



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

**PUBLIC MEETING – INTEGRATED GOVERNANCE COMMITTEE**

**THURSDAY 16 JANUARY 2020 @ 1330 HRS**

**BRAIDWOOD SUITE, SFRS HQ, WESTBURN DRIVE, CAMBUSLANG, G72 7NA**

**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: 3 OCTOBER 2019 (attached)** *K Darwent*
- 6 ACTION LOG (attached)** *A Cameron*
- 7 AREAS OF OVERLAP** *K Darwent*
- 8 CHAIRS ISSUES AND COMMON THEMES**  
a) **ICT** *K Darwent*
- 9 INSPECTIONS/AUDITS**  
a) **Arising Issues**

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

**NOT PROTECTIVELY MARKED**

- |           |   |                  |
|-----------|---|------------------|
| <b>10</b> | <b>COMPLIANCE AND GOOD CORPORATE GOVERNANCE AND PRACTICES (PRINCIPLES 3&amp;4) (attached)</b>                                       | <i>A Cameron</i> |
| <b>11</b> | <b>OBSERVATIONS FROM FIFE COUNCIL ENVIRONMENT AND PROTECTIVE SERVICES COMMITTEE (verbal)</b>  | <i>N Barr</i>    |
| <b>12</b> | <b>UPDATE REPORT ON ICT (verbal)</b>  | <i>M Blunden</i> |
| <b>13</b> | <b>FORWARD PLAN</b>   |                  |
| a)        | Committee Forward Plan (attached)   | <i>A Cameron</i> |
| b)        | Items for Consideration at Future Board and Strategy/Information & Development Day Meetings (verbal)                                | <i>K Darwent</i> |
| <b>14</b> | <b>REVIEW OF ACTIONS</b>  | <i>A Cameron</i> |
| <b>15</b> | <b>DATE OF NEXT MEETING</b><br>Wednesday 25 March 2020 at 1330 hrs<br>Braidwood Suite, SFRS HQ, Westburn Drive, Cambuslang, G72 7NA |                  |

**PRIVATE SESSION**

- |           |   |                  |
|-----------|---|------------------|
| <b>16</b> | <b>MINUTES OF PREVIOUS PRIVATE MEETING:<br/>3 OCTOBER 2019 (attached)</b> | <i>K Darwent</i> |
| <b>17</b> | <b>PRIVATE ACTION LOG (attached)</b>                                      | <i>A Cameron</i> |

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**SCOTTISH**  
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**PUBLIC MEETING: INTEGRATED GOVERNANCE COMMITTEE**

**THURSDAY 3 OCTOBER 2019 @ 1215 HRS**

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

**PRESENT:**

Kirsty Darwent, Chair (KD) Primrose Stark (PS)  
Tim Wright (TW) Fiona Thorburn (FT)  
Bill McQueen, Deputy Chair (BMcQ) (By teleconference)

**IN ATTENDANCE:**

Martin Blunden (MB) Chief Officer  
Richard Whetton (RW) Head of Corporate Governance  
Alasdair Cameron (AC) Group Commander, Board Support Manager  
Heather Greig (HG) Board Support Team/Minutes  
Debbie Haddow (DH) Board Support Team

**1 CHAIR'S WELCOME**

- 1.1 KD opened the meeting and apologised for the delay in commencing due to a Special Private Board meeting which had overrun prior to the IGC. Apologies were also given in advance as KD and MB were to meet with the Cabinet Secretary for Health and Justice and would require to leave the IGC meeting before it concluded.
- 1.2 KD welcomed all those present, particularly FT to her first meeting of the IGC in her new role as Chair of the Transformation and Major Projects Committee.

**2 APOLOGIES FOR ABSENCE**

- 2.1 Brian Baverstock (BB) Board Member  
Nick Barr (NB) Board Member

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

- 3.1 No items were identified to be taken in private.

**4 DECLARATION OF INTERESTS**

- 4.1 None.

