

**Working together
for a safer Scotland**



**SCOTTISH
FIRE AND RESCUE SERVICE**
Working together for a safer Scotland

SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE CHANGE COMMITTEE: STRATEGIC CHANGE AND MAJOR PROJECTS

Original Author/Role	GM Rab Middlemiss
Date of Risk Assessment (if applicable)	N/A
Date of Data Protection Impact Assessment (if applicable)	N/A
Date of Equality Impact Assessment	April 2024
Quality Control (name)	Fiona Thorburn, Board Member
Authorised (name and date)	SFRS Board – 25 April 2024
Date for Next Review	March 2025

VERSION HISTORY

Version	Change	Who	When
1.0	First version issued as ToR Service Transformation Committee	-	Unknown
2.0	Reviewed / amended	Corinne Telford	04/11/2013
3.0	Reviewed / amended	GM Roy Dunsire	20/05/2015
4.0	Reviewed / amended	GM Roy Dunsire	16/06/2016
4.0	Reviewed / amended	GM Rab Middlemiss	16/03/2017
2.0	Issued as ToR Transformation and Major Projects Committee	GM Rab Middlemiss	18/05/2018
3.0	Reviewed / amended	GM Alasdair Cameron	02/05/2019
4.0	Reviewed / amended	GC Alasdair Cameron	27/05/2020
5.0	Reviewed / amended	GC Alasdair Cameron	27/07/2020
6.0	Issued as ToR Change Committee – Strategic Change and Major Projects	GC Alasdair Cameron	11/05/2021
7.0	Reviewed / amended	GC Alasdair Cameron	04/05/2022
8.0	Sections 3.2 and 3.3 added; minor spelling / grammar amendments	GC Kevin Murphy	27/04/2023
9.0	Section 1.4 – added “and promote a culture of equality, diversity and inclusion” to standardise with all other ToRs. Appendix 1 – added Interim Deputy Chief Officer (Corporate Services) and Director of Strategic Planning, Performance and Communications; change of Director role title; “In absence of Accountable Officer” removed. Minor spelling / grammar amendments.	GC Kevin Murphy	06/05/2024

CONTENTS

1. [INTRODUCTION](#)

2. [MEMBERSHIP](#)

3. [REPORTING](#)

4. [RESPONSIBILITIES](#)

5. [RIGHTS](#)

6. [ACCESS](#)

7. [MEETINGS](#)

8. [RELATIONSHIP TO OTHER COMMITTEES](#)

9. [INFORMATION REQUIREMENTS](#)

[APPENDIX 1 – COMMITTEE MEMBERSHIP](#)

[APPENDIX 2 – REPORTING ARRANGEMENTS](#)

1. INTRODUCTION

- 1.1 The Scottish Fire and Rescue Service (SFRS) Board have established a Committee of the Board, known as the Change Committee: Strategic Change and Major Projects (“the Committee”).
- 1.2 The overall purpose of the Committee is to provide scrutiny and challenge of the Change Portfolio (Strategic Change and Major Projects) to assure consistency with the strategic direction set by the Board and effective resourcing, planning and delivery.
- 1.3 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these Terms of Reference.
- 1.4 Along with all staff, the Board and its Committees have a key part to play embedding and living ‘[Our Values](#)’, Safety, Teamwork, Respect and Innovation, and promote a culture of equality, diversity and inclusion.

2. MEMBERSHIP

- 2.1 The Committee will comprise of five Board Members appointed by the Board, one of whom will be appointed as Chair, and another as Deputy Chair of the Committee. The Committee will be supported by the Deputy Chief Officer, Interim Deputy Chief Officer (Corporate Services) and the Head of Portfolio Office, as well as other officials of the SFRS staff, as appropriate to the agenda.
- 2.2 The Committee has the authority to invite representatives of related partner organisations and/or bodies, as appropriate, to Committee meetings to assist with their work.
- 2.3 The composition and effectiveness of the Committee will be reviewed annually by the Board. A full list of the membership is detailed in [Appendix 1](#).

