from the three emergency services, representatives from SMARTEU, Lifelines Scotland along with administrative support.

From time to time bring in sector competent individuals from the three Services to provide advice on relevant matters.

### **Current Workstreams – Top 3 Priorities**

- 1: **Driver Training** Evaluation of a Tri-Service Emergency Driving School delivering emergency response driver training
- 2: **Specialist Training** Evaluating the possibilities of joint specialist training in common areas e.g. Safe Working at Height, Confined Space, Self Contained Breathing Apparatus and Water Incident Support.
- 3: **Incident Command** Assessment of training packages and joint training opportunities that can be shared between agencies.

### **Other Key Areas**

Estate - Shared opportunity and access to training Estate. This ranges from classroom availability, to specialist training opportunities.

SFRS has just facilitated SAS SORT access to their SCBA facility at Newbridge. They previously delivered an initial SCBA course to 20 new SORT Paramedics in Aberdeen.

Leadership - Organisational key stakeholders with leadership training linking together to understand best practice and share knowledge and understanding between partners

Digital - Shared understanding of eLearning products, delivery and development.

ATV Instructor - Scheduled delivery of All terrain Vehicle Instructors course and shared accreditation and course content, lesson plans etc from SAS to SFRS and Police Scotland.

### **Future Potential Opportunities**



- Scottish Credit and Qualification Framework accreditation
- Interagency Training Audit and Assurance
- Procurement – Shared buying power for training resource
- Potential of jointly funded training centers

## Challenges

- Time and competing priorities
- Complexities of the qualifications landscape
- Not working from a greenfield site; bringing together activities already in existence, not coproducing from the start

## [PRESENTATION 10 – TRANSFORMATION AND CHANGE]

- BLCB Project - Transformation and Change

### Membership

Working Group Chair – David Lockhart, Scottish Fire and Rescue Service

Police Scotland

[redacted], Andrew Hendry, [redacted] and [redacted]

Scottish Ambulance Service

Karen Brogan and Richard Combe

Scottish Fire and Rescue Service

Curtis Montgomery.

- BLCB Project - Transformation and Change

### Progress to date

Agreed that the scope and opportunities will primarily be collaboration related and sharing of best practices related to Transformation and Change with potential alignment to ways of working.

### Discussions in relation to:

- Prioritisation Methods and Practices across the 3ES
- Benefits Led Method and Practices across the 3ES.
- BLCB Project - Transformation and Change

### Challenges to progress

- Capacity and availability across the 3ES to participate and engage on opportunities
- Changes to personnel within this area of work.
- BLCB Project - Transformation and Change

### Next steps

Workshop on the 14 October to identify:

- 3ES Portfolio Assessments in context of the resource spending review
- Tangible collaboration opportunities
- Major initiatives across the 3ES Portfolio(s) where there is known collaboration and/or dependency across the 3ES.

## Email from SPA re 21/6/23 SPA board meeting

**From:** SPA Board Services <[SPABoardServices@spa.police.uk](mailto:SPABoardServices@spa.police.uk)>

**Sent:** 08 December 2022 16:49

**To:** HM Inspectorate of Constabulary <[HMIC@hmic.gov.scot](mailto:HMIC@hmic.gov.scot)>; [redacted]@[gov.scot](mailto:gov.scot);  
[redacted]@[gov.scot](mailto:gov.scot); [redacted]@[gov.scot](mailto:gov.scot)>

**Subject:** SPA Resources Committee 15 December - Agenda and papers [OFFICIAL SENSITIVE: NAMED RECIPIENTS ONLY]

### OFFICIAL SENSITIVE: NAMED RECIPIENTS ONLY

Good Afternoon,

Please find attached the agenda and papers to support next week's Resources Committee.

SPA Resources Committee  
Thursday 15<sup>th</sup> December 2022  
0930 hrs  
MS Teams

I would be grateful if you would confirm if you plan to join the meeting which will be held via MS Teams.

