

SCOTTISH FIRE AND RESCUE SERVICE

Integrated Governance Committee



Report No: C/IGC/04-19

Agenda Item: 11

Report to:	INTEGRATED GOVERNANCE COMMITTEE						
Meeting Date:	13 JUNE 2019						
Report Title:	ANNUAL VALUE ADDED STATEMENTS 2018/19						
Report Classification:	For Noting	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this report is to present the Integrated Governance Committee's (IGC) Annual Value Added Statement 2018/19, together with the statements from the other Committees of the Board, with the exception of the Audit and Risk Assurance Committee who produce an Annual Committee report to the Board and Accountable Officer. In summary this clearly outlines evidence of how all the Committees support 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 28 June 2018 that supports this approach.						
3.2	The Annual Value Added Statements will be presented at each respective Committee and collectively at the Integrated Governance Committee on these arrangements as supporting evidence.						
4	Recommendation						
4.1	The Committee is requested to note the contents of the Annual Value Added Statements 2018/19 as set out in Appendix A through D and provide feedback as necessary.						
5	Key Strategic Implications						
5.1	Financial						
5.1.1	Not applicable.						
5.2	Environmental & Sustainability						
5.2.1	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 are 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, has been reviewed and there are no issues arising from the matters raised within this report.
6	Core Brief
6.1	Not Applicable.
7	Appendices/Further Reading
7.1	Appendix A – Integrated Governance Committee Annual Value Added Statement 2018/19
7.2	Appendix B – Staff Governance Committee and Remuneration, Appointments & Nominations Sub Committee Annual Value Added Statement 2018/19
7.3	Appendix C – Transformation and Major Projects Committee Annual Value Added Statement 2018/19
7.4	Appendix D – Service Delivery Committee Annual Value Added Statement 2018/19

Prepared by:	Alasdair Cameron, Group Manager, 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		
<p>This links to SFRS Strategic Plan 2016-19 through our priorities of Governance and Social Responsibility, incorporating the following associated key strategic objectives:</p> <ul style="list-style-type: none"> • 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. 		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Integrated Governance Committee</i>	<i>13 June 2019</i>	<i>For Noting</i>



Integrated Governance Committee

Annual Value Added Statement

2018/19

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 2018 – March 2019, 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 Committee on 4 October 2018. The primary purpose being to ensure transparency across all Board and Committee activities where possible. Its overall purpose continues to be providing assurance to the Scottish Fire and Rescue Service (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 2018/19

Throughout the reporting period, the Committee has been keen to ensure that it focuses discussion and analysis around improving our Corporate Governance arrangements.

Highlights of the work during the review period 2018/19 included:

- **Committee Workshops** - The purpose of the workshop sessions were to provide the Committees with an opportunity to review their purpose, responsibilities and general business of their Committees, alongside their terms of reference and for IGC to reflect on the value each Committee brings. The general feeling is that the workshops have been worthwhile and the process is improving and becoming more streamlined with a better integrated approach towards Governance. It is felt the IGC overseeing this provides the platform needed for now, however this will be kept under continual review.
- **Performance Monitoring** - This was tabled at IGC and agreed that it is a focus of all Committees. For example, the Transformation Major Projects Committee (TMPC), is now looking to focus on the performance of the whole programme rather than focusing on the individual projects in an attempt to lift scrutiny to a higher level. It was discussed how the Board fits into this with the IGC feeling this needs to be built into the new performance management system. It was also proposed there is an opportunity to

reassess this as part of the new strategic plan and when the new performance monitoring system comes into place. As the SFRS is maturing as an organisation the IGC have now agreed removing 'Performance Monitoring' from their agenda and mainstreaming this into future Board conversations and Strategy Days as required.

