



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – INTEGRATED GOVERNANCE COMMITTEE
THURSDAY 3 OCTOBER 2019 @ 1100 HRS
MEETING ROOM 1, ESDA HQ, CLAYLANDS ROAD, NEWBRIDGE EH28 8LF

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: 13 JUNE 2019** *(attached)* *K Darwent*
- 6 ACTION LOG** *(attached)* *A Cameron*
- 7 AREAS OF OVERLAP** *K Darwent*
- 8 CHAIRS ISSUES AND COMMON THEMES**
 - a) Scrutiny of Training *K Darwent*
 - b) ICT *P Stark*
- 9 INSPECTIONS/AUDITS** *(verbal)*
 - a) HMFSI – Thematic Inspection of SFRS's Management of its Fleet and Equipment Function *T Wright*

Please note that this meeting will be recorded for the purposes of minute taking only.
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- 10 COMPLIANCE AND GOOD CORPORATE GOVERNANCE AND PRACTICES (PRINCIPLES 1&2) (attached)** *A Cameron*
- 11 ANNUAL OPERATING PLAN LEAD COMMITTEE/SCRUTINY (verbal)** *T Wright*
- 12 COMMAND AND CONTROL MOBILISING SYSTEM (AOP RISK MR1) (verbal)** *T Wright*
- 13 TED DIRECTORATE – GOVERNANCE/CROSS COMMITTEE SCRUTINY (verbal)** *P Stark*
- 14 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*
- 16 DATE OF NEXT MEETING**
Thursday 16 January 2020 at 1330 hrs
Braidwood Suite, SFRS HQ, Westburn Drive, Cambuslang, G72 2NA

PRIVATE SESSION

- 17 MINUTES OF PREVIOUS PRIVATE MEETING: 13 JUNE 2019 (attached)** *K Darwent*
- 18 PRIVATE ACTION LOG (attached)** *A Cameron*

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PUBLIC MEETING: INTEGRATED GOVERNANCE COMMITTEE

THURSDAY 13 JUNE 2019 @ 1400 HRS

**SCOTTISH FIRE AND RESCUE SERVICE
MEETING ROOM 1, EAST SERVICE DELIVERY AREA HEADQUARTERS,
21 CLAYLANDS ROAD, NEWBRIDGE, EH38 8LF**

PRESENT:

Kirsty Darwent, Chair (KD)
Nick Barr (NB)
Primrose Stark (PS)

Bill McQueen, Deputy Chair, (BMcQ)
Marieke Dwarshuis (MD)

IN ATTENDANCE:

Martin Blunden (MB)	Chief Officer
John MacDonald (JMacD)	Deputy Assistant Chief Officer
Alasdair Cameron (AC)	Group Manager, Board Support Manager
Heather Greig (HG)	Board Support Team
Debbie Haddow (DH)	Board Support Team/Minutes

1 CHAIR'S WELCOME

1.1 KD opened the meeting and welcomed all those present.

2 APOLOGIES

2.1 Brian Baverstock, Board Member
Richard Whetton, Head of Corporate Governance

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

3.1 NB requested that an item regarding inspection/audit be heard in the private session where the Committee were in agreement due to the confidential nature of the issue.

4 DECLARATION OF INTERESTS

4.1 None

5 MINUTES OF PREVIOUS MEETING: 27 MARCH 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 14.1.3 AOCB High Level Transformation Plan (17/01/19) – RAG status to be amended to yellow to reflect the extended completion date. Update to be provided at the next meeting.

Item 7.4 Risk Register (27/02/19) – MB stated that DCO McGown was currently reviewing this and an update would be provided at the next meeting.

Item 12.3 Compliance and Good Corporate Governance and Practices (27/03/19) – MB stated that the phased implementation of the Leadership and Development Framework continues across Executive, Strategic and Supervisory Leadership Development Programmes (LDPs). Middle Manager Induction was implemented in Q4 and the wider Middle Manager Leadership Programme implementation development continues ready for implementation in 2019-20.

The Committee noted the updated action log.

7 AREAS OF OVERLAP

- 7.1 PS highlighted a good example 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. PS would email the Chair of TMPC to advise on the outcome of the discussions at the SGC. This would also be captured in the Committee minutes and during Committee updates at the Board meetings.
- 7.2 A similar overlapping situation with the TED review was discussed. MB advised the Committee he is now leading on this project and the closing report would be taken to the TMPC following approval by the SGC. The outcomes of the review would be submitted to the Strategic Leadership Team (SLT) in July and thereafter the SGC and TMPC.
- 7.3 NB noted that the Service Delivery Committee (SDC) would be looking at the Operational Intelligence HMFSI report and a general situation note would be passed to the TMPC to provide an update. A similar process would be undertaken for the Fleet report.