Kind Regards

[redacted]

[redacted]

Scottish Police Authority / Ùghdarras Poilis na h-Alba

1 Pacific Quay  
Glasgow  
G51 1DZ

Email / Post-d: [redacted]

Website / Làrach-lìn: [www.spa.police.uk](http://www.spa.police.uk)

Twitter: @ScotPolAuth

If required:

Work pattern: Mon, Tue, Thur, Fri.

Patran-obrach: DiL, DiM, DiD, DiH

[Attached papers withheld in accordance with s.25(1) – Information otherwise accessible. Please see [www.spa.police.uk](http://www.spa.police.uk) for SPA board and committee papers.]

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Email re Blue Light EV Group – 20 January 2022

Good Afternoon,

Please find attached Agenda and Action Log for the Blue Light EV Group.

Thanks,  
[REDACTED]

[REDACTED] | **Business Support Executive to Iain Morris, Acting Director of Asset Management | Scottish Fire and Rescue Service**

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

(: [REDACTED] \*: [REDACTED]@firescotland.gov.uk

***Working together for a safer Scotland***

Attachments to Blue Light EV Group – 20 January 2022

Attachment 1 - **BLUE LIGHT EV GROUP**

**BLUE LIGHT EV GROUP  
THURSDAY 20<sup>th</sup> JANUARY 2022, 10.00-11.00  
MS TEAMS MEETING  
AGENDA**

1. **Welcome and Opening Remarks**
2. **Blue Light Collaboration Programme**
3. **EV Charging Infrastructure Roll Out** (Each Service to provide an update)
4. **Identify any Collaborative Opportunities**
5. **Discussions/ Agreement on Procurement of Back Office Systems**
6. **Funding Opportunities**
7. **EV Charger Protocols**
8. **AOCB**

Attachment 2 - **BLUE LIGHT EV GROUP**

<b>Action Number</b>	<b>Meeting Date</b>	<b>Action</b>	<b>Action Owner</b>	<b>Due Date</b>	<b>Completion Date</b>	<b>BR AG status</b>	<b>Position Statement</b>
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7	14/12/2020	Send spreadsheet detailing current active charging and sites in development sites to FS.	ALL				Update - This is ongoing.
13	10/08/2021	Develop draft specification for back office function.	TS				
14	10/08/2021	Keep the Group updated on the Green Recovery Fund.	SH				
15	10/08/2021	Further discussion with Transport Scotland on potential funding.	IM				Update - This is ongoing. Meeting to be arranged.

SFRS Review letter

Safer Communities Directorate  
Safer Communities Division



E: Wendy.Wilkinson@gov.scot

Kirsty Darwent  
Chair  
Scottish Fire and Rescue Service Board  
Scottish Fire and Rescue Service  
Westburn Drive  
Cambuslang  
G72 7NA

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28 February 2022

Dear Kirsty

### **SCOTTISH FIRE AND RESCUE SERVICE MID-YEAR REVIEW 2021/22**

I would like to thank you and the Members of the Senior Leadership Team and Board who attended the SFRS Mid-Year Review on Monday 31 January 2022 via Microsoft Teams.

As with previous years the purpose of the meeting was to review the performance of the SFRS during the first half of the 2021/22 reporting year, specifically against each of the 10 strategic priorities set out in the Fire and Rescue Framework for Scotland 2016. It also provided an opportunity to look ahead to the second half of the reporting year and discuss priorities, risks and our continued working relationship. I believe we had a very open and honest discussion where we covered a wide breadth of topics.

The challenges of Covid remained with us during this half of the reporting year and I would like to acknowledge and thank you for the work carried out across the SFRS to plan and respond to this and COP26 in Glasgow all whilst delivering frontline services to the people of Scotland.

#### **Safe and Well**

I was pleased to hear that the pilot areas of Safe and Well visits will commence in the next few weeks and be delivered through 7 areas by Community Safety Advocates, [redacted]. The ongoing work with partner agencies is clearly key in being able to target visits to those people at risk and ensure the referral arrangements from these visits work in practice. We are looking forward to hearing more about the pilots as they progress.