- **Risk Registers** - This was a focus of IGC to ensure a consistent approach on risk reporting across all Committees. It was agreed that a spotlight approach should be adopted where appropriate and guidance was subsequently issued in advance to responsible 'Risk Owners' for presenting spotlight reports to Committee meetings. The reporting on risk to the Board was also raised and it was felt that this required to be consistent to provide assurance. This is now achieved through the Committee minutes and supplementary narrative from the Committee Chairs at all Board meetings.
- **HMFSI** - It was confirmed that the Service Delivery Committee (SDC) would remain as the primary Committee to scrutinise all HMFSI reports, however will provide any other Committee with exception reports where appropriate. An annual report continues to be presented at the Audit and Risk Assurance Committee (ARAC) to highlight the work of the HMFSI over the course of the reporting year and look forward. It was confirmed that the Executive Performance Improvement Forum (PIF) will continue to create action plans that will guide all HMFSI Report Recommendations through the approved Governance routes to the SDC with updates given to the Board as this approach has been working well throughout 2018/19. It was acknowledged that the new HMFSI Scrutiny Plan had been developed. The plan would replace the previous annual report and business plans and would outline work undertaken from 2016/17, together with ongoing work and future planned reviews.
- **Common Themes** - It was noted there is a continuing possibility of double handling around for example, Transformation Projects. The Committee are aware of the issue and agree it will be dealt with as it arises. It discussed that this along with any other area of business being heard at more than one Committee, can be better handled through good communication between Committee Chairs as well as the Board Support Team picking up on any overlapping issues. Training was also given as an example and seems to be a subject that is most likely to appear at several Committees. It should be communicated that the teams themselves should feel able to make the Board and Committees aware if they have presented the same information on more than one occasion.

4 Future Work Priorities of the Committee

- The IGC will continue to provide assurance to the SFRS Board on any themed Governance, Risk, or 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 platform to help ensure a joined-up approach to Corporate Governance.
- The SFRS's new Head of Corporate Governance, will be attending all Committee meetings and provide his reflection moving forward on Committee business / relationships as part of our continual review of Committee structures.

5 Actions to Improve the Committee's Governance Arrangements

- The IGC Terms of Reference were reviewed in March 2019 to ensure that they are an accurate representation of the responsibilities expected of the Committee and to simplify and standardise approaches where possible across all Committees of the Board. The overall purpose of the Committee is to provide assurance to the SFRS Board that issues identified specific to Governance of Committees are discussed across the Board, thereby

ensuring a joined-up approach to our Corporate Governance arrangements. The Committee is authorised by the Board to make decisions within their limits of responsibilities under these Terms of Reference. Along with all staff, the Board and its Committees have a key part to play in embedding and living 'Our Values', developed as a result of staff views on what they value most about working within SFRS.

- An interim measure has been put in place to append Equality Impact Assessments (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, this has been well received by the Board.
- During discussions it was agreed that the Committees need to have confidence that the other Committees were adequately scrutinising their areas of business. Therefore, along with the responsible Chairs, the Board Support Team, moving forward are to assist by highlighting any areas of duplication to the Committee Chair and/or IGC.
- The IGC reviewed their approach to Forward Planning, and have now incorporated the new standardised approach across all Committees, by including the classification of each report coming before the Committee this will improve the Governance of reporting of papers and ensure a forward-looking approach is taken.

Dr Kirsty Darwent
Chair of Integrated Governance Committee
June 2019



**Staff Governance Committee
&
Remuneration, Appointments and Nominations Sub-Committee.
Annual Value Added Statement
2018/19**

1 Purpose

The purpose of this statement is to give an overview of the added value of the Staff Governance Committee (SGC) and Remuneration, Appointment and Nominations Sub-Committee (RANSC) over the period April 2018 – March 2019, 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

The overall purpose of the SGC and RANSC is to provide strategic advice and direction on matters affecting employees and to ensure that arrangements support the strategic aims and ethos of the SFRS.

3 Summary of the Committee's Work during 2018/19

Throughout the reporting period, the Committee has been keen to ensure that it focusses discussion and analysis around key aspects of work as detailed below.

Highlights of the work during the review period 2018/19 included:

- Monitoring of POD Progress and Performance through regular monitoring reports and consideration of performance indicators
- Workshops were arranged to review the Committees role and responsibilities and the POD progress and performance report in more detail.
- Balancing the Workforce Profile Action Plan review continued and Gender Pay Gap report drafted, to be published by April 2019.
- Positive Action initiatives undertaken. Four sessions with specific focus on women as an underrepresented group, taken place within the Service Delivery areas and attended by over 160 women.