8 CHAIRS ISSUES AND COMMON THEMES

- 8.1 PS noted some reoccurring common themes, such as ICT, Kronos (duty systems), etc being raised at Committees.

9 INSPECTIONS AND AUDITS

- 9.1 As agreed 3.1 this was to be discussed in the private session.

10 COMMITTEE HOT DEBRIEFS

- 10.1 AC tabled a proposal to introduce a structured format for private hot debrief discussions directly after meetings.
- 10.2 During discussions it was generally agreed that this would be of benefit. It was felt that there was no requirement for a formal structured approach. It was suggested that periodic informal hot debrief sessions be held when deemed appropriate by each respective Committee and particularly when there were changes to their membership/structure/reporting format.

11 ANNUAL VALUE ADDED STATEMENTS 2018/19

- 11.1 MD commented on the bulleted list “Summary of the Committee’s Work during 2018/19” within the Staff Governance Committee statement. Following a brief discussion, it was suggested future consideration be given to separating sections noting what the Committee had achieved and highlights of significant work overseen.

ACTION: BST

12 FORWARD PLAN

12.1 Committee Forward Plan

- 12.1.1 AC presented the Committee Forward Plan for noting.
- 12.1.2 The Committee discussed the merits and scheduling of the Committee meetings and agreed to maintain the status quo going forward.
- ### **12.2 Items for Consideration at Future Board and Strategy/Information & Development Day Meetings**
- 12.2.1 PS commented on the reduced formal presentations at Strategy/Information & Development Days which afforded greater opportunity for discussions.
- 12.2.2 It was suggested that the following sessions be considered:
- Links with other strategic partners both emergency and non-emergency
 - Future negotiations structures within/outwith the Service and possible alternatives to the NJC.
 - Training for Board Members and SLT to aid future negotiations.
 - Continued updates on major incidents eg Glasgow School of Arts as presented in May 2019.
- 12.2.3 In relation to the Ministerial Annual Performance Review, an initial planning meeting has been scheduled for 18 June 2019 with Lynn Mills, Scottish Government, SFRS Head of Communications and Engagement, Marysia Waters and the Board Support Team. Following discussions, it was agreed that a joint Board/SLT presentational approach would be suggested to Scottish Government for approval.

13 DATE OF NEXT MEETING

- 13.1 The next meeting of the Integrated Governance Committee is scheduled to take place on Thursday 3 October 2019 at 1300 hrs in the Braidwood Suite, SFRS Headquarters, Westburn Drive, Cambuslang, G72 7NA.
- 13.2 There being no further matters to discuss in public, the meeting closed at 1440 hrs.

PRIVATE SESSION

14 MINUTES OF PREVIOUS PRIVATE MEETING: 27 MARCH 2019

- 14.1 The minutes were approved as an accurate record.

15 ANY OTHER COMPETENT BUSINESS

15.1 Recording of Board/Committee meetings

- 15.1.1 It was agreed that a disclaimer would be added to all agendas noting that the meeting would be recorded and the recording would be destroyed after approval of the minutes.
- #### **15.2 External Representation at Committee Meetings**
- 15.2.1 The Committee discussed the role of external representation at public Committee meetings for appropriateness and in order to ensure good Governance arrangements are in place
- 15.2.2 The Committee were informed that the future potential for live streaming meetings had been explored and continued consideration would be given to this possibility when appropriate, however not at this time.

INTEGRATED GOVERNANCE COMMITTEE MEETING – ROLLING ACTION LOG



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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 their 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 Yellow status on the action log.

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Integrated Governance Group Meeting: 17 January 2019						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
Item 14.1.3	AOCB High Level Transformation Plan - Clarification to be sought on whether Board Members Security Clearance would be required and to be brought back to the next meeting.	BST	March 2019		25 July 2019	<p>Update (27/03/19) – Contact made with R&R lead. A new policy is being submitted to SLT with a proposal to create a Strategic Security Board (SLT) which will look at this and decide the most appropriate course of action moving forward.</p> <p>Update (13/06/19) – ACO Dickie is now fully aware of this and will take it to the Strategic Security Board. BST will request a further update in order to inform the IGC of the outcome at its next meeting.</p> <p>Update (03/10/19) – Update given at Board Strategy/Information day on 25 July 2019. Strategic Security Board decided security clearance was not needed.</p>