**5 MINUTES OF PREVIOUS MEETING: 13 JUNE 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.

6.2 **Item 7.4 Risk Register (27/02/19)** – DCO McGown had reviewed the Risk Register and this would be reported to the Audit and Risk Assurance Committee (ARAC) in October and Transformation and Major Projects Committee (TMPC) in November. The Committee were content with the progress made and to close off this action.

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

## 7 AREAS OF OVERLAP

7.1 KD noted that areas of overlap had been stated within the agenda in advance of the meeting.

7.2 TW highlighted that the last Service Delivery Committee (SDC) discussed the service delivery related objectives within the extended Annual Operating Plan (AOP) and raised the question of how strategic performance was scrutinised and how other Committee's referred to the AOP. As this matter was on the agenda, further discussion would take place under item 11.

7.3 TW also highlighted an area of overlap around the Command and Control Mobilising System (CCMS) however this would be further discussed under item 12 of the agenda.

## 8 CHAIRS ISSUES AND COMMON THEMES

8.1 PS stated that this would be captured under item 13, however, the Staff Governance Committee (SGC) looked at competency levels and performance in terms of training. The TED review which was undertaken had subsequently produced a number of recommendations and the SGC had requested to have sight of key themes, deliverables and outcomes from the review to determine how these would be monitored going forward and any areas of scrutiny from other Committees. The wider training aspects would be monitored under the people element of the SGC and PS would highlight any areas of overlap as appropriate.

8.1.2 TW requested regular updates on this matter at Board strategy days to ensure all Board Members were kept informed of progress. PS confirmed an update would be given at a Board strategy day following the report being discussed at SGC.

8.1.3 It was noted that should any element of the TED review become formal projects then the governance route would then be through TMPC. PS added that internal scrutiny through a formal Executive Board was also ongoing and therefore SGC was undertaking an additional scrutiny role.

8.1.4 **The Committee agreed that the SGC would be the lead Committee with other Committees undertaking scrutiny as required and through agreement at IGC in order to ensure appropriate Governance was in place.**

## 8.2 ICT

8.2.1 PS stated that issues with Kronos and how it feeds into iTrent, and legacy systems not being compatible, had been highlighted through the SGC and other Committees.

8.2.2 BMcQ highlighted how vital and essential ICT systems were for important projects, however he noted that no specific Committee looked at corporate services such as finance, procurement, estates etc.

8.2.3 It was noted that the Digital Steering Group feeds into the Corporate Assurance Board on the Executive side and that ARAC was where Governance and oversight would happen for the areas referred to in 8.2.2. Should further scrutiny on certain issues be required then the

most appropriate route would be determined at that time. KD proposed that this area be looked at as part of the annual governance review.

**ACTION: BST**

8.2.4 MB advised of discussions with KD in relation to ICT issues and confirmed that a short tender process would be undertaken to appoint an external consultant who would look at the ICT infrastructure. Once MB had gained a full understanding of the challenges relating to ICT and the issues identified he would report to the Board with recommendations.

8.2.5 KD stated this item would be kept under review and included on the agenda for the next meeting.

8.2.6 **The Committee noted the challenges around ICT, agreed that an additional Committee was not required and welcomed a future report with recommendations from MB.**

## **9 INSPECTIONS/AUDITS**

9.1 HMFSI – Thematic Inspection of SFRS’s Management of its Fleet and Equipment Function

9.1.1 TW stated that although HMFSI inspection reports were reported through the SDC, many had wider implications requiring scrutiny through different Committee’s. He highlighted concerns and sought clarification around the governance route for these to ensure the necessary process was in place.

9.1.2 RW assured the Committee that the governance process was in place, however, advised that a review was currently being undertaken assessing the level of internal scrutiny on the recommendations to ensure improvement was taking place. AC provided an overview of the current process in place.

9.1.3 An annual report is submitted by Her Majesty’s Chief Inspector to ARAC providing detail of the HMFSI inspection reports that have taken place throughout the year and progress made on these. To ensure visibility of this it was proposed that BB highlight to IGC when the annual close off report is provided to ARAC to afford an awareness and assurance to Committee Chairs. Details of the number of HMFSI reports and recommendations should be included within that update as well as how many had been completed and what was still outstanding.

