PUBLIC MEETING – INTEGRATED GOVERNANCE COMMITTEE
WEDNESDAY 25 MARCH 2020 @ 1330 HRS
BY TELECONFERENCE

AGENDA

1   CHAIR'S WELCOME

2   APOLOGIES FOR ABSENCE

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

4   DECLARATION OF INTERESTS

Members should declare any financial and non-financial interest they have in the items of business for consideration, identifying the relevant agenda item, and the nature of their interest.

5   MINUTES OF PREVIOUS MEETING: 16 JANUARY 2020 *(attached)*   *K Darwent*

6   ACTION LOG *(attached)*   *A Cameron*

7   AREAS OF OVERLAP   *K Darwent*

8   CHAIRS ISSUES AND COMMON THEMES
a)   TED Review – Overlap With SGC/TMPC   *F Thorburn*

9   INSPECTIONS/AUDITS
a)   Gateway 0 Review   *R Whetton*
b)   HMFSI Update from SDC   *N Barr*

Please note that this meeting will be recorded for the purposes of minute taking only.
The recording will be destroyed following final approval of the minutes.

| 10 | **COMPLIANCE AND GOOD CORPORATE GOVERNANCE AND PRACTICES (PRINCIPLES 5&6)** *(attached)* | *A Cameron* |

| 11 | **REVIEW OF COMMITTEE TERMS OF REFERENCE** *(attached)* | *A Cameron* |

| 12 | **VALUE ADDED STATEMENT** *(attached)* | *A Cameron* |

13   FORWARD PLAN
a)   Committee Forward Plan *(attached)*   *A Cameron*
b)   Items for Consideration at Future Board and Strategy/Information
        & Development Day Meetings *(verbal)*   *K Darwent*

14   REVIEW OF ACTIONS   *A Cameron*

15   DATE OF NEXT MEETING
        Thursday 9 July 2020 at 1330 hrs
        Braidwood Suite, SFRS HQ, Westburn Drive, Cambuslang, G72 7NA

PRIVATE SESSION

16   MINUTES OF PREVIOUS PRIVATE MEETING:
        16 JANUARY 2020 *(attached)*   *K Darwent*

Please note that this meeting will be recorded for the purposes of minute taking only.
The recording will be destroyed following final approval of the minutes.

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

PUBLIC MEETING: INTEGRATED GOVERNANCE COMMITTEE

THURSDAY 16 JANUARY 2020 @ 1330 HRS

**SCOTTISH FIRE AND RESCUE SERVICE
BRAIDWOOD SUITE, HQ, CAMBUSLANG, G72 7NA**

PRESENT:
Kirsty Darwent, Chair (KD)   Bill McQueen, Deputy Chair (BMcQ)
Nick Barr (NB)   Primrose Stark (PS)

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

OBSERVERS
Chris McGlone, Fire Brigades Union

1   CHAIR'S WELCOME
1.1   KD opened the meeting and welcomed all those present.

2   APOLOGIES
2.1   Brian Baverstock (BB), Board Member
          Fiona Thorburn (FT), Board Member

3   CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE
3.1   It was agreed that the only items required to be taken in private were the private minutes
          from the previous meeting on 3 October 2019 and the private Action Log.

4   DECLARATION OF INTERESTS
4.1   None

5   MINUTES OF PREVIOUS MEETING: 3 OCTOBER 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.

Item 9.1 Inspections/Audits (03/10/19) – It was noted that HMFSI provides quarterly updates to the Service Delivery Committee (SDC) with regards work carried out and a snapshot of the current situation. To ensure all Board Members were fully aware of HMFSI's work NB would highlight this during his SDC update at Board meetings with a more detailed focus being provided. KD and NB had met with HMFSI today and a note of that meeting would be circulated to Board members.

6.2   **The Committee noted the updated action log.**

7   AREAS OF OVERLAP

7.1   NB highlighted that the SDC had spotlighted the risk around water supplies for firefighting. The discussion had referred to recommendations contained within the Internal Audit Water Planning Arrangements report. The Integrated Governance Committee (IGC) was asked to determine which Committee would oversee the progress of actions against the recommendations. IGC suggested that the Audit and Risk Assurance Committee (ARAC) was content for SDC to oversee the risks related to this as it had clear service delivery implications. As BB was not present, his agreement with this proposal would be sought.

ACTION: BST

8   CHAIRS ISSUES AND COMMON THEMES

8.1   <u>ICT</u>

8.1.1   The update provided against ICT within the Action Log was noted. MB added that the contract for the external consultancy work would not cover an analysis of pay and terms and conditions relating to ICT, however, these should be highlighted from the review of the digital strategy and systems which the contract would focus on.

8.1.2   As ICT would be progressed through the Action Log, it would now be removed from this item on the agenda.

9   INSPECTIONS AND AUDITS

9.1   This item was covered under 6 – Action Log.

10   COMPLIANCE AND GOOD CORPORATE GOVERNANCE AND PRACTICES (PRINCIPLES 3 AND 4)

10.1   AC provided an update in relation to the performance reporting against principles 3 and 4 set out in the SFRS Code of Corporate Governance. The areas of improvement were highlighted. Three Reasonable Assurance had been increased to Substantial, there were no Insufficient or Limited Assurance, one Reasonable and 21 were Substantial.

10.2   Assurance was provided with regards to staff appraisals. AC confirmed that within the Appraisal form a list of values is detailed that each member of staff must record performance against. The Code of Corporate Governance Performance Report would be updated to clarify this position.

10.3   BMcQ asked if the option to live stream Board meetings was viable. KD confirmed this had been explored previously by the Board Support Team and would be kept under review going forward.

10.4   **The Committee noted the content of the report and progress made against the Improvement Actions.**

11   OBSERVATIONS FROM FIFE COUNCIL ENVIRONMENT AND PROTECTIVE SERVICES

11.1   **COMMITTEE**

NB had attended the above meeting on 5 September 2019 as part of a benchmarking exercise undertaken by the Service Delivery Committee (SDC) to observe how other public bodies report on and scrutinise performance.