#### **Partnership Working**

We welcome the continued focus on partnership working and it is excellent to see such a breadth and depth of this clearly taking place within the Service and beyond. As you stated the Covid response has certainly shown the best of what partnership working can do. This has been clearly demonstrated by SFRS welcoming testing centres into remote stations and the Service's ongoing role in supporting the Scottish Ambulance Service.

Within partnership working, we also discussed the more formal arrangements under the Reform Collaboration Group, the Blue Light Collaboration Group and its subgroups and we covered both asset sharing opportunities and cost benefits across organisations. This gave us a better insight into the various structures and governance in place, and also how actual savings are realised across the blue light family. [redacted] and we discussed how sharing case studies of future savings through collaboration could illustrate the benefits of this type of innovative partnership working.

#### Forward look

Finally, we acknowledged some of the future work and challenges in the second half of the reporting year. We discussed the publication of the water safety action plan, the new Fire and Rescue Framework for Scotland 2022 and wider developments across the UK. You shared with us some of your key areas of thinking over the next period which included the Command and Control Futures Programme, the SFRS three year Strategic Plan, Grenfell Phase 2 and its recommendations, preparing to implement the new UFAS strategy, the Manchester Arena Inquiry implications and ongoing budget pressures.

#### Conclusion

As has been said in previous years and I repeat again, we welcome the continuing strong working relationship with you which we have developed over the years. These last 2 years of responding to the Covid pandemic have clearly shown the mutual benefits to be gained from such a relationship. As always I am grateful for the discussion that is generated at our Mid-Year Review meetings and myself and the FRU Team look forward to continuing to work closely with you and your colleagues over the next reporting year.

Yours sincerely

Wendy Wilkinson  
Deputy Director Safer Communities

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## Emails re SPA board meeting 23 June 2022

**From:** SPA Board Services <SPABoardServices@spa.police.uk>  
**Sent:** Monday, June 20, 2022 4:09 PM  
**To:** [redacted]@gov.scot>; HM Inspectorate of Constabulary <HMIC@gov.scot>  
**Subject:** Report for Item 7 Scottish Police Authority Meeting 23 June

As per previous email, one more to follow.

[redacted]

[redacted]

**Governance and External Relations Lead**  
**Scottish Police Authority / Ùghdarras Poilis na h-Alba**

**1 Pacific Quay**  
**Glasgow**  
**G51 1DZ**

Mob / F-làimhe: 07785 233 852  
Email / Post-d: [redacted]  
Website / Làrach-lìn: [www.spa.police.uk](http://www.spa.police.uk)  
Twitter: @ScotPolAuth

[Attached papers withheld in accordance with s.25(1) – Information otherwise accessible. Please see [www.spa.police.uk](http://www.spa.police.uk) for SPA board and committee papers.]

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## Emails re SPA board meeting 24 November 2022

From: SPA Board Services <SPABoardServices@spa.police.uk>

Sent: Monday, November 21, 2022 2:43 PM

To: [redacted]@gov.scot>

Subject: FW: Authority Meeting - Agenda and Papers [OFFICIAL]

OFFICIAL

Good Afternoon [redacted],

We would usually send the Board papers to [redacted] but I see from his out of office, he is not at work. Please find the papers attached and I would be grateful if you could cascade as appropriate?

Should we send the papers to you or is there someone else who should get them in [redacted] absence?

Many thanks

[redacted]

[redacted]

Scottish Police Authority

From: SPA Board Services

Sent: 18 November 2022 14:34

To: [redacted]@ gov.scot; 'hmic@gov.scot' <hmic@gov.scot>

Subject: Authority Meeting - Agenda and Papers

Good afternoon,

Please find attached the Agenda and papers for:

- Authority Meeting
- Thursday 24 November 2022, starting at 10.00am
- Caledonian Suite, COSLA, Verity House, 19 Haymarket Yards, Edinburgh, EH12 5BH

The following papers are outstanding:

- Item 5: Chief Constables Report
- Item 6: PIRC Annual Report: This paper is not due to be published until Monday so will be added to SharePoint as soon as available.
- Item 13: Resource Spending Review

As per the standing orders, the Agenda was published yesterday and public papers will be published on Monday.