9.1.4 **The Committee was content with the process in place and the additional action to be taken by the Chair of ARAC to provide the detail and assurance around HMFSI recommendations.**

## **10 COMPLIANCE AND GOOD CORPORATE GOVERNANCE AND PRACTICES (PRINCIPLES 1&2)**

10.1 AC provided an update in relation to the performance reporting against the principles set out in the SFRS Code of Corporate Governance as detailed within the report.

10.2 With the introduction of the new strategic plan a full review of the Code is planned to be undertaken in 2020.

10.3 The improvements made since the last report were highlighted. One Reasonable assurance had been increased to Substantial.

10.4 KD stated that the organisation continued to develop and work would continue to improve and refine good corporate governance practices. Thanks were recorded for the ongoing work in this area.

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

## 11 ANNUAL OPERATING PLAN LEAD COMMITTEE/SCRUTINY

- 11.1 Following the SDC's review of service delivery related objectives within the Annual Operating Plan (AOP), TW requested clarification as to what other Committees were doing and how this was being tracked.
- 11.2 PS stated that objectives related to risk were spotlighted at SGC. KD reiterated that the AOP is reported to the Board where general oversight and scrutiny is undertaken.
- 11.3 RW offered assurance around the work being undertaken on the new performance management system and identification of KPI's that would provide each Committee with information on progress against the strategic plan.
- 11.4 **The Committee noted this matter had been raised. No changes would be made, however, the Committee was content to keep under review.**

## 12 COMMAND AND CONTROL MOBILISING SYSTEM (CCMS) (AOP RISK MR1)

- 12.1 TW stated that although the CCMS project was scrutinised by TMPC, the SDC was looking at the service delivery element and seeking assurance around the implications of transition and the impact on service delivery. Clarity was sought on the process to ensure that SDC would be made aware of any potential service disruption element at an early stage to allow the appropriate scrutiny to take place.
- 12.2 FT advised that this project was a standing item on the TMPC agenda and the details of delivery and implementation were included within the project plans. FT clarified the different elements of scrutiny that both Committees would be carrying out. As FT was also a member of the SDC both formal and informal processes were in place.
- 12.3 RW confirmed that high level projects such as the CCMS were reported through appropriate governance routes including the Programme Board, Portfolio Board and TMPC with other Committees involved as appropriate. In terms of closing off a project, focus would be given to the benefits management which would be reviewed and reported on.
- 12.4 **The Committee were content that the correct level of scrutiny and transfer of information was in place.**
- 12.5 KD and MB departed the meeting at this juncture. PS took over the role of Chair.

## 13 TED DIRECTORATE – GOVERNANCE/CROSS COMMITTEE SCRUTINY

- 13.1 This item was covered under item 8.

## 14 FORWARD PLAN

### 14.1 Committee Forward Plan

- 14.1.1 AC presented the Committee Forward Plan for noting. Items arising from this meeting to be included on the Forward Plan were:
- Update Report on HMFSI Inspection Reports (BB)
  - Report on ICT (MB)
- 14.1.2 The Committee noted the forward plan.
- 14.2 Items for Consideration at Future Board and Strategy/Information & Development Day Meetings
- 14.2.1 Referring to the earlier discussion where MB commented that a review would be undertaken of ICT systems it was considered that a follow up session be given at a future strategy day.

**15 DATE OF NEXT MEETING**

- 15.1 The next meeting of the Integrated Governance Committee is scheduled to take place on Thursday 16 January 2020 at 1330 hrs in the Braidwood Suite, SFRS Headquarters, Westburn Drive, Cambuslang, G72 7NA.
- 15.2 There being no further matters to discuss in public, the meeting closed at 1310 hrs. BMcQ left the meeting at this juncture.

**PRIVATE SESSION**

**16 MINUTES OF PREVIOUS PRIVATE MEETING: 13 JUNE 2019**

- 16.1 The minutes were approved as an accurate record.