Integrated Governance Group Meeting: 27 March 2019						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
Item 7.4	RISK REGISTER - There are now 5 Transformation Projects within the programme and the risks should be matched against each of those. MB will review this part of the register and will feed back to Transformation and Major Projects Committee.	MB	June 2019			<p>Update (13/06/19) – Verbal update to be provided at the meeting.</p> <p>Update (03/10/19) – DCO is continuing to progress the revised Strategic Risk Register format, which will be reported to the TMPC, ARAC and SLT accordingly.</p>

Integrated Governance Group Meeting: 13 June 2019						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
Item 11.1	ANNUAL VALUE ADDED STATEMENT 2018/19 – It was suggested future consideration be given to separating sections noting what the Committee had achieved and highlights of significant work overseen.	BST	October 2019		October 2019	Update (03/10/19) – This was noted and acknowledged by the BST and will be reflected in future statements.



Report No: C/IGC/05-19

Agenda Item: 10

Report to:	INTERGRATED GOVERNANCE COMMITTEE						
Meeting Date:	3 OCTOBER 2019						
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 <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 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 2016-19, 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 1 and 2 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.						
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 1 and 2.						

5	Key Strategic Implications
5.1	Financial
5.1.1	There are no key strategic financial implications arising from the recommendations set out in this paper.
5.2	Environmental & Sustainability
5.2.1	There are no key strategic environmental and sustainability implications arising from the recommendations set out in this paper.
5.3	Workforce
5.3.1	There are no key strategic workforce implications arising from the recommendations set out in this paper.
5.4	Health & Safety
5.4.1	There are no key strategic health and safety implications arising from the recommendations set out in this paper.
5.5	Training
5.5.1	There are no key strategic training implications arising from the recommendations set out in this paper.
5.6	Timing
5.6.1	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	Performance
5.7.1	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	Communications & Engagement
5.8.1	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	Legal
5.9.1	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	Information Governance
5.10.1	<i>DPIA completed - No.</i> There is no personal data contained within the report.
5.11	Risk
5.11.1	There are no key strategic risk implications arising from the recommendations set out in this paper.

5.12 5.12.1	Equalities	<p><i>EIA completed - No.</i></p> <p>The existing Equality Impact Assessment – Board Operating Arrangements, has been reviewed and there are no issues arising from the matters raised within this report.</p>
6 Core Brief		
6.1		Not required.
7 Appendices/Further Reading		
7.1		Appendix A – Code of Corporate Governance – Performance Report
7.2		<p>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</p>
Prepared by:	Heather Greig, Board Support Executive Officer	
Sponsored by:	Mark McAteer, Director of Strategic Planning, Performance and Communications	
Presented by:	GM Alasdair Cameron, Board Support Manager	
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. • 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	3 October 2019	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 1 & 2

Since the last report 1 Reasonable Assurance has now been increased to Substantial.

At present a total of 0 have Insufficient Assurance, 0 have Limited Assurance, 3 have Reasonable Assurance and 17 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 2016-19, 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 1 – We will focus on our purpose and outcomes for the people and communities of Scotland

What does this mean?			
We are: <ul style="list-style-type: none"> • Being clear about our purpose and its intended outcomes for the people and communities of Scotland. • Making sure we enable our workforce to deliver a high quality service. • Identifying and taking steps to meet the needs of the diverse communities we serve. • Making sure that we secure best value for taxpayers. 			
Where is the evidence that shows we are demonstrating this?			
We will:	Previous RAG Status	Latest RAG Status	Improvement Action Plans
<ul style="list-style-type: none"> • Publish on our website and intranet our Strategic Plan, associated Annual Operating Plans and Local Fire and Rescue Plans. 	Substantial	Substantial	All are available via the SFRS website though due to a recent upgrade of the site the links from the Code to the Strategic Plan and Annual Operating Plans is no longer valid SFRS Strategic Plan 2016-19 Annual Operating Plan 2017-18 . These documents have been included within the ‘Publications and Reports’ page of our site Publications and Reports . Improvement Action 1.1 (BST) - This link has now been inserted within the Code. Similarly our Local Fire and Rescue Plans are published and available from our website and the link from the Code remains current Local Plans . A link to the new Strategic Plan 2019-22 will need to be established once it is published on 1 October 2019. This is available within the ‘publications and reports’ page of the website. A new link to the Extended Annual Operating Plan 2018/19 needs to be inserted. This is available in the ‘information’ section of the website. This