11.2   An overview of the business discussed at the meeting was provided. NB stated that although interesting there was no significant areas of learning identified from the process. However, it did provide assurance that overall the current processes related to SDC were good and robust while continuing to be a work in progress.

11.3   It was highlighted that currently some Board members contact Executive's in advance of meetings with queries or questions in relation to specific reports being submitted. It was agreed that where this occurs Board members should confirm this at the meeting so as to be recorded for the Minute.

11.4   **The Committee noted the verbal update.**

12   UPDATE REPORT ON ICT
12.1   No formal update was available under this item.

13   FORWARD PLAN
13.1   <u>Committee Forward Plan</u>
13.1.1 AC presented the Committee Forward Plan for noting.

13.1.2 MB confirmed a report on ICT would be submitted to the next meeting however it would be dependent upon progress of the review whether recommendations were included or not.

13.1.3 The Committee noted the Forward Plan.

13.2   <u>Items for Consideration at Future Board and Strategy/Information & Development Day Meetings</u>
13.2.1 KD noted that an agenda for the Board/SLT Away Days in March 2020 was currently being developed.

13.2.2 The Strategy Day scheduled for 30 January 2020 would be rescheduled due to timings around budgetary information.

13.2.3 KD and MB would undertake a series of staff engagement events to provide updates around the pay offer and invites would be sent out to Board members to attend these sessions along with a copy of the presentation to be given.

ACTION: BST

14   REVIEW OF ACTIONS
14.1   AC confirmed the actions arising during the meeting which the Committee agreed.

15   DATE OF NEXT MEETING
15.1   The next meeting of the Integrated Governance Committee is scheduled to take place on Wednesday 25 March 2020 at 1300 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 1410 hrs.

PRITE SESSION

16   MINUTES OF PREVIOUS PRIVATE MEETING: 3 OCTOBER 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 action.

17.2   There being no further matters to discuss in private, the meeting closed at 1415 hrs.

Agenda
Item 6

INTEGRATED GOVERNANCE COMMITTEE MEETING – ROLLING ACTION LOG

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Background and Purpose

A rolling action log is maintained of all actions arising or pending from each of the previous meetings of the Committee. No actions will be removed from the log or there completion dates extended until approval has been sought from the Committee.

The status of Actions are categorised as follows:

- ☐ Task completed – to be removed from listing
- ☐ No identified risk, on target for completion date
- ☐ Target completion date extended to allow flexibility
- ☐ Target completion date unattainable, further explanation provided.

Actions/recommendations

Currently the rolling action log contains 3 Actions. A total of 2 of these actions have been completed.

The Committee is therefore asked to approve the removal of the 2 actions noted as completed (Blue status), and note the 1 action categorised as Green status on the action log.

Integrated Governance Committee Meeting: 3 October 2019						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
Item 8 8.2	**CHAIRS ISSUES AND COMMON THEMES** ICT A short tender process is to be undertaken to appoint an external consultant to 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.	**SO'D**	**March 2020**			<mark>Update (16/01/20)</mark> - A tender process is currently being initiated, using a national framework, to undertake a strategic review of SFRS's organisational readiness to deliver against the ambitious outcomes of its new Strategic Plan 2019-2022, including its use of digital technology and data. It is currently anticipated this will be issued to the market by 10 January 2020, with a view to work commencing in mid-March. <mark>Update (25/03/20)</mark> - This work is progressing as outlined above and a further update can be provided once the review has been completed.

Integrated Governance Committee Meeting: 16 January 2020						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
Item 7 7.1	**AREAS OF OVERLAP** Following risk spotlight at SDC on water supplies for firefighting, clarity requested on which Committee to oversee progress of recommendations from IA Water Planning Arrangements report. IGC suggested that ARAC was content for SDC to oversee the risks related to this as it had clear service delivery implications. BB agreement to be sought.	**BST**	**March 2020**		**March 2020**	<mark>Update (25/03/20)</mark> – BB has been made aware of discussions and the suggested course of action and is in agreement with this proposal.
Item 13 **13.2**	**FORWARD PLAN** <u>Items for Consideration at Future Board and Strategy/Information & Development Day Meetings</u> KD and MB to undertake a series of staff engagement events to provide updates around the pay offer. Invites to be sent to Board members to attend these sessions along with a copy of the presentation to be given.	**BST**	**March 2020**		**March 2020**	<mark>Update (25/03/20)</mark> – Invitation sent out to Board Members along with presentation prior to BM attendance at these sessions.

SCOTTISH FIRE AND RESCUE SERVICE	
Integrated Governance Committee	

Report No: C/IGC/02-20

Agenda Item: 10

Report to:	INTEGRATED GOVERNANCE COMMITTEE							
Meeting Date:	**25 MARCH 2020**							
Report Title:	**COMPLIANCE AND GOOD CORPORATE GOVERNANCE AND PRACTICES**							
Report Classification:	**For Noting**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	Purpose
1.1	The purpose of this report is to present the performance reporting against specific principles of the Scottish Fire and Rescue Service (SFRS) Code of Corporate Governance.

2	Background
2.1	There is a requirement for the Board to act consistently with recognised principles of good governance.
2.2	The SFRS Code of Corporate Governance was approved by the Board at its meeting on 15 December 2016 and subsequently published on our public website. It is intended to be a living document that will evolve in line with best practice and through our processes for continuously reviewing and improving the effectiveness of our governance arrangements. It fully supports the outcomes and priorities set out in the Strategic Plan for 2019-22, in particular the strategic priority of Governance and Social Responsibility.
2.3	As the Integrated Governance Committee (IGC) meets a minimum of three times per annum, all six core principles will be subject to detailed scrutiny during each reporting year. It was therefore proposed that a report should be presented at each IGC meeting detailing evidence of performance against two of the six core principles of good corporate governance thereby covering all six throughout the reporting year.