Many thanks

[redacted]



[redacted]

[redacted]

Scottish Police Authority / Ùghdarras Poilis na h-Alba

1 Pacific Quay

Glasgow

G51 1DZ

Email / Post-d: [redacted]

Website / Làrach-lìn: [www.spa.police.uk](http://www.spa.police.uk)

Twitter: @ScotPolAuth

**[Attached papers withheld in accordance with s.25(1) – Information otherwise accessible. Please see [www.spa.police.uk](http://www.spa.police.uk) for SPA board and committee papers.]**

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## Emails re SPA board meeting 23 March 2022

**From:** SPA Board Services <SPABoardServices@spa.police.uk>

**Sent:** Wednesday, March 16, 2022 6:34 PM

**To:** [redacted]@gov.scot>; HM Inspectorate of Constabulary <HMIC@gov.scot>

**Subject:** Authority Meeting - 23 March - Agenda and Papers [OFFICIAL]

### OFFICIAL

Good afternoon,

Please find attached the Agenda and papers for:

- **Authority Meeting**
- **Wednesday 23 March 2022, starting at 10.00am**
- **Video-conference**

The following papers will be available on Friday:

- Item 2: Action Log
- Item 4: Committee Chairs Report
- Item 5a: Chief Constables Report

Item 5b: Annual Police Plan will follow on Monday.

As per the standing orders, the Agenda was published today and public papers will be published on Friday.

Many thanks  
[redacted]

[redacted]  
**Governance Support Officer**  
**Scottish Police Authority / Ùghdarras Poilis na h-Alba**  
**1 Pacific Quay**  
**Glasgow**  
**G51 1DZ**

**Email / Post-d:** [redacted]  
**Website / Làrach-lìn:** [www.spa.police.uk](http://www.spa.police.uk)  
**Twitter:** @ScotPolAuth

**Work Pattern:** Tues, Wed, Thurs, Fri

**[Attached papers withheld in accordance with s.25(1) – Information otherwise accessible. Please see [www.spa.police.uk](http://www.spa.police.uk) for SPA board and committee papers.]**

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## Email re SPA Resources Committee – 10/3/2022

**From:** SPA Board Services <SPABoardServices@spa.police.uk>  
**Sent:** Thursday, March 3, 2022 2:02 PM  
**To:** [redacted]@gov.scot>; [redacted]@gov.scot>; [redacted]@gov.scot>; HM Inspectorate of Constabulary <HMIC@gov.scot>  
**Subject:** Resources Committee - 10th March 2022

Good Afternoon,

Please find attached the agenda and papers to support the following meeting;

**SPA Resources Committee**  
**Thursday 10th March 2022**  
**1000 hrs**  
**Meeting via MS Teams**

Kind Regards

[redacted]  
**SPA Business Services**  
[redacted] **Forensic Services Committee, Complaints and Conduct Committee and Legal Committee**  
**Scottish Police Authority / Ùghdarras Poilis na h-Alba**

**1 Pacific Quay**  
**Glasgow**  
**G51 1DZ**

Tel / Fòn: [redacted]  
Email / Post-d: [redacted]  
Website / Làrach-lìn: [www.spa.police.uk](http://www.spa.police.uk)  
Twitter: @ScotPolAuth

**Working pattern: Monday to Thursday/ Patran-obrach: Diluain gu Diardaoin**

**[Attached papers withheld in accordance with s.25(1) – Information otherwise accessible. Please see [www.spa.police.uk](http://www.spa.police.uk) for SPA board and committee papers.]**