3. REPORTING

- 3.1 Minutes of the meetings of the Committee will be submitted to meetings of the Board. The Committee may submit special reports to the Board as required.
- 3.2 Minutes of the meetings of the Committee will be published on the SFRS website.
- 3.3 The Chair of the Committee will provide a quarterly verbal report to the Board.
- 3.4 An Annual Statement of Assurance will be prepared by the Committee at the end of each fiscal year.
- 3.5 Reporting arrangements are shown within [Appendix 2](#).

4. RESPONSIBILITIES

- 4.1 The primary responsibility of the Committee is to effectively scrutinise, challenge and assure consistency with the strategic direction set by the Board ensuring:
 - Approved business cases and baselined plans are in place;
 - Effective performance reporting based on time, cost and quality;
 - Robust benefits management – identification, tracking and reporting including benefits tracking beyond project closure where benefits are realised longer term;
 - Authorisation of Major Projects (as detailed and delegated by the Board within the [Scheme of Delegations](#) Section 4.1) that will extend to areas such as, but not limited to, Information Communication Technology (ICT) and Assets;

- Associated risks and challenges are fully considered;
- Effectiveness of the Service’s communication and engagement with stakeholders on change initiatives;
- Ongoing Continuous Improvement in how SFRS delivers change, particularly lessons identified and learned.

4.2 These areas of responsibility give the Committee scope to continually monitor and review related matters as deemed necessary to the Committee’s overall purpose ([Section 1.2](#)), reporting to the SFRS Board.

4.3 All Committees must endeavour to avoid duplication of work of other Committees by focusing on specific delegated areas of responsibility. Overall co-ordination of work is overseen by the Integrated Governance Forum – [Section 8.2](#).

5. RIGHTS

5.1 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these Terms of Reference as detailed within [Section 4.1](#). This however is subject to ensuring that any decision made does not adversely impact on the Strategic Direction of the SFRS, which will continue to be subject to SFRS Board scrutiny and governance arrangement and must always be deferred back to the Board.

5.2 The Committee may:

- Scrutinise and authorise the delegated areas of responsibility referred to in [Section 4](#);
- Invite additional members for a limited period to provide specialist assistance. However, where there is associated expense, this must have prior approval from the Chair of the Board and Accountable Officer;

- Procure specialist advice at the expense of the organisation, subject to budgets agreed by the Chair of the Board in conjunction with the Accountable Officer;
- Approve previous Committee minutes at the next Committee meeting;
- Hold private workshop sessions, as required, for development purposes and to accommodate organisational input and support.

6. ACCESS

6.1 Members of the Strategic Leadership Team, as required, will have free and confidential access to the Chair of the Committee.

7. MEETINGS

7.1 The procedures for meetings of the Committee are:

- To meet formally and in public at least on a quarterly basis;
- To consider and agree, in line with the [Standing Orders](#), whether any item on the Agenda needs to be considered in private;
- For the Chair of the Committee, in consultation with Members, to request an additional meeting, if considered necessary;
- A minimum of 3 Committee members will be present for the meetings to be deemed quorate;
- In the absence of the Chair, the Deputy Chair will assume the responsibilities of the Chair. In both their absence and in agreement with the remaining three Committee members present, any one member is authorised to assume the role of Chair for the duration of the meeting.

8. RELATIONSHIP TO OTHER COMMITTEES

8.1 The Committee will have strategic relationships with these Committees:

- Service Delivery;
- People;
- Audit and Risk Assurance.

8.2 The Integrated Governance Forum will assist by reviewing and co-ordinating intended outcomes between Committees, to prevent duplication and ensure alignment of business, while capturing any common themes.

9. INFORMATION REQUIREMENTS

9.1 All relevant documentation for the Committee must be provided as per the schedule for their meetings.

APPENDIX 1 – COMMITTEE MEMBERSHIP

Members

- 5 Board members;
- Chair of Board (Ex-officio Member).

Others in attendance

- Deputy Chief Officer;
- Interim Deputy Chief Officer (Corporate Services);
- Head of Portfolio Office;
- Portfolio Office;
- Board Support;
- Other representation, as appropriate and by invite.

APPENDIX 2 – REPORTING ARRANGEMENTS

An overview that demonstrates the Governance of the direction and support in place, together with the lines of reporting and assurance.