- Working with Skills Development Scotland a pilot of the Career Ready Programme has been introduced and programme of work experience developed to allow young people to experience the range of opportunities within the SFRS. This will progress through 2019/20.
- Policy Forward Planning schedule continues to be monitored and adapted support legislative changes and SFRS priorities. Recommendations by SGC regarding which policies should go to the Committee for approval have been implemented.
- The Firefighter Modern Apprenticeship Framework has been introduced with 258 trainee Firefighters progressing through the Framework.
- The phased implementation of the Learning and Development Framework continues. Following on from the Executive Development Centre, the Strategic Development Centre has taken place, with 14 participants progressing through this.
- An Induction Process and Checklist applicable to all new employees has been developed and implemented.
- The work around the Redundancy Modification Order has continued to be monitored. There have been no legislative changes however SFRS have continued to support the principles of the legislation.
- Actions taken regarding the Strategic Risk Register have continued to be monitored, with regular spotlight on individual risk
- Further and Higher Education Policy has been developed and implemented.
- Through the work of RANSC, supported the conclusion of negotiations on behalf of the employer for the harmonisation of uniformed terms and conditions and progressing RDS terms and conditions.

The Committee reviewed its Terms of Reference in March 2019 to ensure its focus and responsibilities remained current and relevant. The proposed amendments to the Terms of Reference were subsequently agreed by the Board in April 2019.

4 Future Work Priorities of the Committee

The business which comes before the SGC does not vary significantly from year to year and is primarily intended to obtain assurances on behalf of the Board, who are the statutory employer of all SFRS staff, regarding matters affecting employees. The RANSC formally report to the SGC after each meeting. The business of the SGC is set out in the Terms of Reference. Reviews of the POD Quarterly Performance Report and Committee Forward Plan feature regularly on the SGC agenda and these enable future work priorities to be set. A significant achievement (concluded by ballot result on 20 April 2018) was the agreement with representative bodies regarding the harmonisation of terms and conditions for uniformed whole-time staff which had, since the inception of the single national service, varied across the eight antecedent Service areas.

The harmonised arrangements came into effect from October 2018. Work continues with the representative bodies to reach a final, formal offer for harmonisation of RDS Ts and Cs; a particularly complex aspect is defining the appropriate time requirement for drill night training for RDS staff in antecedent services where 3 hours per week was not the contractual requirement.

There is further work to be carried out regarding the review of the performance report.

Ongoing monitoring of the outcomes against the staff survey, the positive action strategy and the Balancing workforce profile action plan will all continue.

A review of the Committee responsibilities in relation to Dismissal Appeals is planned to take place, with may result in a review of key SFRS policy.

5 Actions to Improve the Committee's Governance Arrangements

The SGC and RANSC Terms of Reference were reviewed and amended by Committee's members in March 2019 and subsequently approved by the Board in April 2019. These will be kept under review as necessary throughout 2019/20.

Throughout this reporting year the Committee membership was reviewed with Bill McQueen stepping down as Chair of the Committee, however remaining as a member of the Committee with Primrose Stark assuming the role as new Chair. There was also the retirement of Board member Robin Iffla with new Board member Malcolm Payton being appointed onto the Committee in October 2018. Looking forward into 2019/20 Committee member Anne Buchanan will perform the role as Deputy Chair to provide greater resilience and development opportunities for the future.

A 16 question survey of all past and present SGC members was undertaken in April/May 2018 to obtain views as to the effectiveness of the SGC and to identify possible ways of making the Committee more effective and its outcomes were presented to the SCG at their June '18 meeting and taken forward into the next annual review period to ensure continuous improvement in how the SGC functions. Survey responses concluded that the SGC had the right skills and experience, was well led and well supported by POD colleagues, met with appropriate frequency, and provided good assurance to the Board.

The success of any organisation is critically related to the commitment and skill of its employees, and to its adherence to the culture and values it espouses. These in turn are underpinned by the policies and procedures it has in place, the arrangements and opportunities for learning, training and development of staff so they may attain their full potential, and the quality of engagement and relations between the organisation and its representative bodies. The work of the SGC and its RANSC seeks to assist the Chief Officer, the SLT and the POD Director and her team to plan and deliver effective policies and actions in this regard and to provide appropriate assurance to the Board accordingly. It is recommended that the SGC and RANSC continue to operate in this capacity.