			<p>link will also need to be reviewed once a new 6 month Annual Operating Plan for the remainder of 2019/20 has been created. This is expected to be approved and published by end October 2019.</p> <p>No revision has been made to Local Plans and they all remain available on the website under 'Your area' section.</p>
<ul style="list-style-type: none"> Have a Board Members Communication and Engagement Strategy in place for delivering effective Board communication and engagement activities. 	Substantial	Substantial	<p>The SFRS Communications and Engagement Strategy was approved at the Board meeting on 28 March 2017 and is available via SFRS Website Communications and Engagement Strategy 2017-2020 .</p> <p>Improvement Action 1.2 (BST) - This link has now been inserted within the Code.</p>
<ul style="list-style-type: none"> Publish on our website, board reports and relevant committee reports relating to our plans for seeking internal and external stakeholder views and how their responses inform our strategic planning process. 	Substantial	Substantial	<p>All Board and relevant Committee reports are available as intended Board Meetings . Public consultations are also available via our website though the Consultation Hub though this needs to be added to the relevant page of the Code.</p> <p>Improvement Action 1.3 (BST) - This link has now been inserted within the Code.</p>
<ul style="list-style-type: none"> Publish on our website the results of Equality and Human Rights Impact Assessments. 	Reasonable	Reasonable	<p>These remain available on request and require to be published on our website.</p> <p>Improvement Action 1.4 (E&D) – Equality and Human Rights Impact Assessments are currently available on the SFRS website alongside Board papers. Following a recent review of the Impact Assessment process a number of alterations will be recommended to SLT on the formality of the process and this will</p>

NOT PROTECTIVELY MARKED

			<p>include the publication of impact assessments – as such the development of the SFRS website has not progressed at this time to all features of the Impact Assessment process to be considered in the round. SLT will be briefed on these findings on 15th October 2018 with further policy work to follow as appropriate.</p> <p>Equality and Human Rights Impact assessments continue to be available on the website and i-hub. The accessibility is being reviewed in line with further developments of the website and improvement measures to strengthen the process.</p>
<ul style="list-style-type: none"> • Publish on our website our financial strategy and annual budgets, which outline how we will fund our plans and demonstrate how we will deliver best value and ensure long term sustainability. 	Substantial	Substantial	<p>Extensive reports cover our Annual Reports and Statement of Accounts, Budget Strategies, Resource Budgets, Capital Budgets, Expenses, SLT & Board Members payments per Quarter and Pay and Grading Structures for Support and Operational Staff are all available from our website as intended.</p>
<ul style="list-style-type: none"> • Publish on our website, board reports and relevant committee reports relating to ongoing performance monitoring and scrutiny, and end of year statutory reporting. 	Substantial	Substantial	<p>All Board and relevant Committee reports are available as intended Board Reports . This could be improved by incorporating a further How are we performing to our How we are Performing webpage.</p> <p>Improvement Action 1.5 (BST) – Relevant reports are now accessible via the SFRS website and information is easily accessible.</p>
<ul style="list-style-type: none"> • Publish on our website all external assessments of our performance and best value, including those provided by Internal Audit, External Audit, Her Majesty’s Fire Service Inspectorate and 	Substantial	Substantial	<p>These are available as intended though our website. This could be improved by incorporating through our SFRS Strategic</p>

