



SCOTTISH
FIRE AND RESCUE SERVICE

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PUBLIC MEETING: INTEGRATED GOVERNANCE COMMITTEE

THURSDAY 17 JANUARY 2019 @ 1330 HRS

**SCOTTISH FIRE AND RESCUE SERVICE
BRAIDWOOD SUITE, 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)
Bill McQueen (BMcQ)

IN ATTENDANCE:

Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
John MacDonald (JMacD)	DACO, Chief Officer's Business Support Manager
Alasdair Cameron (AC)	Group Manager, Board Support Manager
Vlad Valiente (VV)	Legal Services Manager
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS:

Nick Barr, Board Member

1 CHAIR'S WELCOME

1.1 KD opened the meeting and welcomed all those present. She thanked Sid Patten for his contributions during his tenure as Chair of the Service Delivery Committee, which he recently relinquished.

2 APOLOGIES

2.1 Alasdair Hay, Chief Officer

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

3.1 The Committee agreed to move agenda item 7b Risk Management Decision – Public and Private session into the private session due to the nature of the subject. (Standing Order 9h)

The following items to be considered in private were identified:

New Chair of the Service Delivery Committee. (Standing Order 9a)

Whether it was the responsibility of the Accountable Officer to decide Internal Audit provision or whether this should be the Audit & Risk Assurance Committee or Board. (Standing Order 9e)

4 DECLARATION OF INTERESTS

4.1 None

5 MINUTES OF PREVIOUS MEETING: 4 OCTOBER 2018

5.1 The minutes were approved as an accurate record.

5.2 *Matters Arising*

5.2.1 Action Log Item 11.5 RANSc Workshop – MD requested that this action be reopened so that the process for negotiations and role of the RANSC could be discussed. Input would be welcomed from KD, CO Hay or Liz Barnes. NJC training materials to be sourced and circulated. A separate RANSC workshop to be arranged.

Post Meeting note: RANSC workshop arranged for 5 February 2018.

5.3 **The minutes of the meeting held on 4 October 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 RISK REGISTER

7.1 *Spotlight Risks Across Committee*

7.1.1 BB raised the issue of trying to ensure that there is a consistent approach on risk reporting across all Committees. He advised the Committee that prior to the Audit and Risk Assurance Committee some guidance was emailed to the Responsible Officers presenting spotlight reports and suggested that this could be adopted across the other Committees.

7.1.2 BB also raised the issue that reporting on Committee business, in particular risk, to the Board required to be consistent and fulsome enough to provide assurance to the Board. This would be done through the Committee minutes and supplementary narrative from the Chair.

7.1.3 The Committee discussed the proposal and noted that this approach may not work for all Committees. It was agreed that the guidance email would be circulated for information.

ACTION: BST

7.1.4 MD raised concerns over introducing a new format of reporting risks at the TMPC. Following a brief discussion, it was suggested that this approach be introduced or discussed at the next meeting of the Staff Governance and Service Delivery Committees in the first instance.

ACTION: BST

8.1 PERFORMANCE MONITORING

8.1.1 *Annual Workshop of Committee to Review Effectiveness/Alignment of Terms of Reference*
AC reminded the Committee that workshop sessions had been arranged for Service Delivery (9 January), Staff Governance (22 January), Remuneration, Appointments and Nominations (5 February), Transformation & Major Projects (7 February) and Audit and Risk Assurance Committee (14 February). As the Integrated Governance Committee had been recently convened a workshop had not been arranged, however, it was agreed that this would be discussed during the private session at the end of the meeting.

8.1.2

The purpose of the workshop sessions are to provide the 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.

9 AREAS OF OVERLAP

9.1 The Committee were asked to identify any areas of overlap in committee business. It was noted that issues such as training, health & safety, operational service delivery and major projects (within Statement of Assurance) were discussed at the Service Delivery Committee. A review of SDC business is currently underway..

9.2 PS informed the Committee that the 3 Service Delivery Area DACOs were to be invited, on a rotational basis, to future Staff Governance Committee meetings to give an operational perspective on staff governance issues.

9.3 AC suggested where possible all the revised committee's terms of references could be brought back to this forum prior to being submitted to the Board for approval.

ACTION: BST

9.4 During discussions it was agreed that the Committees need to have confidence that the other Committees were adequately scrutinising their areas of business. The Board Support Team moving forward are to oversee and highlight any areas of duplication to the Committee Chair or Integrated Governance Committee.

ACTION: BST

9.5 MMcA indicated that the new Head of Corporate Governance, Richard Whetton, would attend all Committee meetings and provide his reflection on Committee business/relationships.

9.6 KD intimated that discussions were taking place to remove the restriction on Committees making a decision within their terms of reference responsibilities. It was proposed that all terms of reference be amended to state that Committees were able to make decisions within the limits of what is specified within their terms of reference and provided that this does not impact on the strategic direction of the Service. VV noted that the scheme of delegations would have to be reviewed to reflect this. VV to provide appropriate wording.

ACTION: VV

9.7 The Committee would welcome Richard Whetton's input on agenda structure, report classification and any recommendations on corporate governance to a future Board meeting (April).

ACTION: MMcA

10 CHAIRS ISSUES AND COMMON THEMES

10.1 *GDPR*

BB advised that following the spotlight presentation at the Audit and Risk Assurance Committee earlier today, this item was no longer relevant.