Primrose Stark
Chair of Staff Governance Committee and;
Remuneration, Appointments, Nominations Sub Committee.
June 2019



Transformation and Major Projects Committee

Annual Value Added Statement

2018/19

1 Purpose

The purpose of this statement is to give an overview of the added value of the Transformation and Major Project Committee (TMPC) over the period April 2018 – March 2019, 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

The Transformation and Major Project Committee, previously known as the Service Transformation Committee, was originally formed in 2013. The year 2017/18 was a transitional year for the Committee and its work, moving from overseeing and formally closing the 2013-2016 Transformation Programme (through which the integration of 8 previous services into one Scottish FRS was managed), to establishing the governance routes through which the next phase of transformation of SFRS will be overseen and scrutinised, and agreeing the building blocks of the new Service Transformation Programme. As a result, it was deemed more appropriate for the Committee to review its Terms of Reference and focus, which resulted in a name change to the Transformation and Major Project Committee, approved by the Board in December 2017. The Committee continues to serve by providing assurance to the Board, via the Chair of the Committee, through oversight and direction on the development and achievement of the Service's Transformation Programme and Benefits Realisation Plan, together with oversight and scrutiny towards the delivery of any Major Projects in line with the Service's vision. The role of the Committee also includes agreeing an acceptable risk profile and thresholds for the Programme, ensuring resilience in the scale and rate of adoption of change across the Service, ensuring delivery within agreed costs and time related boundaries, as well as providing direction on priorities.

3 Summary of the Committee's work during 2018/19

Throughout the reporting period, the Committee has been keen to ensure that it focusses discussion and analysis around key aspects of transformation and major projects.

The Committee reviewed its Terms of Reference in February 2019 to ensure its focus and responsibilities remained current and relevant. The proposed amendments to the Terms of Reference were subsequently agreed by the Board in April 2019.

Programme Governance - Transformation and Major Projects

Following the formation of the Programme Office in 2017/18 it has allowed for a co-ordinated approach to be taken across this area of business. The Programme Office continues to mature and establish itself in its new role. The Committee worked in partnership with the Programme Office to: -

- further develop the risk tracking and risk monitoring for individual projects, with a view to gaining better insight of risks that may affect the delivery of the Programme as a whole
- establish an overview of and seek assurance on the communication and engagement activity surrounding the Service's Transformation Consultation
- receive the report of the SG Gateway Review of the Programme and monitor the actions taken in response to its recommendations
- develop the methodology for benefits mapping, and establish the need for a high-level Benefits Realisation Plan for Service Transformation
- agree new reporting templates for projects and in particular a new Programme Dashboard, providing better oversight of the Programme as a whole

New Transformation and Major Projects

The Committee reviewed (in private session where appropriate) project briefs/outlines or, depending on the state of development of a project, project dossiers amongst others for:-

- Soft Facilities Management
- Out of Hospital Cardiac Arrest
- Safe and Well
- New Duty System (outline)
- Terms and Conditions (outline)
- Youth Volunteer Schemes
- Retained and Volunteer Duty System Strategy
- Training and Development Review

Ongoing Transformation and Major Projects

During the course of the year a number of major projects have been ongoing and those that are of critical importance to the Service have been closely monitored by the Committee, in particular: -

- Command and Control Mobilising System
- Operational Intelligence
- Training facilities Newbridge
- Rapid Response Units (RRU) Implementation
- Rural Full-Time Posts

Projects Closed

During 2018-19 a number of projects from the 2013-16 Transformation Programme came forward for final closure, and the Committee agreed their closure on receipt of satisfactory evidence of benefits delivered and, where appropriate, assurance on any outstanding areas being managed as business as usual. Amongst the 2013-16 projects closed were: -

- Standardisation of Operational Policy, Procedure, Guidance and Information
- Strategic Approach to National Risk Reduction
- Property Disposals
- Review of Specialist Equipment
- Telephony Rationalisation
- HR and Payroll (single system)
- Vehicle and Equipment workshops

4 Future work priorities of the Committee

As work to deliver key aspects of the Service's transformation programme will gather further pace during 2019/20, priorities will continue to be to closely monitor progress around key projects, and in particular seek assurance in relation to capacity to deliver and meet critical milestones in the financial planning.

As the Service moves forward with its development and transformational change, the Committee will need to be aware of any significant changes that may impact on the way in which this evolves. In particular, the Committee will be seeking scrutiny and assurances regarding critical projects, such as the Command and Control Mobilising System project, and the impact from a major projects perspective.

The Committee intends to devote more time to ensure future business brought to the Committee is timely and appropriate, achieving this through having more agile agenda and forward planning arrangements in place.