3	Main Report/Detail
3.1	Principles 5 and 6 are therefore presented to IGC (Appendix A) highlighting any progress that has been made in these areas.
3.2	A number of Improvement Actions had previously been identified to ensure we meet the commitments outlined in our Code and from this an assurance level was applied to each. The Performance Report (Appendix A) will allow the Committee to track progress of the Improvement Actions identified and how these are being considered as part of our continuous improvement.
	As part of the annual governance review, work is planned to review the Code of Corporate Governance and look at the overarching framework that demonstrates our commitment to upholding good corporate governance. This Performance Report will therefore be the last update in its current format until the review of governance arrangements is complete.

4	Recommendation
4.1	The Committee are invited to note the comments and progress made against the Improvement Actions and provide any feedback as necessary. These are all detailed within the Performance Report (Appendix A) for Principles 5 and 6.

5	Key Strategic Implications
5.1 5.1.1	**Financial** There are no key strategic financial implications arising from the recommendations set out in this paper.
5.2 5.2.1	**Environmental & Sustainability** There are no key strategic environmental and sustainability implications arising from the recommendations set out in this paper.
5.3 5.3.1	**Workforce** There are no key strategic workforce implications arising from the recommendations set out in this paper.
5.4 5.4.1	**Health & Safety** There are no key strategic health and safety implications arising from the recommendations set out in this paper.
5.5 5.5.1	**Training** There are no key strategic training implications arising from the recommendations set out in this paper.
5.6 5.6.1	**Timing** This report has been produced to support the arrangements approved by SFRS Board at its meeting on 29 June 2017 for the effective monitoring and scrutiny of the approved SFRS Code of Corporate Governance. It will also be used to form a report on the overall effectiveness of the Code of Corporate Governance within the Annual Governance Statement presented to the Audit and Risk Assurance Committee (ARAC) and subsequently the Board for approval.
5.7 5.7.1	**Performance** The information obtained from the performance reports of the SFRS Code of Corporate Governance will be outlined within the Annual Governance Statement provided by the Accountable Officer to the ARAC. Any assurance gaps identified from these reviews will form Improvement Actions that will be allocated to Directorates to be addressed as part of business as usual arrangements or alternatively through the Annual Internal Audit Plan, as deemed necessary.
5.8 5.8.1	**Communications & Engagement** Engagement has taken place with the Board and the IGC regarding arrangements for monitoring and scrutiny of SFRS Code of Corporate Governance. An overview of this will be incorporated within future Annual Governance Statements and reported to ARAC and the Board. Updates from IGC will be provided to the Board.
5.9 5.9.1	**Legal** Whilst there is no legal requirement to have a Code of Governance within SFRS, the adoption of the proposed Code is intended to improve the Board's and its Committees ability to perform its scrutiny role and therefore deliver its statutory duties effectively.
5.10 5.10.1	**Information Governance** *DPIA completed - No.*

		There is no personal data contained within the report.
5.11 5.11.1	**Risk**	There are no key strategic risk implications arising from the recommendations set out in this paper.
5.12 5.12.1	**Equalities**	*EIA completed - No.* The existing Equality Impact Assessment – Board Operating Arrangements, has been reviewed and there are no issues arising from the matters raised within this report.

6	**Core Brief**
6.1	Not required.

7	**Appendices/Further Reading**
7.1	Appendix A – Code of Corporate Governance – Performance Report
7.2	Link to published version of SFRS Code of Corporate Governance: https://www.firescotland.gov.uk/media/1349818/sfrs_code_of_corporate_governance_v3.0september_2018.pdf

Prepared by:	Heather Greig, Board Support Executive Officer
Sponsored by:	Mark McAteer, Director of Strategic Planning, Performance and Communications
Presented by:	GC Alasdair Cameron, Board Support Manager

Links to Strategy and Corporate Values
This links to SFRS Strategic Plan 2019-22 through our priorities of Governance and Social Responsibility, incorporating the following associated key strategic objectives: • We will continue to ensure that our decision making processes are transparent and evidence led. • We will develop a performance framework that enables the effective management of risk and supports effective scrutiny, challenge and improvement. • We will embed effective communication and engagement in all that we do. • We will continue to explore how we maximise efficiency and productivity within our organisation and partnerships.

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Integrated Governance Committee	25 March 2020	For Noting

Scottish Fire and Rescue Service (SFRS) Code of Corporate Governance Performance Report

Background and Purpose

Assurance categories are applied to each of the commitments made within The Code to provide an indication of the strength of the control in place and enable progress against each of these to be easily monitored and reviewed. No improvement actions will be removed from the log or intended completion dates extended until approval has been sought from the Group.

The status of Assurance levels are categorised as follows:

Assurance Categories – Key	
Substantial Assurance	Controls are robust and well managed
Reasonable Assurance	Controls are adequate but require improvement
Limited Assurance	Controls are developing but weak
Insufficient Assurance	Controls are not acceptable and have notable weaknesses

Improvement Actions/Recommendations

This Performance Report specifically focusing and provides an update in relation to Principles 5 & 6.

Since the last report 3 Reasonable Assurance have now been increased to Substantial.

At present a total of 0 have Insufficient Assurance, 0 have Limited Assurance, 0 have Reasonable Assurance and 13 have Substantial Assurance.

Areas for improvement will continue to be monitored and carried forward, with progress presented to the IGC as part of the cyclical process.

FOREWORD

Good corporate governance is fundamental to any effective organisation and is at the heart of good public services, contributing to the achievement of National Outcome 16 – 'our public services are high quality, continually improving, efficient and responsive to local people's needs'.

This Code of Corporate Governance ('the Code') outlines our commitment to upholding high standards of corporate governance by setting out the principles and supporting characteristics we will apply to ensure we are achieving our intended outcomes while acting in the public interests at all times. It also embodies and supports our values of Safety, Teamwork, Respect and Innovation. In the Scottish Fire and Rescue Service, this means doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner.