**17 PRIVATE ACTION LOG**

- 17.1 The Committee considered the action log and agreed the closure of the completed actions.

DRAFT

## 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 4 Actions. A total of 3 of these actions have been completed.

The Committee is therefore asked to approve the removal of the 3 actions noted as completed (Blue status), and note the 1 action categorised as Green status on the action log.



Integrated Governance Group Meeting: 3 October 2019						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
Item 8 8.2	<b>CHAIRS ISSUES AND COMMON THEMES</b> <u>ICT</u> Appropriate governance routes for areas under corporate services such as finance, procurement, estates etc to be looked at as part of the annual governance review.	BST	May 2020		January 2020	<b>Update (16/01/20)</b> - This has been added to the Annual Governance Review plan.
Item 8 8.2	<b>CHAIRS ISSUES AND COMMON THEMES</b> <u>ICT</u> A short tender process is to be undertaken to appoint an external consultant to look at the ICT infrastructure. Once MB had gained a full understanding of the challenges relating to ICT and the issues identified he would report to the Board with recommendations.	MB	March 2020			<b>Update (16/01/20)</b> - A tender process is currently being initiated, using a national framework, to undertake a strategic review of SFRS's organisational readiness to deliver against the ambitious outcomes of its new Strategic Plan 2019-2022, including its use of digital technology and data. It is currently anticipated this will be issued to the market by 10 January 2020, with a view to work commencing in mid-March.
Item 8 8.2	<b>CHAIRS ISSUES AND COMMON THEMES</b> <u>ICT</u> This item to be kept under review and included on the agenda for the next meeting.	BST	January 2020		January 2020	<b>Update (16/01/20)</b> – Item included on agenda.

<p><b>Item 9</b> 9.1</p>	<p><b>INSPECTIONS/AUDITS</b> The HMFSI annual report is provided to ARAC in June each year and to be brought to IGC with an overview of progress made for awareness and assurance of committee chairs.</p> <p>Details of the number of HMFSI reports and recommendations should be provided within an update as to how many had been completed and what was still outstanding.</p>	<p><b>BB/NB</b></p>	<p><b>June 2020</b></p>		<p><b>January 2020</b></p>	<p><b>Update (16/01/20)</b> - The HMFSI annual report will be submitted to ARAC in June 2020. This will be brought forward to July 2020 IGC. With regards further details on outstanding and completed recommendations this detail is provided through updates from SDC and has been added to the forward plan for July 2020 to give a progress update through the Chair of the SDC.</p>
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Report No: C/IGC/01-20

Agenda Item: 10

<b>Report to:</b>	<b>INTERGRATED GOVERNANCE COMMITTEE</b>						
<b>Meeting Date:</b>	<b>16 JANUARY 2020</b>						
<b>Report Title:</b>	<b>COMPLIANCE AND GOOD CORPORATE GOVERNANCE AND PRACTICES</b>						
<b>Report Classification:</b>	<b>For Noting</b>	<b>Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
<b>1</b>	<b>Purpose</b>						
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.						
<b>2</b>	<b>Background</b>						
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.						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	Principles 3 and 4 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.						
<b>4</b>	<b>Recommendation</b>						
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 3 and 4.						

