



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING: INTEGRATED GOVERNANCE COMMITTEE

THURSDAY 4 OCTOBER 2018 @ 1000 HRS

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

PRESENT:

Kirsty Darwent (Chair) (KD)
Bill McQueen (BMcQ)
Primrose Stark (PS)

Marieke Dwarshuis (MD)
Sid Patten (SP)

IN ATTENDANCE:

Alasdair Hay (AH)	Chief Officer
John MacDonald (JMacD)	DACO, Chief Officer's Business Support Manager
Alasdair Cameron (AC)	Group Manager, Board Support Manager
Marion Lang (ML)	Corporate Admin Team Leader
Debbie Haddow (DH)	Board Support/Minutes

OBSERVER:

Karen Horrocks, Internal Audit
Julie Taylor, Internal Audit

1 CHAIR'S WELCOME

1.1 KD opened the meeting and welcomed all those present to the first public meeting on this Committee.

2 APOLOGIES

2.1 Brian Baverstock, Board Member
Vlad Valiente, Legal Service Manager

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

3.1 None

4 DECLARATION OF INTERESTS

4.1 None

5 MINUTES OF PREVIOUS MEETING: 14 JUNE 2018

5.1 The minutes were approved as an accurate record.

- 5.2 *Matters Arising*
- 5.2.1 Item 10.2 Areas of Overlap – The Committee asked for clarification on how national issues raised arising from Local Area Inspection (LAI) reports would be captured. It was stated that further to an existing Service understanding with the HMFSI around their flagging within the reports areas they feel could be national issues. Internally the Business Support Manager, DACO MacDonald, on behalf of the Chief, would be the point of contact and co-ordinate any national issues that may arise from HMFSI LAIs.
- 5.3 **The minutes of the meeting held on 14 June 2018 were approved as a true record of the meeting**
- 6 ACTION LOG**
- 6.1 The Committee considered the action log and agreed the closure of the completed actions.
- 6.2 **The Committee noted the updated action log.**
- 7 INSPECTIONS/AUDITS**
- 7.1 *HMFSI Report – Concerns Relating to Timescales*
- 7.1.1 SP informed the Committee of an issue raised at the recent Service Delivery Committee and noted their concerns relating to the lengthy timescale for the Dundee Control/Highlands Service Delivery Area inspection report being brought to them. An explanation was provided at the SDC for the delay. The SDC, once again, raised the issue regarding the circulation of HMFSI reports.
- 7.1.2 KD reminded the Committee that HMFSI reports are received by the Service and the Board, under embargo, before they are laid before Parliament. The thematic reports are submitted to IGC and then disseminated into the appropriate Committee for oversight. The Local Area Inspection report are dealt with at a management level and reported into the appropriate Committee for oversight as required. The process was agreed by the Board and KD confirmed this is being followed.
- 7.1.3 The Committee requested that a Standing Agenda item be introduced to the IGC to provide a list of HMFSI reports planned together with anticipated timescales for completion.
ACTION: BST
- 7.1.4 AH informed the Committee that thematic inspections were ongoing for Fleet Management, Operational Risk Information and Training of Personnel on the Retained Duty System. Additional work is also being undertaken by the HMFSI at the request of Scottish Ministers in relation to the Transportation of Defence Nuclear Materials.
- 8 RISK REGISTER**
- 8.1 *Feedback on Spotlight Reports at Committees*
- 8.1.1 PS stated that the spotlight reports presented at both the Audit & Risk Assurance and Staff Governance committees were well received. Noting that this process provided an opportunity for the committees to interact direct with the senior responsible officer to gain a greater appreciation of the risks, mitigating action and support required.
- 8.1.2 SP stated that the risk reporting process differed at the Service Delivery Committee and was not providing the same insight into risks. A review of the process was requested at the last meeting with a view to allowing a greater insight and discussion on individual risk. SP indicated that risks would still be reported within the statement of assurance but with the addition of spotlight risk approach as well.
- 8.1.3 BMcQ reiterate the risk assurance reporting process used by the Health Board and queried how the committees would report assurance levels to the Board. The Committee discussed

the current process, potential closure of action plans providing assurance on risk, consideration of other mitigating factors impacting on assurance levels and the tolerance of same.

8.1.4 It was noted that all risks were recorded on the risk register and the escalation of all risks would be through ARAC. The individual committee's role was to be assured that mitigations were being carried out appropriately.

8.1.5 AH noted that a session on governance was scheduled at the next Strategy Day (November). It was suggested that this session includes the mapping of the scrutiny of risk at Executive and Non-Executive levels take place and relates to the overall governance of the Service. The session could also incorporate the process for HMFSI, Audit Scotland reports, etc. This would allow an ideal opportunity to reflect on the governance within the Service.