The Code concentrates on recognised principles of good governance as its framework. It focuses on the role of the non-executives (the Board) and executives (Strategic Leadership Team) of the SFRS in upholding good corporate governance, and has drawn on best practice from across the public, private and charity sectors. Through this it is intended that we support our greatest asset, our workforce, in the delivery of our services to local outcomes for our communities.

The Code is intended to be a living document and will evolve in line with best practice and through our processes for continuously reviewing and improving the effectiveness of our governance arrangements. It fully supports the outcomes and priorities set out in the Strategic Plan for 2019-22, in particular the strategic priority of Governance and Social Responsibility.

We are confident that this Code will provide further support to enabling good corporate governance within the Scottish Fire and Rescue Service and therefore demonstrate our commitment to delivering our intended outcomes in the best possible manner.

ABOUT THIS CODE

What is Corporate Governance?

Corporate governance is the way in which organisations are directed, controlled and led. It defines relationships and the distribution of rights and responsibilities among those who work with and in the organisation, determines the rules and procedures through which the organisation's objectives are set, and provides the means of attaining those objectives and monitoring performance. Importantly, it defines where accountability lies throughout the organisation.

Corporate Governance in the Scottish Fire and Rescue Service

The SFRS meets its corporate governance requirements and expectations in many ways. The Code therefore brings together the various strands of our corporate governance arrangements into one overarching framework document that demonstrates our commitment to upholding good corporate governance.

The focus of the Code is on the Board (Non-executives) and the Strategic Leadership Team (Executives), whereby the Code is designed to assist them in performing their role of directing, controlling and leading the SFRS in a fit and proper manner. The Code will also be cascaded to management who may directly support the Board and Strategic Leadership Team (SLT) in fulfilling this role and our workforce who are integral to achieving improved local outcomes through the delivery of our priorities and strategic objectives.

By following the Code, we aim to deliver high standards of corporate governance, which we believe will lead to better service delivery and ultimately, better outcomes for the communities of Scotland. We are responsible for ensuring that we deliver our services in accordance with the law and our statutory responsibilities, that we safeguard and properly account for public money and that this money is used in accordance with Best Value principles. The Code sets out the manner in which we will operate to meet these responsibilities and therefore maintain public confidence in the SFRS as a public body.

At the heart of the Code lies six core principles of good corporate governance, each with its supporting characteristics that outline how we will demonstrate application of the principles. The six principles we have adopted are taken from the 'Good Governance Standard for Public Services'. By adopting these principles we will be acting consistently with the principles of good governance, a requirement of the Fire (Scotland) Act 2005, as amended by the Police and Fire Reform (Scotland) Act 2012 and following best practice promoted by the Scottish Government in publications such 'On Board: a Guide for Board Members of Public Bodies in Scotland'.

Using the six principles of good corporate governance as a basis for the Code's framework, provides us with a sound structure to assess and ultimately report on the effectiveness of our corporate governance in the Annual Governance Statement. Internal audit and external audit will also benefit from the Code's structured approach, allowing them to direct their independent assurance work on corporate governance more effectively. Our approach to reviewing the Code and reporting its effectiveness is set out on page ten of the Code.

Principle 5 – We will develop the capacity and capability of the Board and Strategic Leadership Team to be effective

	What does this mean?			
	We are: • Making sure that Board Members and officers of the SLT have the skills, knowledge and experience they need to perform well and maximise their ability to contribute to improved outcomes. • Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group. • Striking a balance, in the membership of the Board, between continuity and renewal.			
	Where is the evidence that shows we are demonstrating this?			
We will:		**Previous RAG Status**	**Latest RAG Status**	**Comments**
• Publish on our website, Board and Committee reports relating to the arrangements for annually reviewing Board and Committee effectiveness, and the outcomes of these annual reviews.		Substantial	Substantial	These are presented to the Board annually - Arrangements for Review of Effectiveness of The Board
• Have an induction programme in place for any new Members of the Board and SLT.		Reasonable	Substantial	An induction programme for Board members was developed for the most recent appointments in November 2016. An induction programme for SLT members is being developed over the next year (2017-18) by POD within HR-OD and TED functions. **Improvement Action 5.1 (HoF HR-OD) Update Mar'19 -** There is now a formal induction process for the SFRS. This process has been formulated as a standard process where managers can incorporate the relevant elements, over and above the standard required areas. This process can also be used as the basis for SLT members and was recently utilised following the CO appointment. Feedback on the new process will be sought during 2019/20 in relation to effectiveness and benefit for new employees and employees new to role.

	Substantial	Substantial	These arrangements are in place for Board and SLT members as intended.
• Have a programme of annual appraisals in place for Members of the Board and SLT.	Substantial	Substantial	These arrangements are in place for Board and SLT members as intended.
• Develop a Board Member's CPD Framework that will enable them to access professional and personal learning and development opportunities.	Substantial	Substantial	Develop a programme to enhance Board Member skills matrix aligned to their Appraisals. This is being reviewed with newly appointed Chair of the board and plans being developed for Board and SLT development effectiveness event(s). Work on-going to identify and purchase an Application that will increase access to ICT resources for board members. To help ensure that our Board members are able to develop in role and continue to provide and enhance their leadership, direction and support skills to the SFRS. Further development of this work is essential. **Improvement Action 5.2 (BST Manager) Update Mar'19 -** A SharePoint was developed and went live August '18 for Board members to access development and additional info. Development opportunities and training sessions have been provided to Board Members with the further development of sharesite allowing an increased access to resources. Board Members also have access to the Scottish Government Hub. A revised appraisal process has been implemented from which arises the identification of common themes to target specific learning and training opportunities; development away days, finance training, introduction of defined Board strategy/information/development days, a Board Member only sharesite gives access to a variety of learning/development materials.