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

5.12	<b>Equalities</b>	
5.12.1	<i>EIA completed - No.</i> The existing Equality Impact Assessment – Board Operating Arrangements, has been reviewed and there are no issues arising from the matters raised within this report.	
<b>6</b>	<b>Core Brief</b>	
6.1	Not required.	
<b>7</b>	<b>Appendices/Further Reading</b>	
7.1	Appendix A – Code of Corporate Governance – Performance Report	
7.2	Link to published version of SFRS Code of Corporate Governance: <a href="https://www.firescotland.gov.uk/media/1349818/sfrs_code_of_corporate_governance_v3.0september_2018.pdf">https://www.firescotland.gov.uk/media/1349818/sfrs_code_of_corporate_governance_v3.0september_2018.pdf</a>	
<b>Prepared by:</b>	Heather Greig, Board Support Executive Officer	
<b>Sponsored by:</b>	Mark McAteer, Director of Strategic Planning, Performance and Communications	
<b>Presented by:</b>	GC Alasdair Cameron, Board Support Manager	
<b>Links to Strategy and Corporate Values</b>		
This links to SFRS Strategic Plan 2016-19 through our priorities of Governance and Social Responsibility, incorporating the following associated key strategic objectives:		
<ul style="list-style-type: none"> <li>• We will continue to ensure that our decision making processes are transparent and evidence led.</li> <li>• We will develop a performance framework that enables the effective management of risk and supports effective scrutiny, challenge and improvement.</li> <li>• We will embed effective communication and engagement in all that we do.</li> <li>• We will continue to explore how we maximise efficiency and productivity within our organisation and partnerships.</li> </ul>		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
Integrated Governance Committee	16 January 2020	For Noting

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

## Background and Purpose

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

The status of Assurance levels are categorised as follows:

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

## Improvement Actions/Recommendations

**This Performance Report specifically focusing and provides an update in relation to Principles 3 & 4.**

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

At present a total of 0 have Insufficient Assurance, 0 have Limited Assurance, 1 has Reasonable Assurance and 21 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 3 – We will promote and demonstrate the values of the organisation and the principles of good governance through behaviour**

<b>What does this mean?</b>			
We are: <ul style="list-style-type: none"> <li>• Putting our organisational values of Safety, Teamwork, Respect and Innovation into practice.</li> <li>• Behaving in ways that uphold and exemplify effective governance, including demonstrating leadership on the grounds of equality, diversity, inclusion, human rights and social justice.</li> <li>• Demonstrating professional, dignified and respectful behaviours and tackling those behaviours that fall short of this standard.</li> </ul>			
<b>Where is the evidence that shows we are demonstrating this?</b>			
We will:	<b>Previous RAG Status</b>	<b>Latest RAG Status</b>	<b>Comments</b>
<ul style="list-style-type: none"> <li>• Publish on our website and intranet, and market in SFRS properties, our values framework.</li> </ul>	Reasonable	Substantial	As part of the staff engagement sessions which sought staff input to develop the next Strategic plan 2016-19, comments and feedback from staff were collected and has been used to further develop the SFRS values which are now becoming embedded into the organisation - <a href="#">Values Framework</a> . With regard to making this available on our Website this has still to be progressed and further work to enhance this within our intranet to ensure these are easily accessible to all stakeholders.  <b>Improvement Action 3.1(HoF HR-OD)</b> - <i>This is now available through our Website and Intranet, a recent Staff Survey was undertaken closing on 28<sup>th</sup> October 2018, which will continue to shape our values.</i>  Values framework is readily available across the SFRS and feedback / updates from Staff Survey are provided through governance processes and within the intranet which