ACTION: BST

9 PERFORMANCE MONITORING

9.1 *Compliance and Good Corporate Governance and Practices*

9.1.1 AC briefed the Committee on the performance against the principles of the Scottish Fire and Rescue Service Code of Corporate Governance and Practices. The report focused on Principles 1 and 2 noting that a number of actions have been progressed. It was highlighted that 3 Limited Assurances and 5 Reasonable Assurances have now been increased and noted the update on individual actions within the report.

9.1.2 AC informed the Committee that the scoring of the improvement action were a self-assessment by the responsible manager which would be scrutinised by this Committee. It was acknowledged that this was a living document and would be monitored and reviewed as necessary to ensure continuous improvement.

9.1.3 It was noted that the Board Support Team, in conjunction with the Communications and Engagement Team, had a level of responsibility for ensuring that the links to the SFRS Website were kept up to date. However, managers across Directorates were also aware of their responsibility to notify directly the Communications and Engagement Team to ensure the SFRS Website was updated and links to their updated documents were in place and worked correctly.

10 AREAS OF OVERLAP

10.1 PS commented and noted that the transition route between Committees was clear.

11 CHAIRS ISSUES AND COMMON THEMES

11.1 MD noted an issue raised at the Transformation and Major Projects Committee (TMPC) relating to the outline project for Human Resource & Organisational Development supporting the negotiations for change in uniformed Terms & Conditions (T&Cs) and asked for clarification on the delegated authority to negotiate the new T&C/role of firefighter.

11.2 KD stated that the National Joint Council (NJC) were responsible for the national T&Cs which included the role of firefighters. Representation at this forum includes Kirsty Darwent (Chair of SFRS Board), Bill McQueen (Member of NJC Employers Side) and Alasdair Hay (Scotland's Advisor).

11.3 Delegated authority to negotiate T&Cs at a local level was currently through the Remunerations, Appointments & Nominations Sub-Committee (RANSC) Negotiating Group (which is a sub group of RANSC). Representation on this forum was Kirsty Darwent, Bill McQueen, Robin Iffla and Primrose Stark.

11.4 It was intimated that there may be an opportunity to revisit the parameters of the delegated authority of RANSC and RANSC Negotiating Forum. However, it was stated to ensure governance routes were followed, that ultimately any final decision and overall ratification would be required from the Board.

11.5 PS suggested that it would be worthwhile to hold a teaching/workshop session for members of RANSC to discuss this process and good practices. It was also suggested that the role of the Employee Partnership Forum and Partnership Advisory Group would also be discussed. This information session would be scheduled around a future Staff Governance Committee workshop (January).

ACTION: BST

11.6 PS raised a common theme/risk on the reliance of individual members of staff and the lack of resilience within certain areas of the Service for awareness. This was highlighted within the recent Fuel Management spotlight report.

11.7 AH acknowledged the potential reliance on key members of staff due to silo working within the Service. He noted that the SLT were discussing the concept of improving integration within Directorates with a view to matrix management system and how this cuts across Directorates. This would improve the understanding of interdependencies within the Service.

11.8 The Committee briefly discussed the increased flexibility in the movement of personnel and the operational practicalities/challenges with Workforce Planning.

12 SERVICE IMPROVEMENT STRATEGY

12.1 The Committee were reminded that clarification of the governance route of the Service Improvement Strategy was raised at the Board meeting held on 30 August 2018.

12.2 The Committee asked how the Board would scrutinise this strategy to ensure its implementation.

12.3 AH commented that this was a strategy and not an actual plan with definitive actions. Therefore, the Service Improvement Strategy would be difficult to scrutinise and as such more collective scrutiny would be required.

12.4 PS noted that the original report makes reference to a range of approaches to ensure continual improvement and that it may be beneficial to consider this as part of a Committee annual review. KD indicated that this process would be similar to that of the Code of Conduct, by way of reflecting on the right approach and adhering to the principles.

12.5 AC informed the Committee that the original report (26 April 2018) noted that to implement the Service Improvement Strategy, a Service Improvement Programme for the whole Service would be deployed. The Committee noted and agreed to monitor the progress of the Service Improvement Programmes development and how this is taken forward within the Service.

ACTION: BST

13 DATE OF NEXT MEETING

13.1 The next meeting of the Integrated Governance Committee is scheduled to take place on Thursday 17 January 2018 at 1330 hrs in Braidwood Suite, SFRS Headquarters, Westburn Drive, Cambuslang.

13.2 There being no further matters to discuss in public, the meeting closed at 1115 hrs.