	Substantial	Substantial	The SFRS have suitable plans in place through their Positive Action and also Equal Pay Report
• Have plans in place for taking positive action to have a membership that is broadly reflective of the wider Scottish Population with a 50:50 gender split by 2020.	Substantial	Substantial	The SFRS have suitable plans in place through their Positive Action and also Equal Pay Report
• Maintain a Board Skills Matrix, linked to our strategic priorities and objectives, for identifying skills gaps and areas of strength and have plans in place for balancing skills and filling skills gaps within reasonable timescales.	Substantial	Substantial	Within the Arrangements for Review of Effectiveness of The Board the Competency Based Matrix and self-assessment processes together with the annual appraisal ensures skills gaps are identified by the Chair of the Board and working with Scottish Government and the Public Appointments team succession planning is put in place. Strategic Plan 2019-22. This has proved very successful for the recent appointment of 6 new Board members.
• Maintain a Remuneration, Appointments and Nominations Sub-committee with responsibilities for effective corporate oversight of the succession planning arrangements for Board Members and through the Chair of the Board, provide advice to Ministers about the Board's membership needs.	Substantial	Substantial	A Remuneration, Appointments and Nominations Sub-committee is well established within the SFRS with a recently reviewed Terms of Reference to ensure the work is aligned to the needs.

Principle 6 – We will engage with the communities of Scotland and other stakeholders and make accountability real

	What does this mean?			
	We are: • Taking an active and planned approach to dialogue with, and accountability to, the public and stakeholder groups. • Encouraging and enabling the participation of communities in public life. • Taking an active and planned approach to meet responsibilities to staff.			
	Where is the evidence that shows we are demonstrating this?			
We will:		**Previous RAG Status**	**Latest RAG Status**	**Comments**
•	Publish on our website details of how to make comments, complaints and commendations. This will include arrangements for making contact in person; be letter; by telephone and by completing a web form on the SFRS website.	Substantial	Substantial	Dedicated area within our website Contact Details Complaint Comments and Compliments
•	Regularly review the accessibility and transparency of our communication methods, using tools such as the Equality and Human Rights Impact Assessment Process and customer feedback.	Substantial	Substantial	Our communication channels follow good practice in accessibility guidelines. Key communications e.g. Consultations are subject to full E&HR Impact Assessments Communication and Engagement Strategy 2017-2020. Implementation of OASIS communications planning requires stakeholder analysis and audience insight to be undertaken in the planning stages of any communications activity and evaluation to be undertaken following completion.
•	Measure the success of our engagement through a 'Matrix Approach', including increased engagement through online channels and regular reporting and feedback monitoring of both internal and external engagement meetings. This analysis will allow us to determine both improvements in engagement and the quality of our relations with stakeholders.	Reasonable	Substantial	A matrix approach to stakeholder engagement is now deployed, ensuring messaging is effectively aligned. We do not have the required budget or resource to undertake the desired analysis of communications impact Communication and Engagement Strategy 2017-2020. **Improvement Action 6.1 (HoF C&E) Update Mar'19 -** This area has

			developed from mid 2018 through the procurement of a Stakeholder management tool called Vuelio. It enables a top-level view and deeper analysis of engagement, feedback and positions shift. Data input is still the early stages however will develop over time. March 2020: Introduction of OASIS planning and membership of Consultation Institute will result in better analysis of stakeholder engagement before and after communications plans and campaigns. Merging of political and media Vuelio databases allows analysis of sentiment and stakeholder feedback across all external engagement channels.
• Build in regular 'temperature check' analysis of stakeholders as part of the new Communications and Engagement Strategy. This will allow us to determine if we are improving stakeholder engagement and their sense of being able to influence and shape decisions and direction.	Reasonable	Substantial	We do not have the required budget or resource to undertake this level of analysis <u>Communication and Engagement Strategy</u> 2017-2020. **Improvement Action 6.2 (HoF C&E) Update Mar'19:-**The new Vuelio system enables temperature checks, monitoring and reports to be produced as required. This again will improve over time. March 2020: Regular temperature checks are undertaken as part of our OASIS communications planning and engagement strategies.
• Enable all Board meetings to be open to the public, and all reports and minutes available on the internet and ensure other relevant documents to be made available under Freedom of Information provisions.	Substantial	Substantial	<u>Board Meetings</u> <u>Freedom of Information</u>
• Publish on our website details of current consultations and how to make comments and provide feedback on our relevant strategic plans and services.	Substantial	Substantial	<u>Consultations</u> are advertised on our website and direction on how to make comment and provide feedback included.

SCOTTISH FIRE AND RESCUE SERVICE	
Integrated Governance Committee	

Report No: C/IGC/03-20

Agenda Item: 11

Report to:	INTEGRATED GOVERNANCE COMMITTEE							
Meeting Date:	**25 MARCH 2020**							
Report Title:	**REVIEW OF COMMITTEE TERMS OF REFERENCE**							
Report Classification:	**For Recommendation**	**Board/Committee Meetings ONLY** **For Reports to be held in Private** **Specify rationale below referring to** **Board Standing Order 9**						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>

1	Purpose
1.1	To present proposals enabling Members the opportunity to review the Integrated Governance Committee (IGC) Terms of Reference (ToR) (Appendix A) recommending amendments following the annual review workshop for the Committee to be made a Forum named the Integrated Governance Forum (IGF). Members concurred that the level of value added does not support this being a full standing Committee of the Board. Following this review this proposal will be put forward for decision to the Board on 30 April 2020.

2	Background
2.1	A review of the IGC ToR (Appendix A) as part of the annual governance review to ensure continued effectiveness.

