



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

**PUBLIC MEETING: INTEGRATED GOVERNANCE COMMITTEE**

**THURSDAY 3 OCTOBER 2019 @ 1215 HRS**

**SCOTTISH FIRE AND RESCUE SERVICE  
MEETING ROOM 1, EAST SERVICE DELIVERY AREA HEADQUARTERS,  
21 CLAYLANDS ROAD, NEWBRIDGE, EH28 8LF**

**PRESENT:**

Kirsty Darwent, Chair (KD) Primrose Stark (PS)  
Tim Wright (TW) Fiona Thorburn (FT)  
Bill McQueen, Deputy Chair (BMcQ) (By teleconference)

**IN ATTENDANCE:**

Martin Blunden (MB) Chief Officer  
Richard Whetton (RW) Head of Corporate Governance  
Alasdair Cameron (AC) Group Commander, Board Support Manager  
Heather Greig (HG) Board Support Team/Minutes  
Debbie Haddow (DH) Board Support Team

**1 CHAIR'S WELCOME**

- 1.1 KD opened the meeting and apologised for the delay in commencing due to a Special Private Board meeting which had overrun prior to the IGC. Apologies were also given in advance as KD and MB were to meet with the Cabinet Secretary for Health and Justice and would require to leave the IGC meeting before it concluded.
- 1.2 KD welcomed all those present, particularly FT to her first meeting of the IGC in her new role as Chair of the Transformation and Major Projects Committee.

**2 APOLOGIES FOR ABSENCE**

- 2.1 Brian Baverstock (BB) Board Member  
Nick Barr (NB) Board Member

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

- 3.1 No items were identified to be taken in private.

**4 DECLARATION OF INTERESTS**

- 4.1 None.

**5 MINUTES OF PREVIOUS MEETING: 13 JUNE 2019**

- 5.1 The minutes were approved as an accurate record.

## 6 ACTION LOG

- 6.1 The Committee considered the action log and agreed the closure of the completed actions.
- 6.2 **Item 7.4 Risk Register (27/02/19)** – DCO McGown had reviewed the Risk Register and this would be reported to the Audit and Risk Assurance Committee (ARAC) in October and Transformation and Major Projects Committee (TMPC) in November. The Committee were content with the progress made and to close off this action.
- 6.3 **The Committee noted the updated action log.**

## 7 AREAS OF OVERLAP

- 7.1 KD noted that areas of overlap had been stated within the agenda in advance of the meeting.
- 7.2 TW highlighted that the last Service Delivery Committee (SDC) discussed the service delivery related objectives within the extended Annual Operating Plan (AOP) and raised the question of how strategic performance was scrutinised and how other Committee's referred to the AOP. As this matter was on the agenda, further discussion would take place under item 11.
- 7.3 TW also highlighted an area of overlap around the Command and Control Mobilising System (CCMS) however this would be further discussed under item 12 of the agenda.

## 8 CHAIRS ISSUES AND COMMON THEMES

- 8.1 PS stated that this would be captured under item 13, however, the Staff Governance Committee (SGC) looked at competency levels and performance in terms of training. The TED review which was undertaken had subsequently produced a number of recommendations and the SGC had requested to have sight of key themes, deliverables and outcomes from the review to determine how these would be monitored going forward and any areas of scrutiny from other Committees. The wider training aspects would be monitored under the people element of the SGC and PS would highlight any areas of overlap as appropriate.
- 8.1.1
- 8.1.2 TW requested regular updates on this matter at Board strategy days to ensure all Board Members were kept informed of progress. PS confirmed an update would be given at a Board strategy day following the report being discussed at SGC.
- 8.1.3 It was noted that should any element of the TED review become formal projects then the governance route would then be through TMPC. PS added that internal scrutiny through a formal Executive Board was also ongoing and therefore SGC was undertaking an additional scrutiny role.
- 8.1.4 **The Committee agreed that the SGC would be the lead Committee with other Committees undertaking scrutiny as required and through agreement at IGC in order to ensure appropriate Governance was in place.**
- 8.2 ICT
- 8.2.1 PS stated that issues with Kronos and how it feeds into iTrent, and legacy systems not being compatible, had been highlighted through the SGC and other Committees.
- 8.2.2 BMcQ highlighted how vital and essential ICT systems were for important projects, however he noted that no specific Committee looked at corporate services such as finance, procurement, estates etc.
- 8.2.3 It was noted that the Digital Steering Group feeds into the Corporate Assurance Board on the Executive side and that ARAC was where Governance and oversight would happen for the areas referred to in 8.2.2. Should further scrutiny on certain issues be required then the

## NOT PROTECTIVELY MARKED

most appropriate route would be determined at that time. KD proposed that this area be looked at as part of the annual governance review.

