



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING: INTEGRATED GOVERNANCE COMMITTEE

WEDNESDAY 27 MARCH 2019 @ 1330 HRS

**SCOTTISH FIRE AND RESCUE SERVICE
BRIAN SWEENEY ROOM, SCOTTISH FIRE AND RESCUE SERVICE HEADQUARTERS,
WESTBURN DRIVE, CAMBUSLANG, G72 7NA**

PRESENT:

Kirsty Darwent (Chair) (KD)
Marieke Dwarshuis (MD)
Primrose Stark (PS)

Brian Baverstock (BB)
Nick Barr, Board Member

IN ATTENDANCE:

Martin Blunden (MB)
Alasdair Cameron (AC)
Vlad Valiente (VV)
Leanne Watson (LW)

Chief Officer
Group Manager, Board Support Manager
Legal Services Manager
Corporate Admin Assistant Team Leader/Minutes

OBSERVERS:

Lorna Smith – Scottish Government Sponsorship Team
Chris McGlone – Fire Brigades Union

1 CHAIR'S WELCOME

1.1 KD opened the meeting and welcomed all those present.

2 APOLOGIES

2.1 Bill McQueen (Deputy Chair of Board), Richard Whetton (Head of Corporate Governance)

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

3.1 2 AOCB items to be taken in private due to individuals being named.

4 DECLARATION OF INTERESTS

4.1 None

5 MINUTES OF PREVIOUS MEETING: 17 JANUARY 2019

5.1 The minutes were approved as an accurate record.

6 ACTION LOG

The Committee considered the action log and agreed the closure of the completed actions.
6.1 **The Committee noted the updated action log.**

7 RISK REGISTER

- 7.1 BB raised the issue at the last Integrated Governance Committee (IGC) of trying to ensure a consistent approach on risk reporting across all Committees. It was agreed and guidance is currently and will continue to be issued to Responsible Officers presenting spotlight reports prior to the Committee meetings. BB also raised the issue that reporting on risk to the Board required to be consistent to provide assurance to the Board. This would be achieved through the Committee minutes and supplementary narrative from the Chair.
- 7.2 The Committee discussed the effectiveness of this approach and in general found it to be working well, however it may not work for all Committees. It was agreed the Board would be given a highlight of the risks through the Committee updates at Board meetings and the scrutiny undertaken around those risks explained in summary by respective Committee Chairs. As long as this is reported up to the Board the process of how it gets there does not need to be the same for each Committee.
- 7.3 MD advised risk was discussed at the Transformation and Major Projects Committee (TMPC) and the risks that are tied into the Corporate Risk Register. It was felt that the risks may need looked at to determine if they are still relevant as it is likely that some of the risks have moved on.
- 7.4 MB agreed things have moved on and there are now 5 Transformation Projects within the programme and the risks should be matched against each of those. MB will review this part of the register and will feed back to TMPC.

ACTION - MB

- 7.5 BB advised there are some adjustments to the Assurance framework to clarify Internal and External Audit practices. The Assurance Plan identifies the Board and Audit and Risk Assurance Committee (ARAC) as having a role in terms of specific assurance. The assurance the Board and Committees provide is also critical. It was acknowledged this detail will be amended following discussion at ARAC and reflected in the Assurance Framework and Plan respectively.
- 7.6 KD asked for this item to be removed from the agenda given the main issues around Risk Registers have been addressed.

ACTION - BST

8.1 PERFORMANCE MONITORING

- 8.1.1 *Annual Workshop of Committee to Review Effectiveness/Alignment of Terms of Reference*
The workshops have now been held and the purpose of the workshop sessions were to provide Committees with an opportunity to review the purpose, responsibilities and general business of the Committee, alongside their terms of reference and reflect on the Committee's value. AC asked if the Committee could provide any feedback as to how they felt the workshops went. The general feeling is that the workshops have been worthwhile and the process is improving and becoming more streamlined.
- 8.1.2 MD advised the TMPC committee are now looking to focus on the performance of the programme as a whole rather than focusing on the individual projects. BB noted the organisation is evolving and moving to a new performance management system. Service Delivery Committee (SDC) and TMPC are focusing more on performance and scrutiny. There is a question as to how the Board fits into this. BB feels we need to build this into the new performance management system. KD agrees and feels there is an opportunity to reassess this as part of the new strategic plan and the new performance monitoring system coming into place.

- 8.1.3 KD suggested removing Performance Monitoring from the agenda and mainstreaming this into future Board conversations and Strategy Days as required. The Committee agreed.

9 AREAS OF OVERLAP

- 9.1 MD noted the continuing possibility of double handling around the Transformation Projects. The Committee are aware of the issue and agree it will be dealt with as it arises. PS noted this can be handled through good communication between Committee Chairs as well as Board Support Team picking up on any overlapping issues.
- 9.2 Training was given as an example and seems to be a subject that is most likely to appear at several Committees. It should be communicated that the teams themselves should feel able to make the Board and Committees aware if they have presented the same information on more than one occasion.