5 Actions to improve the Committee's Governance Arrangements

The improvements that will be implemented during 2019/20 to optimise the Committee governance and effectiveness are:

- To debrief each meeting in private to ensure that the meeting arrangements are fulfilling the requirements of Committee members and Terms of Reference.
- Hold a workshop with Committee members in October 2019 to discuss Committee performance, activity and skills mix.
- Meet at least annually with the relevant Director(s) to ensure alignment with Terms of Reference and strategic objectives.
- Ensure that relevant areas of good practice are reported to the Board.
- Ensure a close liaison with the Executive's Performance Improvement Forum.
- Participate in and represent the Transformation and Major Projects Committee at meetings of the Integrated Governance Committee.
- Conduct informal benchmarking discussions with diverse organisations to understand best practice regarding strategic assurance, quality and risk management.

The role of the Committee, in the Terms of Reference agreed by the Board in April 2019, continues to be to oversee the implementation of the vision of the Board in relation to transformation and major projects. The Committee has and will continue to review its own governance arrangements to enable it to operate effectively while continuing to work closely with the Programme Office as it continues to mature.

Marieke Dwarshuis
Chair of Transformation and Major Projects Committee
May 2019



Service Delivery Committee

Annual Value Added Statement

2018/19

1 Purpose

The purpose of this statement is to give an overview of the added value of the Service Delivery Committee (SDC) over the period April 2018 – March 2019, 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

The Service Delivery Committee was formed in April 2017 and serves to provide assurance to the Board, via the Chair of the Committee, on the ongoing safety, risk management, performance and quality management of business as usual operations.

3 Summary of the Committee's Work

Throughout the reporting period, the Committee has been keen to ensure that it focusses discussion and analysis around key aspects of operations and performance. To support this, a review of the Directorate Statements of Assurances was conducted mid-year in order to ensure they continue to provide the necessary information to enable members to derive assurances of high-quality operations and performance.

Following a change in Chair of the Committee, a Service Delivery Committee review workshop was held in January 2019 with the aim of refreshing the way in which operational performance assurances are gained and reviewing the Terms of References, with a view to simplification and clarity; both these aims were achieved.

Some specific examples throughout 2018/19 of the Committee's work are as follows:

- Benchmarking workshop reviewing a draft statistics comparison tool that could compare statistics across the UK, and benefits this could bring to compare performance with similar scale organisations.
- Presentations around critical incidents and how the Service is identifying lessons learned to improve its Service Delivery.
- Review the options and approach the Service is considering in relation to Unwanted Fire Alarm System responses.

4 Future Work Priorities of the Committee

As well as its ongoing scrutiny and assurance role, a focus for the Committee in 2019/20 will be on the four newly agreed key delegated areas of Service Delivery:

- Safety and Risk Reduction
- Quality Assurance, Continuous Improvement, Benchmarking and Standards
- Performance and Outcomes
- Horizon Scanning

As the Service moves forward with its development and transformational change, the Committee will need to be aware of significant changes to the way in which operations are conducted. In particular, the Committee will be seeking scrutiny and assurances regarding critical projects, such as the Command and Control Futures project, and the impact from a Service Delivery perspective. Additionally, the UK's departure from Europe demands ongoing attention and associated scrutiny in ensuring business continuity. The Committee intends to devote more time to ensure future threats and risks are mitigated by having a more agile agenda when required.

5 Actions to Improve the Committee's Governance Arrangements

The improvements that will be implemented during 2019/20 to optimise the Committee governance and effectiveness are:

- To debrief each meeting in private to ensure that the meeting arrangements are fulfilling the requirements of Committee members and Terms of Reference.
- Hold a workshop with Committee members in October 2019 to discuss Committee performance, activity and skills mix.
- Meet at least annually with the relevant Director(s) to ensure alignment with Terms of Reference and strategic objectives.
- Ensure that relevant areas of good practice are reported to the Board.
- Ensure a close liaison with the Executive's Performance Improvement Forum.
- Participate in and represent the Service Delivery Committee at meetings of the Integrated Governance Committee.
- Conduct informal benchmarking discussions with diverse organisations to understand best practice regarding strategic assurance, quality and risk management.
- Ensure the ongoing development of the reporting matrix in order to improve the Committee's scrutiny.

Nick Barr
Chair of Service Delivery Committee
March 2019