3	Main Report/Detail
3.1	Further to explaining the purpose of this paper, the ToR has been reviewed on the basis this will become a Forum. The Forum will continue to provide a platform for all Committee Chairs to meet, with the aim of reducing duplication while ensuring and discussing the robust scrutiny at each of their respective Committees on behalf of the Board through discussing emerging issues and common themes. This will also greatly assist and provide a clear focus towards simplifying and ensuring standardise approaches where possible across all Committees of the Board.
3.2	Following the IGC workshop held on 16 January 2020 the Committee discussed the work of the Committee in detail and agreed that the business being brought forward did not constitute this being a standing Committee of the Board, however it could still provide benefit by meeting as a Forum. This would also help ensure continued improvement surrounding the governance aspects of both the Board and Service as a whole.
3.3	It was proposed that the TOR for the IGC form the basis and focus of the IGF however the ability to be authorised by the Board to make decisions be removed as it would no longer be a standing Committee. Further key amendments recommended to be made to the ToR, fall under:
3.4	**4. Responsibilities** 4.1 • Consider Scottish Government Public Body updates and any implications for the SFRS;

3.5	**7. Meetings**	
	• To meet formally and in private at least on a six-monthly basis, meetings however can be convened at the decision of the Chair at any time as required;	
3.6	**Others in attendance**	
	Head of Corporate Governance has been added to those named.	

4	**Recommendation**
4.1	The Committee is invited to review the ToR for the IGF; proposing any further amendments, if required, prior to being submitted for decision at the meeting of SFRS Board on 30 April 2020.

5	**Key Strategic Implications**
5.1 5.1.1	**Financial** There are no key strategic implications arising from the recommendations set out in this paper.
5.2 5.2.1	**Environmental & Sustainability** There are no key strategic implications arising from the recommendations set out in this paper.
5.3 5.3.1	**Workforce** There are no key strategic implications arising from the recommendations set out in this paper.
5.4 5.4.1	**Health & Safety** There are no key strategic implications arising from the recommendations set out in this paper.
5.5 5.5.1	**Training** There are no key strategic implications arising from the recommendations set out in this paper.
5.6 5.6.1	**Timing** This report has been produced to support the proposed arrangements to ensure the continued effectiveness of the governance arrangements of the Board and its Committees. It is intended that any revisions to the current Terms of Reference will be presented at the Board meeting scheduled for 30 April 2020.
5.7 5.7.1	**Performance** This includes the review of duties and reporting arrangements within the Terms of Reference to ensure effective performance management of related business.
5.8 5.8.1	**Communications & Engagement** The proposals have been developed by the Board Support Team following a workshop held in January 2020 and in further consultation with the Chair of the Board. The proposals are therefore presented within this report for consideration prior to submitting to the Board for decision, subject to any amendments.

5.9 5.9.1	**Legal** The recommendations contained within this report are intended to assist the Committee / Forum and ultimately the Board in its ability to perform its scrutiny role and therefore deliver its statutory duties effectively.
5.10 5.10.1	**Information Governance** *n/a*
5.11 5.11.1	**Risk** The implementation of the proposed arrangements in this report are intended to support control measures identified to mitigate the impact of our Strategic Risk – Failure to Maintain Effective Systems of Control.
5.12 5.12.1	**Equalities** *Not required.*

6	**Core Brief**
6.1	Not Applicable

7	**Appendices/Further Reading**
7.1	Appendix A - Revised Terms of Reference for IGF

Prepared by:	Alasdair Cameron, Group Commander, Board Support Team
Sponsored by:	Richard Whetton, Head of Corporate Governance
Presented by:	Alasdair Cameron, Group Commander, Board Support Team

Links to Strategy and Corporate Values
This links to the desired outcomes within the SFRS Strategic Plan 2019-22 and our SFRS values.

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Integrated Governance Committee	*25 March 2020*	*For Recommendation*
SFRS Board Meeting	*30 April 2020*	*For Decision*

SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE INTEGRATED GOVERNANCE FORUM

Original Author/Role	GM Rab Middlemiss
Date of Risk Assessment (if applicable)	N/A
Date of Equality Impact Assessment	28 March 2018 (Under Review)
Date of Impact Assessment (commenced)	N/A
Date of Impact Assessment (concluded)	N/A
Quality Control (name and date)	Richard Whetton, Head of Corporate Governance – March 2020
Authorised (name and date)	Kirsty Darwent, Chair of the Board - March 2020
Last reviewed/amended (name and date)	GC Alasdair Cameron – March 2020
Date for Next Review	March 2021

SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE INTEGRATED GOVERNANCE FORUM

1. INTRODUCTION

1.1 The Scottish Fire and Rescue Service (SFRS) has established a Forum of the Board, known as the Integrated Governance Forum ("the Forum").

1.2 The overall purpose of the Forum is to provide assurance to the SFRS Board that issues identified in specific Governance Committees are discussed across the Board, thereby ensuring a joined up approach to corporate Governance.

1.3 Along with all staff, the Board and its Committees have a key part to play embedding and living 'Our Values', developed as a result of staff views on what they value most about working within SFRS. We all have a responsibility to ensure we continually promote them in everything we do.

2. MEMBERSHIP

2.1 The Forum shall be established by the full SFRS Board and be composed of the Chair and Deputy Chair of the Board, together with the Chairs of all other Committees. The Chair of this Forum will be the Chair of the SFRS Board. The Forum will be supported by the Chief Officer and other members of SFRS staff, as appropriate to the agenda.

2.2 The Forum may invite representatives of related partner organisations, as appropriate, to Forum meetings to assist with the work of the Forum.

2.3 The composition and effectiveness of the Forum will be reviewed annually by the Board. A full list of the membership is detailed in Appendix 1.

3. REPORTING

3.1 Minutes of the meetings of the Forum will be held by the Board Support Team and circulated to the Board for information. The Forum may submit special reports to the Board as required.

4. RESPONSIBILITIES

4.1 The Forum is responsible for ensuring an integrated approach across all standards of Governance within SFRS. Specifically, it will:

- Discuss, consider and co-ordinate both specific and common themes and/or issues relating to Governance and risk that have implications for the Board's Governance Committees;
- Take a forward and outward looking approach towards good Governance and best practice making recommendations to the Board;
- Review actions taken by the organisation on recommendations made by the Committees or the SFRS Board on all Governance matters, together with any recommendations made, for example, by Audit Scotland or Her Majesty's Fire Service Inspectorate (HMFSI);
- Assist by identifying which Committee is best placed to scrutinise external reports;
- Consider Scottish Government Public Body updates and any implications for the SFRS;
- Consider and scrutinise the SFRS compliance with relevant and any new legislation and performance against national standards with regard to Governance;
- Provide assurance to the SFRS Board on Governance issues that have application across the Service.