<p>Audit Scotland, and our responses to addressing any recommendations.</p>			<p>Plan 2016-19 and from our ‘How we are Performing’ within the website.</p> <p>Improvement Action 1.6 (C&E) – These will get added to SFRS website within the How we are Performing section at the relevant times. It is essential that responsible Managers ensure these are kept updated on the website. Progress against addressing any recommendation from both internal and external assessment will also be monitored through the PIF and reported to the relevant Committee.</p> <p>A consistent process is in place for publishing of external assessment of our performance. All HMFSI/Audit Scotland Action Plans developed in response to external scrutiny are firstly developed in draft by the PIF, reported through CAB for noting to the SDC or ARAC. Following this, the action plan is live and published on our website on the ‘How we are Performing Section’.</p> <p>PIF monitor on a bi-annual basis each action plan until completion. Every 6 months PIF will update the action plans and report for noting to CAB and for action to SDC/ARAC. Following this well-established assurance process, the updated action plan is again published.</p> <p>When PIF deems an action plan to be completed, this again will be reported to CAB for noting and on to SDC/ARAC for closure. Following this, the Support Team</p>
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			<p>will send an email to HMFSI or Audit Scotland advising them that we have completed all actions within the action plan developed in response to their reports, and again the completed action plan will be published.</p>
<ul style="list-style-type: none"> • Adopt the Public Sector Improvement Framework (PSIF) as our method of self-assessment and a programme of self-assessment and continuous improvement will be coordinated and monitored through our Performance Improvement Forum. 	<p>Reasonable</p>	<p>Substantial</p>	<p>PSIF methodology is currently utilised to monitor performance and improvements against all HMFSI and Audit Scotland Reports and the recommendations from these via our PIF. Other self-assessments undertaken internally using PSIF are reported and monitored through varying forums out with PIF.</p> <p>Improvement Action 1.7 (SPPC) – With the introduction of the Service Improvement Strategy 2018-21 presented to the Board April '18 continued progress is being made in this area.</p> <p>The Public Sector Improvement Framework (PSIF) has been adopted as our core method of self-assessment since 2013. With the development and implementation of the Service Improvement Strategy 2018-2021, the PSIF was integrated in to the strategy and the Service Improvement Work Programme's developed in consultation with the service, to implement the strategy.</p> <p>PSIF is used as our core methodology for self-assessments with other relevant models and standards layered over PSIF as appropriate to ensure each self-assessment is bespoke to the area being reviewed. Other standards used, Quality Management ISO19001:2015 and Good Governance.</p>

			<p>With the introduction of the Corporate Assurance Board, the Service Improvement Strategy 2018-2021, and therefore utilisation of PSIF within the Service Improvement Work Programme is monitored bi-annually by CAB.</p>
<ul style="list-style-type: none"> Monitor and scrutinise our performance against agreed objectives and outcomes at public meetings of the board and relevant committees, and have minuted records of the outcomes published on our website. 	<p>Substantial</p>	<p>Substantial</p>	<p>Scrutiny of performance is carried out as per our Scheme of Delegations and Terms of Reference for our Board and its Committees. A similar executive governance structure has been approved by SLT to align with and support the Board's governance structure. Terms of Reference for each of the Senior Management Groups / Boards are being established using a common template and are in varying stages of development.</p> <p>Improvement Action 1.8 (BST-SPPC) A Performance Management Framework was approved by the Board in June'18 which includes refined Corporate Performance Measures, and associated targets, moving forward these will be scrutinised by the Board and its Committees.</p> <p>A standard template for Executive Groups Terms of Reference has been completed.</p> <p>Corporate measures defined within the Performance Management Framework are all being reported to the Board and its Committees on a quarterly basis. The list of corporate indicators, which are aligned to the priorities of the Strategic Plan, was reviewed and updated in March 2019 to ensure indicators and targets remained appropriate for the 2019/20 reporting period. A further review will now be</p>

			necessary to ensure alignment with the new Strategic Plan. Quarterly reports are also produced for the Board on the progress made on the Annual Operating Plan.
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Principle 2 – We will perform effectively in clearly defined functions and roles

What does this mean?			
We are: <ul style="list-style-type: none"> • Being clear about the functions of the Board. • Being clear about the responsibilities of the Board and the SLT, and making sure that those responsibilities are carried out, and • Being clear about relationships between the Board and the public. 			
Where is the evidence that shows we are demonstrating this?			
We will:	Previous RAG Status	Latest RAG Status	Improvement Action Plans
<ul style="list-style-type: none"> • Publish on our website and make available to all Board Members and executives of the SLT, copies of the SFRS Governance and Accountability Framework Document, which clarifies the functions of the Board and the roles and responsibilities, and accountabilities of the non-executives, executives and Accountable Officer. 	Substantial	Substantial	The current version is available via our website as intended (Governance and Accountability Framework). This is scheduled to be reviewed every 3 years by Scottish Government in consultation with our Board Support Team (BST). The review is currently on hold and our BST are awaiting further progress / update on this from our Sponsor Unit. Improvement Action 2.1 (BST) – SFRS Governance and Accountability Framework with our Sponsor Unit now reviewed, published and completed, this was presented to the Board August '18