10 CHAIRS ISSUES AND COMMON THEMES

- 10.1 MD noted an action after TMPC to take forward the issue of interdependencies, in particular financial interdependencies. Due to the meetings being so far apart this issue has now been resolved through presentations given at the Board Strategy Day.
- 10.2 BB advised at ARAC discussion took place on the Internal Audit review. It had been noted within the review that while good policies had been put in place, there was an issue around successful compliance and implementation of the polices. MB advised he is holding engagement events with managers next week throughout the country and there will be some discussions that will be had at these events that will feed into this issue. MB will also be meeting with SO'D to discuss compliance and how this can be filtered through to staff below. SO'D will be tasked with providing this reassurance to Senior Leadership Team who will be able to assure the Board and Committees of how this is being addressed. BB will follow this up through ARAC and will only bring the issue back to IGC if it fails to resolve the issue after the steps have been taken to address.

11 INSPECTIONS AND AUDITS

- 11.1 HMFSI – Operational Risk Information
- 11.1.2 The report has been seen by this Committee and has been to the SDC. KD advised for more detailed scrutiny it needs to come through the Committee structure. KD suggests that Service Delivery would be the main Committee to scrutinise the report and can provide TMPC with an exception report. The Performance Improvement Forum (PIF) will create an action plan that will guide this through the approved Governance route that is currently in place for all HMFSI reports and reported through the SDC.
- 11.2 HMFSI – SFRS Planning and Preparedness for a no deal Brexit
- 11.2.1 KD noted this has widespread implications for the whole organisation, however there was significant assurance provided at a Board Strategy Day. MB advised Internal Audit, External Audit and now HMFSI are providing reassurance and reports are being brought to the Board for noting only, as no issues have been raised. KD suggested to the Committee that authority on this be delegated to KD and MB. The Committee agreed this would work well. MB noted we are leading in this area and the Home Office have recognised the work that has been conducted and that as an SFRS we are well ahead of other organisations in terms of our preparations.

12 COMPLIANCE AND GOOD CORPORATE GOVERNANCE AND PRACTICES

12.1 This report highlights performance reporting against the principles of the SFRS Code of Corporate Governance. AC gave an overview of the report and highlighted areas of improvement.

12.2 Some discussion took place around principle 6 and measuring the success of engagement. KD noted the response we have had from stakeholders is the best we can expect and it has been recognised that communication has improved since becoming one service compared to the legacy services.. KD also noted that Ian Bruce published a report that recognised that the SFRS engagement approach, which has been acknowledge as best practice. AC will include this narrative on the response from Stakeholders section.

ACTION: AC

12.3 MD referred to principle 5 on the report and noted it appeared that most of the evidence seems to refer to the capacity and capability of the Board rather than SLT. MD asked what other processes are in place and can this be captured. MB advised there is a formal academic route providing qualifications and development, there is operational continued learning and development, as well as mentoring. MB stated he will provide a further update on this in 3 months' time.

ACTION: MB

13 REVIEW OF COMMITTEES TERMS OF REFERENCE

13.1 This report presents proposals to ensure the continued effectiveness of governance arrangements. It allows Committee members an opportunity to review their Terms of Reference (ToR) and propose any amendments if required. AC gave an overview of the report.

13.2 NB referred to 1.4 within the Introduction and the reference to values, NB questioned if this was necessary. There was some discussion around this and it was agreed that this was beneficial to include as standard across all Committees ToR.

13.3 KD noted 'he 'Others in Attendance' section may need condensed and KD, MB and Richard Whetton will assess this off table.

ACTION: BST

14 WIDER COMMITTEE TERMS OF REFERENCE REVIEW

14.1 The report presented allows the Committee to look at each of the other Committees review of their ToR. AC gave an overview of the report and asked the Committee to feedback any issues that have been recognised.

14.2 MD questioned the ToR for the SDC in terms of the detail relating to the responsibilities of the Committee. There was some discussion around this and it was agreed that the SDC responsibilities are appropriate as it allows for flexibility in the Committees approach towards its scrutiny, however as part of their continual improvement, will be monitored and reviewed as deemed necessary.

14.3 BB noted during the earlier ARAC meeting that it came to light the Board will be signing off the Internal Audit plan when normally in his experience this would be the responsibility of the Committee. There was discussion around this and the Chief advised the responsibility is given to the Board and is not delegated down to the Committee. BB noted this should be drawn from other reference points and the Audit and Risk handbook does not note that the responsibility lies with the Board. VV advised that referring to the Constitutional documents of the Scheme of Delegations, where it is clear that the responsibility lies with the Board,

NOT PROTECTIVELY MARKED

and if anything were to change this decision would need to come from the Board. KD advised the Scheme of Delegations be checked to confirm, this was checked and confirmed as correct at the meeting.

15 BOARD FORWARD PLAN

15.1 AC suggested adding to the meeting of 13th June the Value Added Statement for the IGC to see the benefits the Committee has brought since its inception in October 2018. The Committee Agreed.

15.2 KD advised Inspection Audits should be added to the agenda as a standing item.

ACTION: BST

16 DATE OF NEXT MEETING

16.1 The next meeting of the Integrated Governance Committee is scheduled to take place on Thursday 13 June 2019 at 1400 hrs in Meeting Room 1, ESDA HQ, Claylands Road, Newbridge.

16.2 There being no further matters to discuss in public, the meeting closed at 1455 hrs.

PRIVATE SESSION

4 ANY OTHER COMPETENT BUSINESS

4.1.1 KD proposed that there should be Deputy Chairs on all Committees. Some discussion took place around who should be Deputy for each Committee, these will be confirmed in due course.

4.1.2 The Committee discussed SFRS approach towards appointing internal auditors. The Committee discussed the process and came to an agreement on this. ARAC will report back to the Board and seek approval and appointment of the candidates by the Board.