4.2 The areas of responsibility give the Forum scope to continually monitor and review Integrated Governance related matters as deemed necessary.

4.3 All Committees must endeavour to avoid duplication of work of other Committees by focusing on specific delegated areas of responsibility. Overall co-ordination of work will be overseen by the Integrated Governance Forum - Section 8.2.

5. RIGHTS

5.1 The Forum is not authorised by the Board to make decisions.

5.2   The Forum may:

- Scrutinise the delegated areas of responsibility referred to in Section 4 above;
- Invite additional members for a limited period to provide specialist assistance. However, where there is associated expense, this must have prior approval from the Chair of the Board and Accountable Officer;
- Procure specialist advice at the expense of the organisation, subject to budgets agreed by the Chair of the Board and Accountable Officer;
- Approve previous Forum minutes at the next Forum meeting;
- Hold private workshop sessions as required for development purposes and to accommodate organisational input and support;

6.   ACCESS

6.1   Members of the Strategic Leadership Team, as required, will have free and confidential access to the Chair of the Forum.

7.   MEETINGS

7.1   The procedures for meetings of the Forum are:

- To meet formally and in private at least on a six monthly basis, meetings however can be convened at the decision of the Chair at any time as required;
- Conduct all business, in line with the Standing Orders;
- A minimum of 3 Forum members will be present for the meetings to be deemed quorate;
- In the absence of the Chair, the Deputy Chair will assume the responsibilities of the Chair. In both their absence and in agreement with the remaining Forum members present any one member is authorised to assume the role of Chair for the duration of the meeting.

8. RELATIONSHIP TO OTHER COMMITTEES

8.1 The Integrated Governance Forum will have strategic relationships with all other Committees of the Board:

- Audit and Risk Assurance;
- Service Delivery;
- Transformation and Major Projects;
- Staff Governance; and
- Remuneration, Appointments and Nominations (Sub-Committee).

8.2 The Integrated Governance Forum will review and co-ordinate intended outcomes between Committees to prevent duplication and ensure alignment of business, while capturing any common themes across all Committees.

9. INFORMATION REQUIREMENTS

9.1 All relevant documentation for the Forum must be provided as per the schedule for their meetings.

APPENDIX 1 – FORUM MEMBERSHIP

Members

- Chair of Board (Chair);

- Deputy Chair of Board;

- Chair of Audit and Risk Assurance Committee;

- Chair of Service Delivery Committee;

- Chair of Transformation and Major Projects Committee;

- Chair of Staff Governance Committee;

- Chair of Remuneration, Appointments and Nominations Sub-Committee.

Others in attendance

- Chief Officer or approved substitute;

- Head of Corporate Governance

- Board Support;

- Other representation, as appropriate and by invite.

SCOTTISH FIRE AND RESCUE SERVICE
Integrated Governance Committee

SCOTTISH FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Report No: C/IGC/04-20

Agenda Item: 12

Report to:	INTEGRATED GOVERNANCE COMMITTEE							
Meeting Date:	**25 MARCH 2020**							
Report Title:	**ANNUAL VALUE ADDED STATEMENT 2019/20**							
Report Classification:	**For Noting**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**	
1.1	The purpose of this report is to present the Integrated Governance Committee (IGC) Annual Value Added Statement 2019/20, outlining evidence of how the Committee supports the effective functioning of the Board.	
2	**Background**	
2.1	The Annual Value Added Statement was introduced to support the Board's overall approach to reviewing the effectiveness of its Committee operating structure and further to this feeds into the Annual Governance Statement.	
3	**Main Report/Detail**	
3.1	A paper outlining the arrangements for reviewing the effectiveness of the Board and its Committees was approved at its meeting on 27 June 2019. This Value Added Statement will be appended to the subsequent paper which reports to the Integrated Governance Committee and Board on these arrangements as supporting evidence.	
4	**Recommendation**	
4.1	The Committee is requested to note the contents of the Annual Value Added Statement 2019/20 as set out in Appendix A and provide feedback as necessary.	
5	**Key Strategic Implications**	
5.1 5.1.1	**Financial** Not applicable.	
5.2 5.2.1	**Environmental & Sustainability** Not applicable.	
5.3 5.3.1	**Workforce** The IGC review matters that relate to the SFRS workforce cross Committee.	
5.4 5.4.1	**Health & Safety** This report highlights the importance of an integrated approach towards improving the Health Safety and Wellbeing of all staff.	

5.5 5.5.1	**Training** Not applicable.
5.6 5.6.1	**Timing** This report will support the SFRS Annual Governance Statement which will be presented to the Board as a part of the Annual Report and Audited Accounts for 2018/19.
5.7 5.7.1	**Performance** Information contained within this report deems that there are no significant gaps in the performance of the IGC and its approach to scrutinising the monitoring and reporting arrangements of the SFRS across its Committees.
5.8 5.8.1	**Communications & Engagement** This report provides an opportunity for IGC members to review the contents and provide feedback on the arrangements for reviewing the effectiveness of the Board and its Committees.
5.9 5.9.1	**Legal** Production of this report is consistent with Scottish Fire and Rescue Service (SFRS) Committee arrangements and generally accepted principles of good corporate governance.
5.10 5.10.1	**Information Governance** No DPIA is required for this paper.
5.11 5.11.1	**Risk** The IGC is aware that the success of any organisation is critically related to the commitment and skill of its approach to risk and the importance of this remaining a focus for the organisation moving forward.
5.12 5.12.1	**Equalities** The existing Equality Impact Assessment – Board Operating Arrangements, is under review and there are no issues arising from the matters raised within this report at this time.
6	**Core Brief**
6.1	Not Applicable.
7	**Appendices/Further Reading**
7.1	Appendix A – IGC Annual Value Added Statement 2019/20

Prepared by:	Alasdair Cameron, Group Commander, Board Support Manager
Sponsored by:	Dr Kirsty Darwent, Chair of the SFRS Integrated Governance Committee
Presented by:	Dr Kirsty Darwent, Chair of the SFRS Integrated Governance Committee

Links to Strategy and Corporate Values
This links to SFRS Strategic Plan 2019-22.

