

**Working together  
for a safer Scotland**



**SCOTTISH  
FIRE AND RESCUE SERVICE**

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# **SCOTTISH FIRE AND RESCUE SERVICE BOARD**

## **CORPORATE GOVERNANCE**

### **TERMS OF REFERENCE FOR THE INTEGRATED GOVERNANCE FORUM**

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)	Richard Whetton, Head of Governance, Strategy and Performance
Authorised (name and date)	SFRS Board – 25 April 2024
Date for Next Review	March 2025

## VERSION HISTORY

Version	Change	Who	When
1.1	First version issued as ToR Integrated Governance Group	GM Rab Middlemiss	25/11/2016
2.0	Reviewed / amended	GM Alasdair Cameron	26/04/2018
3.0	Reviewed / amended; renamed Integrated Governance Committee	GM Alasdair Cameron	28/06/2018
4.0	Reviewed / amended	GM Alasdair Cameron	02/05/2019
5.0	Reviewed / amended; renamed Integrated Governance Forum	GC Alasdair Cameron	27/05/2020
6.0	Reviewed / amended	GC Alasdair Cameron	11/05/2021
7.0	Reviewed / amended	GC Alasdair Cameron	04/05/2022
8.0	<a href="#">1.2</a> – added “to consider emerging risks and the changing nature of current risks”; <a href="#">4.1</a> , 1st bullet point – amended “Take a forward” to “Take forward an outward looking approach”; <a href="#">4.3</a> – amended wording to include reference to Forum supporting other committees; minor spelling and grammatical amendments throughout.	GC Kevin Murphy	27/04/2023
9.0	<a href="#">Section 1.4</a> – add in “and promote a culture of equality, diversity and inclusion.” to standardise with all other ToRs; <a href="#">Section 4.1</a> – 1st bullet point – removed; Other minor spelling, grammatical and spacing amendments only.	GC Kevin Murphy	06/05/2024

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## **1. INTRODUCTION**

- 1.1 The Scottish Fire and Rescue Service (SFRS) has established a Forum of the Board, known as the Integrated Governance Forum (“the Forum”).
- 1.2 The overall purpose of the Forum is to provide Committee Chairs an opportunity to highlight any gaps and bring together key themes across the SFRS Committees, to consider emerging risks and the changing nature of current risks, in order to co-ordinate these in an effective way, while ensuring the SFRS Board are kept fully informed.
- 1.3 The Forum, as an outcome of this approach, will therefore provide further assurance to the SFRS Board that areas identified are being adequately captured and discussed thereby reducing duplication and with the intent of ensuring a joined-up approach to Corporate Governance.
- 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 Forum shall be established by the full SFRS Board and be composed of the Chair and Deputy Chair of the Board, together with the Chairs of all other Committees. The Chair of the Forum will be the Chair of the SFRS Board. The Forum will be supported by the Chief Officer and other members of SFRS staff, as appropriate to the agenda.
- 2.2 The Chair of each Committee, in their absence, can send their Deputy Chair to represent them.
- 2.3 The composition and effectiveness of the Forum 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 Forum will be held by the Board Support Team and circulated to the Board for information. The Forum may submit special reports to the Board as required.

### **4. RESPONSIBILITIES**

4.1 The Forum is intended to provide Board and Committee Chairs an opportunity to ensure key themes are discussed, thereby supporting an integrated approach across the Governance within SFRS. Specifically, it will:

- Discuss, consider and co-ordinate both specific and common themes and/or issues that have implications for the Board's Committees;
- Assist by identifying which Committee is best placed to monitor the specific SFRS action plans in response to any inspection/audit recommendations, together with scrutiny of any external reports, receiving updates accordingly;
- Consider Scottish Government Public Bodies updates and any implications for the SFRS.

4.2 The areas of responsibility give the Forum scope to continually monitor and review Integrated Governance related matters as deemed necessary.

4.3 The Forum will support all Committees in their endeavour to avoid duplication of work of other Committees, by ensuring focus on specific delegated areas of responsibility. Overall co-ordination of work will be overseen by the Forum to assist with this objective – [Section 8.2](#).

### **5. RIGHTS**

5.1 The Forum is not authorised by the Board to make decisions.

5.2 The Forum may:

- Scrutinise the delegated areas of responsibility referred to in [Section 4](#) above;
- 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 and Accountable Officer;
- Approve previous Forum minutes at the next Forum 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 Forum.

## 7. MEETINGS

7.1 The procedures for meetings of the Forum are:

- To meet formally and in private at least on a quarterly basis, meetings however can be convened at the decision of the Chair at any time as required;
- Conduct all business in line with the [Standing Orders](#);
- A minimum of 3 Forum 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 Forum members present, any one member is authorised to assume the role of Chair for the duration of the meeting.

## **8. RELATIONSHIP TO COMMITTEES**

8.1 The Integrated Governance Forum will have strategic relationships with all other Committees of the Board:

- Audit and Risk Assurance;
- Service Delivery;
- Change: Strategic Change and Major Projects;
- People;
- Remuneration, Appointments and Nominations (Sub-Committee).

8.2 The Forum will review and co-ordinate intended outcomes between Committees to prevent duplication and ensure alignment of business, while capturing any common themes across all Committees.

## **9. INFORMATION REQUIREMENTS**

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

## **APPENDIX 1 – FORUM MEMBERSHIP**

### **Members**

- Chair of the Board (Chair);
- Deputy Chair of the Board;
- Chair of Audit and Risk Assurance Committee;
- Chair of Service Delivery Committee;
- Chair of Change Committee: Strategic Change and Major Projects;
- Chair of People Committee;
- Chair of Remuneration, Appointments and Nominations Sub-Committee.

### **Others in attendance**

- Chief Officer or approved substitute;
- Head of Governance, Strategy and Performance;
- Board Support;
- Other representation, as appropriate and by invite.