

**SCOTTISH FIRE AND RESCUE SERVICE**  
**The Board of Scottish Fire and Rescue Service**



**Report No: B/BS/01-18**

**Agenda Item: 15**

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>
<b>Meeting Date:</b>	<b>29 MARCH 2018</b>
<b>Report Title:</b>	<b>REVIEW OF COMMITTEE STRUCTURES</b>
<b>Report Classification:</b>	<b>FOR DECISION</b>

<b>Prepared by:</b>	Alasdair Cameron, Group Manager, Board Support Team
<b>Sponsored by:</b>	Mark McAteer, Director of Strategic Planning, Performance and Communications
<b>Presented by:</b>	Mark McAteer, Director of Strategic Planning, Performance and Communications

<b>Links to Strategy</b>
<p>This links to SFRS Strategic Plan 2016-19 through our priorities of Governance and Social Responsibility, incorporating the following associated key strategic objectives:</p> <ul style="list-style-type: none"> <li>• We will continue to ensure that our decision making processes are transparent and evidence led.</li> <li>• We will develop a performance framework that enables the effective management of risk and supports effective scrutiny, challenge and improvement.</li> <li>• We will embed effective communication and engagement in all that we do.</li> <li>• We will continue to explore how we maximise efficiency and productivity within our organisation and partnerships.</li> </ul>

<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Comment</b>
<i>SFRS Board Strategy Day</i>	<i>22 February 2018</i>	<i>For Noting</i>
<i>Remuneration, Appointments, Nominations Sub-Committee</i>	<i>22 March 2018</i>	<i>For Noting</i>
<i>SFRS Board</i>	<i>29 March 2018</i>	<i>For Approval</i>

<b>1</b>	<b>Purpose</b>
1.1	To inform the Board of Scottish Fire and Rescue Service (SFRS) of the most recent key outcomes following a review of the Committee Chairs and Members

<b>2</b>	<b>Background</b>
2.1	A review of the Committee Chairs and Members took place and was tabled at the Board Strategy Day on 22 February 2018 in order to give assurances to the Board and ensure continued alignment with the Scottish Government Framework document and SFRS Strategic Plan 2016-19, and to further strengthening the links with the governance structures of the Strategic Leadership Team (SLT).
<b>3</b>	<b>Main Report and Discussion</b>
3.1	The review of the existing Committees Chairs and Members concluded, with Primrose Stark to take the role as Chair of the Staff Governance Committee, following Bill McQueen's move to Deputy Chair of the Board. Kirsty Darwent will now as Chair of the Board also Chair the Integrated Governance Group. The status quo will be maintained for all other Committees at this time. Given the future new Board Members appointments due to happen over the coming months it makes good business sense to maintain this status quo until all new Board Members become fully embedded. A further review will therefore be considered towards the end of the year into early 2019.
<b>4</b>	<b>Key Strategic Implications</b>
4.1	<b>Financial</b>
4.1.1	There are no key strategic financial implications arising from the recommendations set out in this paper and this Committee structure continues to demonstrate best value.
4.2	<b>Legal</b>
4.2.1	The recommendations contained within this report are intended to assist the Committee and ultimately the Board in its ability to perform its scrutiny role and therefore deliver its statutory duties effectively.
4.3	<b>Performance</b>
4.3.1	This review ensures effective management of all Committees.
4.4	<b>Environmental &amp; Sustainability</b>
4.4.1	Non-applicable.
4.5	<b>Workforce</b>
4.5.1	Non-applicable.
4.6	<b>Health &amp; Safety</b>
4.6.1	Non-applicable.
4.7	<b>Timing</b>
4.7.1	This review has been conducted following the appointment of the new Chair and Deputy Chair of the Board and to ensure continued effectiveness throughout 2018 in anticipation of new Board Members being appointed and the skills and experience they will bring to further expand the diversity within the Board.
4.8	<b>Equalities</b>
4.8.1	The existing Equality Impact Assessment – Board Operating Arrangements, has been reviewed and there are no issues arising from the matters raised within this report.

4.9 4.9.1	<p><b>Risk</b></p> <p>The implementation of the proposed arrangements in this report are intended to support control measures identified to mitigate the impact of Strategic Risk 7 – Failure to Maintain Effective Systems of Control (Risk Ref. 7.6 - Failure to maintain and mature effective governance arrangements).</p>
4.10 4.10.1	<p><b>Communications &amp; Engagement</b></p> <p>The proposals have been developed in consultation with the Chair of the Board together with feedback from Board and SLT members. The proposals are therefore presented within this report for approval, subject to any amendments.</p>
4.11 4.11.1	<p><b>Training</b></p> <p>Non-applicable.</p>

<b>5</b>	<b>Recommendation</b>
5.1	<p>It is recommended that the Board approve this proposal, subject to any amendments, to assist in ensuring the continued effectiveness of the governance arrangements of the SFRS Board and its Committees.</p>

<b>6</b>	<b>Core Brief</b>
6.1	<p>The proposals outlined in the revised Committee Members and Chairs are intended to ensure that SFRS Board continues to develop and improve to meet the strategic ask of Ministers contained within the Fire and Rescue Framework for Scotland 2016-19 together with the expectations of Scotland’s communities.</p>

<b>7</b>	<b>Appendices/Further Reading</b>
7.1	<p>Appendix A – Committee Matrix</p>

## COMMITTEE MATRIX

Audit and Risk Assurance Committee	Staff Governance Committee	Transformation & Major Projects Committee	Service Delivery Committee	Remuneration & Appointments Sub Committee	Integrated Governance Group
Primrose Stark (Chair)	Primrose Stark (Chair)	Marieke Dwarshuis (Chair)	Sid Patten (Chair)	Bill McQueen (Chair)	Kirsty Darwent (Chair)
Anne Buchanan	Anne Buchanan (also EPF)	Bob Benson	Bob Benson	Robin Iffla (also EPF)	Marieke Dwarshuis
Marieke Dwarshuis	Robin Iffla	Michael Foxley	Michael Foxley	Primrose Stark ( <i>In anticipation of Pat Watters leaving</i> )	Bill McQueen
Fiona Thorburn	Sid Patten	Primrose Stark	Fiona Thorburn	<i>Pat Watters (co-opted Negotiations only until end March '18)</i>	Sid Patten
	Bill McQueen	Fiona Thorburn	Robin Iffla		Primrose Stark
	Kirsty Darwent (Ex officio)	Kirsty Darwent (Ex officio)	Kirsty Darwent (Ex officio)	Kirsty Darwent (Ex officio)	
Director FCS	Director POD	Deputy Chief Officer	Deputy Chief Officer	Chief Officer	Chief Officer
Chief Officer		Director SPPC	Chief Inspector of HMFSI	Director POD	
Appointed External Auditor					
Appointed Internal Auditor					