			highlights key actions being taken in support of our values.
<ul style="list-style-type: none"> <li>Establish arrangements for appraising staff against our values and incorporate them into induction programmes and development programmes for staff.</li> </ul>	Reasonable	Substantial	<p>Our <a href="#">Appraisal Policy demonstrates the SRFR's commitment to the development of their staff against their values</a> the introduction of the <a href="#">Leadership and Development Framework</a> will develop further over time. <b>Improvement Action 3.2 (HoF HR-OD)</b></p> <p>Appraisal policy was reviewed and further guidance issued in 2019, this is now a well-established process and this was highlighted in the feedback from the Staff Survey. Induction programmes have been introduced for staff and these continue to be reviewed and developed.</p>
<ul style="list-style-type: none"> <li>Publish on our website and intranet our Board Members Code of Conduct and establish arrangements for appraising Board Members against the provisions of the Code.</li> </ul>	Substantial	Substantial	<p><a href="#">Members Code of Conduct</a> is now published on our website, arrangements for appraising Board members were reviewed in 2018 using self-assessment and Board competence Matrix from 'Changing the Chemistry' this will be developed further during 2018/19 to become incorporated into the SFRS Appraisal Policy.</p>
<ul style="list-style-type: none"> <li>Make our meetings of the Board and Committees open to the public, enabling the public to observe the conduct and behaviour of members of the Board and SLT.</li> </ul>	Substantial	Substantial	<p>All Board and Committee meetings open to the public are advertised on our <a href="#">website</a>, giving an opportunity for members of the public to review the Agendas and papers and attend if they decide.</p>
<ul style="list-style-type: none"> <li>Publish on our website, Board and Committee reports, and minutes demonstrating how our values have been applied in decision making.</li> </ul>	Substantial	Substantial	<p>All Board and Committee meeting reports incorporating all key decisions are published on our website <a href="#">Board and Committee Papers</a> which is linked to our <a href="#">Values Framework</a>.</p>
<ul style="list-style-type: none"> <li>Publish and maintain Board Members and SLT Members register of interests, and have arrangements in place for declaring interests at Board, Committee and SLT meetings.</li> </ul>	Substantial	Substantial	<p>For <a href="#">Board Members</a> this is detailed within the <a href="#">Members Code of Conduct</a> and includes requirements for Registration and</p>

			<p>Declaration of Interests there is now a list of their register of interests within their profiles on the <a href="#">Website</a>. This also forms part of the standing Agenda item at Board meeting <a href="#">example</a>.</p> <p><a href="#">SLT Members</a> register of interests can be viewed within our website.</p>
<ul style="list-style-type: none"> <li>Publish on our website our Equality and Diversity Charter.</li> </ul>	Substantial	Substantial	<p>This is available within our website, <a href="#">Equality and Diversity Charter</a></p>
<ul style="list-style-type: none"> <li>Publish and raise awareness of our anti-fraud statement and response plan, whistleblowing policy and complaints handling procedure, and seek opinions from the Audit and Risk Assurance Committee and Internal Audit on the adequacy and effectiveness of these arrangements.</li> </ul>	Substantial	Substantial	<p>SFRS have effective plans, processes and policies in place which are kept under review, these are also scrutinised by the ARAC and audited both internally and externally.</p> <p><a href="#">Anti-Fraud Statement</a></p> <p><a href="#">Whistleblowing Policy</a></p> <p><a href="#">Complaints, Comments and Compliments</a></p> <p><a href="#">Audit Risk and Assurance Committee</a></p> <p><a href="#">Internal Audit</a></p>
<ul style="list-style-type: none"> <li>Appoint an individual to undertake the statutory duties of a Standards Officer, and act as the principal liaison officer between the organisation and the Standards Commission.</li> </ul>	Reasonable	Substantial	<p>The SFRS has a <a href="#">Members Code of Conduct</a> and works closely with the Scottish Government Sponsorship Team and Public appointments team, at present this is an area that requires to be further explored.</p> <p><b>Improvement Action 3.2 (Legal Services Manager)</b> <i>The Director of SPPC is the named person with the Standards Commission, work is in progress to strengthen this by incorporating fully into our Governance arrangements and will be presented to the Board early 2019.</i></p> <p>The SPPC Director is the SFRS Standards Officer. The Standards Officer role is supported by the Head of Corporate Governance and the Legal Services Manager to ensure compliance with the</p>

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			Ethical Standards in Public Life etc. (Scotland) Act 2000.
<ul style="list-style-type: none"> <li>Publish on our website and intranet our Recruitment and Selection Policy.</li> </ul>	Substantial	Substantial	Information and our policy/relevant information externally is fully available. <a href="#">Recruitment and Selection Policy Internal / External and Work with Us</a>
<ul style="list-style-type: none"> <li>Monitor and scrutinise the effectiveness of our values framework at meetings of the Staff Governance Committee.</li> </ul>	Substantial	Substantial	<a href="#">Staff Governance Committee</a> monitored and scrutinised the introduction of the SFRS Values Framework.