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Integrated Governance Committee	25 March 2020	For Noting

Integrated Governance Committee

Annual Value Added Statement

2019/20

1   Purpose

The purpose of this statement is to give an overview of the added value of the Integrated Governance Committee (IGC) over the period April 2019 – March 2020, in its role as a Committee supporting the work of the SFRS Board. The statement forms part of the annual review of effectiveness of the Board and its Committees, and is incorporated into the Service's Annual Governance Statement.

2   Background

Following a review of the effectiveness of the Board and its Committee in June 2018 this subsequently resulted in the Board agreeing that the IGC, that was formally established as a 'Group' in June 2017, would become a standing Committee of the Board on 4 October 2018. Its overall purpose continues to be providing assurance to the SFRS Board on any themed Governance matters or areas of cross over within Committees. This Committee ensures these are discussed collectively and in more detail with each respective Chair, thereby providing a platform to help ensure a joined-up approach to our Corporate Governance.

3   Summary of the Committee's Work during 2019/20

During this reporting period, the Committee formally convened on 4 occasions and sought to ensure joined up Corporate Governance, reducing duplication across all Committees of the Board.

The Chair of the Committee reports directly to the Board at Board meetings with a verbal update report on Committee business.

Highlights of the work during the review period 2019/20 included:

- ***Common Themes*** and ***Areas of Overlap*** - highlighted are good examples of Transformation and Major Projects Committee (TMPC) and Staff Governance Committee (SGC) linking together in relation to closing off the Standardisation of Uniformed T&Cs Project. Similar overlapping situations with the TED review were also raised during this period. Assurances were sought and given by the Chief. The Committee also recognised and highlighted how vital and essential ICT systems were for important projects, noting that no specific Committee looked at corporate services such as finance, procurement, estates, specifically. This discussion helped clarify that

further scrutiny on certain issues may be required, however were assured that this area will be considered as part of the annual governance review process.

- *Performance Monitoring* – The Committee considered 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.
- *HMFSI* - Members sought clarification around the governance route in recognition of the recommendation as a result of the inspections to ensure the necessary processes were in place. They were assured by the Executive robust governance processes are in place, however advised that a comprehensive review was currently being undertaken assessing the level of internal scrutiny on the recommendations to ensure continuous improvement.
- *Committee Workshops* - Providing the Committees with an opportunity to review their purpose, responsibilities and general business, alongside their Terms of Reference and for IGC to reflect on the value each Committee brings. It was felt the IGC overseeing this provides the platform needed, however with the improvement and processes now in place to ensure joined up Corporate Governance would be better suited to a 'Forum' moving forward into 2020/21 as opposed to a formal standing Committee of the Board.

In summary, the examples set-out above demonstrate the benefit of having the Chairs of the Committee meet formally to ensure a joined-up approach to Corporate Governance and ensure continuous improvement across the Service.

4   Future Work Priorities of the Committee

- Following on from a review of the Committee's Terms of Reference in January at the annual governance workshop, it was agreed that the Committee would continue to focus on joined up Governance and common themes as the benefits were clear to see.
- Once formally presented to the Board on 30 April 2020, if approved to become an 'Intergrated Governance Forum' this will continue to provide assurance to the SFRS Board on any themed Governance and areas of cross over for all Committees, ensuring these are appropriately considered to a greater level of detail, with each respective Chair, than would be possible at meetings of the Board. This will continue to provide a suitable platform to help ensure a joined-up approach to Corporate Governance.

5   Actions to Improve the Governance Arrangements

In order to exercise continual quality improvement of business and increase knowledge and understanding of members, it is intended to:

- As stated, put forward as part of the annual governance review of the IGC Terms of Reference a proposal that this no longer be a Standing Committee of the Board, however continue to exist as a 'Forum' thereby ensuring a continued joined-up approach to our Corporate Governance arrangements.
- Have the ability to meet privately in order to debrief any issues of administration, presentation or governance following any meeting of the Committees identifying any common themes that may need addressed and highlighted to the Board.
- For the Chairs to regularly engage with relevant Directors to ensure high-quality input and alignment to Terms of References.
- Discuss matters as necessary that are reported by Committee Chairs and establish the most appropriate course of action.

Dr Kirsty Darwent
Chair Integrated Governance Committee
March 2020

INTEGRATED GOVERNANCE COMMITTEE FORWARD PLAN

	STANDING ITEMS	FOR NOTING	FOR RECOMMENDATION	FOR DECISION
9 July 2020	• Declaration of Interests • Minutes • Action Log • Forward Planning • Inspection/Audits • Areas of Overlap • Chairs Issues and Common Themes	• HMFSI Annual Report (as presented to ARAC) (BB) • Update on HMFSI Inspection Reports (NB) • Report on ICT (MB)	•	•
8 October 2020	• Declaration of Interests • Minutes • Action Log • Forward Planning • Inspection/Audits • Areas of Overlap • Chairs Issues and Common Themes	•	•	•
21 January 2021	• Declaration of Interests • Minutes • Action Log • Forward Planning • Inspection/Audits • Areas of Overlap • Chairs Issues and Common Themes	•	•	•
24 March 2021	• Declaration of Interests • Minutes • Action Log • Forward Planning • Inspection/Audits • Areas of Overlap • Chairs Issues and Common Themes	•	•	•