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<ul style="list-style-type: none"> Publish on our website and make available to all Board Members and executives of the SLT the terms of reference for all our committees. 	Substantial	Substantial	<p>All Terms of Reference for each Committee are published on our website as intended (e.g. Audit and Risk Assurance Committee - Terms of Reference:)</p>
<ul style="list-style-type: none"> Publish on our website our Scheme of Delegations (incorporating matters reserved for the Board), and review this periodically. 	Substantial	Substantial	<p>Our Scheme of Delegations (incorporating matters reserved for the Board) has been published on our website and reviewed as intended. Scheme of Delegations</p>
<ul style="list-style-type: none"> Provide all members of the SLT with up to date and relevant job descriptions. 	Reasonable	Reasonable	<p>There are currently job descriptions in place for SLT members. These will form part of a planned review of all job descriptions with SFRS which is currently being scoped out by HR-OD. It is anticipated that this will be undertaken over next two reporting years (2017-18 and 2018-19)</p> <p>Improvement Action 2.2 (HR-OD) –</p> <p>Job descriptions are currently in place for all SLT members. A planned review of job descriptions has been scoped out and the process is ongoing and will be concluded by Q4 2019/20.</p>
<ul style="list-style-type: none"> Have a programme of strategy days in place for the Board and SLT to work together to promote joint problem solving, to address strategic issues. 	Substantial	Substantial	<p>A programme of strategy days is in place. This programme is routinely reviewed by SLT on a monthly basis at SLT Policy Meetings to ensure that items presented to Board are strategic in nature and aligning with the Service's governance policies and procedures.</p>
<ul style="list-style-type: none"> Make our meetings of the Board and Committees open to the public, enabling them to observe how members of the Board and SLT perform individually and collectively, and how the Board hold the SLT to account. 	Substantial	Substantial	<p>All public sessions of meetings of the Board and its Committees are open to the public with papers posted on our website prior to meetings as per our (Standing Orders for Meetings of the Board and its Committees and Sub-Committees).</p>

<ul style="list-style-type: none"> Publish on our website, board and committee reports relating to the arrangements for annually reviewing board and committee effectiveness, including the outcome of these annual reviews. 	Substantial	Substantial	<p>These are published within our Board papers as intended (e.g. most recent example – Arrangements for Reviewing the Effectiveness of the Board).</p>
<ul style="list-style-type: none"> Have an induction programme in place for any new members of the Board and SLT. 	Reasonable	Reasonable	<p>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.</p> <p>Improvement Action 2.3 (HR-OD) - An induction process and guidance for managers has been developed, which can be applied to all staff including SLT members. This process is line manager led and includes a checklist, applicable to new employees and those moving role, as well as LCMS modules.</p> <p>An induction process and guidance has been developed which is available to all managers with an induction checklist on the i-hub for all staff. The relevant parts are identified (for example a new employee would need copies of relevant management policies, existing staff being promoted would not). The induction is carried out on an individual basis with the line manager (for SLT this would be DCO or Chief who would lead on this). There is no specific induction programme that they must attend as following the discussions/consultation around induction process it was recognised that the content of the induction itself may depend on the role and experience of the individual – that is where the checklist</p>

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			highlights the key areas but it is led by the manager.
<ul style="list-style-type: none"> 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.
<ul style="list-style-type: none"> Publish on our website Board and Committee meeting reports and minutes, incorporating all key decisions that have been made by the Board. 	Substantial	Substantial	All Board and Committee meeting reports incorporating all key decisions are published on our website as intended. Board and Committee Papers
<ul style="list-style-type: none"> Publish on our website, our Communications and Engagement Strategy, setting out the principles and objectives for engaging effectively with the public and our stakeholders. 	Substantial	Substantial	The SFRS Communications and Engagement Strategy was approved at the Board meeting on 28 March 2017 and is available via SFRS Website (Communications and Engagement Strategy 2017-2020). Improvement Action 2.4 (BST) – This link has now been inserted within the Code.

INTEGRATED GOVERNANCE COMMITTEE FORWARD PLAN

	STANDING ITEMS	FOR NOTING	FOR RECOMMENDATION	FOR DECISION
16 January 2020	<ul style="list-style-type: none"> • Declaration of Interests • Minutes • Action Log • Forward Planning • Inspection/Audits • Areas of Overlap • Chairs Issues and Common Themes 	<ul style="list-style-type: none"> • Compliance and Good Corporate Governance and Practices (Principles 3&4) • Observations from Fife Council Environment and Protective Services Committee (Nick Barr) (Nick Attended meeting and advised would summarise at IGC) 		
25 March 2020	<ul style="list-style-type: none"> • Declaration of Interests • Minutes • Action Log • Forward Planning • Inspection/Audits • Areas of Overlap • Chairs Issues and Common Themes 	<ul style="list-style-type: none"> • Compliance and Good Corporate Governance and Practices (Principles 5&6) 		