**Principle 4 – We will take informed, transparent decisions and manage risk effectively**

<b>What does this mean?</b>			
We are: <ul style="list-style-type: none"> <li>• Being rigorous and transparent about how decisions are taken.</li> <li>• Having and using good quality information, advice and support.</li> <li>• Making sure that an effective risk management framework and internal controls are in operation.</li> </ul>			
<b>Where is the evidence that shows we are demonstrating this?</b>			
We will:	Previous RAG Status	Latest RAG Status	Comments
<ul style="list-style-type: none"> <li>• Publish on our website the Board's Standing Orders, Scheme of Delegations, and Conflicts of Interest arrangements, and review these periodically.</li> </ul>	Substantial	Substantial	All documents are available and reviewed in accordance with specified timelines. <a href="#">Standing Orders for Meetings of the Board and its Committees</a> <a href="#">Scheme of Delegations</a> <a href="#">SFRS Code of Conduct</a>
<ul style="list-style-type: none"> <li>• Publish on our website the date and time of all Board and Committee meetings held in public session, and all reports and minutes considered at these meetings.</li> </ul>	Substantial	Substantial	All public Board and Committees are published on our website with the details of the meetings together with the reports <a href="#">Board and Committee Papers</a>
<ul style="list-style-type: none"> <li>• Produce engagement plans in support of communicating decisions to those affected.</li> </ul>	Substantial	Substantial	SFRS have a <a href="#">Communication and Engagement Strategy</a> 2017-2020.
<ul style="list-style-type: none"> <li>• Publish on our website the results of Equality and Human Rights Impact Assessments.</li> </ul>	Reasonable	Reasonable	An <a href="#">Equality and Diversity</a> page exists within our website with access to helpful information, this however does not give specific access to the results of Impact Assessments themselves at this time. <b>Improvement Action 4.1 as per 1.4 (E&amp;D Manager)</b> Equality and Human Rights Impact Assessments (EHRIA) are currently available on the SFRS website alongside Board papers. Following a recent review of

			<p>the Impact Assessment process a number of alterations will be recommended to SLT on the formality of the process and this will 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 have been briefed on these findings on 15<sup>th</sup> October 2018 with further policy work to follow as appropriate. EHRIA are available on the SFRS Intranet and work is progressing to continue to improve access and raise awareness.</p>
<ul style="list-style-type: none"> <li>Publish on our website: how to access information; our publication scheme; our freedom of information policy and supporting guidance, and our register of interests for Members of the Board and SLT.</li> </ul>	Substantial	Substantial	<p>All documents are available and reviewed in accordance with specified timelines.</p> <p><a href="#">Publication Scheme</a>  <a href="#">Freedom of Information</a>  <a href="#">Board Members</a>  <a href="#">Strategic Leadership Team</a></p>
<ul style="list-style-type: none"> <li>Provide guidance on how to prepare suitable reports to the Board and SLT.</li> </ul>	Substantial	Substantial	<p>Revised guidance on <a href="#">Preparing Corporate Papers</a></p>
<ul style="list-style-type: none"> <li>Publish our Risk Management Policy and review this periodically.</li> </ul>	Substantial	Substantial	<p><a href="#">Risk Management Policy</a> has been out for consultation and was forwarded for noting to SLT on 8th October '18 and then to the SFRS Board on 25th October'18 for agreement.</p>
<ul style="list-style-type: none"> <li>Maintain up to date Corporate and Directorate Risk registers and report on these quarterly.</li> </ul>	Substantial	Substantial	<p>This is overseen by our SFRS Risk and Audit manager and has now been incorporated as part of our Executive Corporate Governance Board and through all Committees <a href="#">Corporate Risk Register</a> these registers are forwarded quarterly to SLT and ARAC. Other condensed versions are used by all other Committee's to inform and provide assurance.</p>