11 TRANSFORMATION PROJECT – ADDITIONAL INFORMATION TO BE PROVIDED AT FUTURE BOARD MEETINGS

11.1 AC reminded the Committee of the item raised at the October Board meeting requesting additional information, i.e. overview of project timelines for transformation projects.

11.2 BMcQ provided clarity that the information requested related to progress on the transformation programme including timescales. It was suggested that a Gantt chart would be helpful.

11.3 BB discussed the role of the Board in monitoring performance on strategically important areas such as transformation. It was suggested that the high level plan was not sufficient and the dashboard would be more helpful.

NOT PROTECTIVELY MARKED

11.4 MMcA informed the Committee that he received a bi-monthly progress update for all transformation projects which could be adapted and presented at future Board Meetings. Concerns were noted that this may encourage discussions at Board meetings and it was suggested that this could be presented as "For Noting".

11.5 MMcA and MD to discuss further at the Transformation & Major Projects Committee workshop and decide how this information could be presented to the Board.

ACTION: MMcA/MD

12 INSPECTIONS/AUDITS

12.1 HMFI structure to be sourced and circulated to Board Members.

ACTION: BST

12.2 The HMFSI report tabled at the Service Delivery Committee was circulated for information and to provide an update on the current position relating to inspections. The new HMFSI Scrutiny Plan had been developed and was currently at the printers. The plan would replace the previous annual report and business plans and would outline work undertaken from 2017, ongoing work and future planned reviews. HMFSI Scrutiny Plan to be circulated to the Board once available.

ACTION: BST

12.3 It was noted that the Chair of the Service Delivery Committee would give an update on HMFSI business at future meetings.

12.4 The Committee discussed the process for developing the future planned reviews/ programme and the benefits of seeking the opinions of the Board on areas to focus on. Whilst the independency of the HMFSI was acknowledged, it was suggested that HMFSI be invited to engage with the Board and attend a future strategy day.

ACTION: BST

13 COMPLIANCE AND GOOD CORPORATE GOVERNANCE AND PRACTICES

13.1 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 3 and 4 noting that a number of actions have been progressed. It was highlighted that 3 Limited Assurances and 3 Reasonable Assurances have now increased to Reasonable and Substantial, respectively.

13.2 In regards to Principle 3 Action - *Establish arrangements for appraising staff against our values*, it was noted that the action does not state that staff were being appraised against the values. BMcQ asked for clarification on whether staff were appraised against the values or not. AC to seek clarification from HR.

ACTION: BST

13.3 In regards to Principle 4, Transparency, BMcQ asked whether the Service could be proactive and publish FOI requests, parliamentary questions, etc. MMcA noted the volume of information requests received and agreed that this could be considered going forward.

14 ANY OTHER COMPETENT BUSINESS

14.1 *High Level Transformation Plan*

14.1.1 MD raised the issue of how the Board would be appraised of the MTFa project going forward.

14.1.2 MMcA was tasked with how the Board would be appraised of the proposed arrangements and bring recommendations back to the Committee for consideration.

ACTION: MMcA

14.1.3

NOT PROTECTIVELY MARKED

A brief discussion took place on the requirement for security clearance of Board Members. Clarification to be sought on whether this would be required and to be brought back to the next meeting.

ACTION: BST

14.2 *Equality Impact Assessments*

- 14.2.1 BB referred to the recent Audit Scotland report and asked whether the Board were legally compliant and consistent in the application of the recommendation.
- 14.2.2 The Committee discussed the merits of including an EIA report within each report or whether a hyperlink was sufficient with details being captured within the covering report.
- 14.2.3 VV informed the Committee that the Board required to have access to scrutinise the EIA and a hyperlink would be sufficient. Also, within the covering report, information needed to be provided to justify if an EIA was not required, provide access (hyperlink) and provide assurance that an EIA was completed but there were no issues identified.
- 14.2.4 AC noted that following the annual review of the corporate report template, the template would be amended to include a section to capture this information on EIAs and where applicable reports would be made accessible. Interim measures have been put in place to append EIA's to all relevant Board reports with the SFRS Diversity Manager working on a platform to host these on the SFRS Website in the future.
- 14.2.5 It was noted that any papers being submitted for decision should be accompanied by a relevant EIA report.

15 **DATE OF NEXT MEETING**

- 15.1 The next meeting of the Integrated Governance Committee is scheduled to take place on Thursday 27 March 2019 at 1330 hrs in Braidwood Suite, SFRS Headquarters, Westburn Drive, Cambuslang.
- 15.2 There being no further matters to discuss in public, the meeting closed at 1500 hrs.

PRIVATE SESSION

3 **ANY OTHER COMPETENT BUSINESS**

- 3.1 *Appointment of New Chair of the Service Delivery Committee*
KD voiced her nominations for the role of Chair of the Service Delivery Committee. Recommendation to be taken to the next Board meeting for approval.

7.2 **RISK REGISTER**

- 7.2.1 *Risk Management Decision – Public and Private Session*
The appropriateness of discussions relating to risk being held within the public session of Committee meetings and the potential to limit the scrutiny of same in an effective manner.
- 7.2.2 It was agreed that all Committee meetings would continue to be held in public and if appropriate, specific risks would be discussed in private sessions with the justification captured within the public minutes.

14 **ANY OTHER COMPETENT BUSINESS**

- 14.3 *Effectiveness of the Committee*
- 14.3.1 The Committee were given the opportunity to carry out a light touch review on the effectiveness of the Committee and to make practical suggestions on the review of the terms of conditions.