**ACTION: BST**

- 8.2.4 MB advised of discussions with KD in relation to ICT issues and confirmed that a short tender process would be undertaken to appoint an external consultant who would look at the ICT infrastructure. Once MB had gained a full understanding of the challenges relating to ICT and the issues identified he would report to the Board with recommendations.
- 8.2.5 KD stated this item would be kept under review and included on the agenda for the next meeting.
- 8.2.6 **The Committee noted the challenges around ICT, agreed that an additional Committee was not required and welcomed a future report with recommendations from MB.**

## 9 INSPECTIONS/AUDITS

- 9.1 HMFSI – Thematic Inspection of SFRS’s Management of its Fleet and Equipment Function
- 9.1.1 TW stated that although HMFSI inspection reports were reported through the SDC, many had wider implications requiring scrutiny through different Committee’s. He highlighted concerns and sought clarification around the governance route for these to ensure the necessary process was in place.
- 9.1.2 RW assured the Committee that the governance process was in place, however, advised that a review was currently being undertaken assessing the level of internal scrutiny on the recommendations to ensure improvement was taking place. AC provided an overview of the current process in place.
- 9.1.3 An annual report is submitted by Her Majesty’s Chief Inspector to ARAC providing detail of the HMFSI inspection reports that have taken place throughout the year and progress made on these. To ensure visibility of this it was proposed that BB highlight to IGC when the annual close off report is provided to ARAC to afford an awareness and assurance to Committee Chairs. Details of the number of HMFSI reports and recommendations should be included within that update as well as how many had been completed and what was still outstanding.
- 9.1.4 **The Committee was content with the process in place and the additional action to be taken by the Chair of ARAC to provide the detail and assurance around HMFSI recommendations.**

## 10 COMPLIANCE AND GOOD CORPORATE GOVERNANCE AND PRACTICES (PRINCIPLES 1&2)

- 10.1 AC provided an update in relation to the performance reporting against the principles set out in the SFRS Code of Corporate Governance as detailed within the report.
- 10.2 With the introduction of the new strategic plan a full review of the Code is planned to be undertaken in 2020.
- 10.3 The improvements made since the last report were highlighted. One Reasonable assurance had been increased to Substantial.
- 10.4 KD stated that the organisation continued to develop and work would continue to improve and refine good corporate governance practices. Thanks were recorded for the ongoing work in this area.
- 10.5 **The Committee noted the content of the report and progress made against the Improvement Actions.**

## 11 ANNUAL OPERATING PLAN LEAD COMMITTEE/SCRUTINY

- 11.1 Following the SDC's review of service delivery related objectives within the Annual Operating Plan (AOP), TW requested clarification as to what other Committees were doing and how this was being tracked.
- 11.2 PS stated that objectives related to risk were spotlighted at SGC. KD reiterated that the AOP is reported to the Board where general oversight and scrutiny is undertaken.
- 11.3 RW offered assurance around the work being undertaken on the new performance management system and identification of KPI's that would provide each Committee with information on progress against the strategic plan.
- 11.4 **The Committee noted this matter had been raised. No changes would be made, however, the Committee was content to keep under review.**

## 12 COMMAND AND CONTROL MOBILISING SYSTEM (CCMS) (AOP RISK MR1)

- 12.1 TW stated that although the CCMS project was scrutinised by TMPC, the SDC was looking at the service delivery element and seeking assurance around the implications of transition and the impact on service delivery. Clarity was sought on the process to ensure that SDC would be made aware of any potential service disruption element at an early stage to allow the appropriate scrutiny to take place.
- 12.2 FT advised that this project was a standing item on the TMPC agenda and the details of delivery and implementation were included within the project plans. FT clarified the different elements of scrutiny that both Committees would be carrying out. As FT was also a member of the SDC both formal and informal processes were in place.
- 12.3 RW confirmed that high level projects such as the CCMS were reported through appropriate governance routes including the Programme Board, Portfolio Board and TMPC with other Committees involved as appropriate. In terms of closing off a project, focus would be given to the benefits management which would be reviewed and reported on.
- 12.4 **The Committee were content that the correct level of scrutiny and transfer of information was in place.**
- 12.5 KD and MB departed the meeting at this juncture. PS took over the role of Chair.

## 13 TED DIRECTORATE – GOVERNANCE/CROSS COMMITTEE SCRUTINY

- 13.1 This item was covered under item 8.

## 14 FORWARD PLAN

### 14.1 Committee Forward Plan

- 14.1.1 AC presented the Committee Forward Plan for noting. Items arising from this meeting to be included on the Forward Plan were:
- Update Report on HMFSI Inspection Reports (BB)
  - Report on ICT (MB)
- 14.1.2 The Committee noted the forward plan.
- 14.2 Items for Consideration at Future Board and Strategy/Information & Development Day Meetings
- 14.2.1 Referring to the earlier discussion where MB commented that a review would be undertaken of ICT systems it was considered that a follow up session be given at a future strategy day.

**15 DATE OF NEXT MEETING**

- 15.1 The next meeting of the Integrated Governance Committee is scheduled to take place on Thursday 16 January 2020 at 1330 hrs in the Braidwood Suite, SFRS Headquarters, Westburn Drive, Cambuslang, G72 7NA.
- 15.2 There being no further matters to discuss in public, the meeting closed at 1310 hrs. BMcQ left the meeting at this juncture.

**PRIVATE SESSION**

**16 MINUTES OF PREVIOUS PRIVATE MEETING: 13 JUNE 2019**

- 16.1 The minutes were approved as an accurate record.

**17 PRIVATE ACTION LOG**

- 17.1 The Committee considered the action log and agreed the closure of the completed actions.