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<ul style="list-style-type: none"> <li>Publish all internal and external audit reports and our responses to recommendations.</li> </ul>	Substantial	Substantial	<p>These are all made available publicly on our website as part of our ARAC meetings <a href="#">Internal Audit Progress Report</a>, <a href="#">Planning Report - External Audit</a></p>
<ul style="list-style-type: none"> <li>Have in place an assurance framework for coordinating the examination of the effectiveness of the organisation's internal control and risk management arrangements.</li> </ul>	Substantial	Substantial	<p>A new policy and revised framework is now fully in place. <a href="#">Annual Governance Statement</a></p>
<ul style="list-style-type: none"> <li>Publish in our Annual Report and Accounts, our Annual Governance Statement, setting out the Accountable Officers opinion of the effectiveness of the organisation's internal control and risk management arrangements.</li> </ul>	Substantial	Substantial	<p>These are all published and presented to the ARAC and Board in October every year. <a href="#">Annual Report 2017-18</a> <a href="#">Annual Governance Statement 2018-19</a></p>

## INTEGRATED GOVERNANCE COMMITTEE FORWARD PLAN

	STANDING ITEMS	FOR NOTING	FOR RECOMMENDATION	FOR DECISION
<b>16 January 2020</b>	<ul style="list-style-type: none"> <li>• Declaration of Interests</li> <li>• Minutes</li> <li>• Action Log</li> <li>• Forward Planning</li> <li>• Inspection/Audits</li> <li>• Areas of Overlap</li> <li>• Chairs Issues and Common Themes</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance and Good Corporate Governance and Practices (Principles 3&amp;4)</li> <li>• Observations from Fife Council Environment and Protective Services Committee (Nick Barr) (Nick Attended meeting and advised would summarise at IGC)</li> <li>• ICT (Common Theme – follow on from October meeting)</li> <li>• Report on ICT (Verbal update) (MB)</li> </ul>		
<b>25 March 2020</b>	<ul style="list-style-type: none"> <li>• Declaration of Interests</li> <li>• Minutes</li> <li>• Action Log</li> <li>• Forward Planning</li> <li>• Inspection/Audits</li> <li>• Areas of Overlap</li> <li>• Chairs Issues and Common Themes</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance and Good Corporate Governance and Practices (Principles 5&amp;6)</li> <li>• Report on ICT (with recommendations) (MB)</li> </ul>		<ul style="list-style-type: none"> <li>• Review of Committee Terms of Reference</li> <li>• Value Added Statement</li> </ul>
<b>9 July 2020</b>	<ul style="list-style-type: none"> <li>• Declaration of Interests</li> <li>• Minutes</li> <li>• Action Log</li> <li>• Forward Planning</li> <li>• Inspection/Audits</li> <li>• Areas of Overlap</li> <li>• Chairs Issues and Common Themes</li> </ul>	<ul style="list-style-type: none"> <li>• HMFSI Annual Report (as presented to ARAC) (BB)</li> <li>• Update on HMFSI Inspection Reports (NB)</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>



## INTEGRATED GOVERNANCE COMMITTEE FORWARD PLAN

<b>8 October 2020</b>	<ul style="list-style-type: none"> <li>• Declaration of Interests</li> <li>• Minutes</li> <li>• Action Log</li> <li>• Forward Planning</li> <li>• Inspection/Audits</li> <li>• Areas of Overlap</li> <li>• Chairs Issues and Common Themes</li> <li>•</li> </ul>	•	•	•
<b>21 January 2021</b>	<ul style="list-style-type: none"> <li>• Declaration of Interests</li> <li>• Minutes</li> <li>• Action Log</li> <li>• Forward Planning</li> <li>• Inspection/Audits</li> <li>• Areas of Overlap</li> <li>• Chairs Issues and Common Themes</li> <li>•</li> </ul>	•	•	•
<b>24 March 2021</b>	<ul style="list-style-type: none"> <li>• Declaration of Interests</li> <li>• Minutes</li> <li>• Action Log</li> <li>• Forward Planning</li> <li>• Inspection/Audits</li> <li>• Areas of Overlap</li> <li>• Chairs Issues and Common Themes</li> <li>•</li> </ul>	•	•	•