



SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE STRATEGIC PLANNING AND CHANGE COMMITTEE

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VERSION HISTORY

Version	Change	Who	When
1.0	First version issued as Strategic Planning and Change Committee (previously called Change Committee – Strategic Change and Major Projects)	GC Chris Casey	20/05/2025

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1. INTRODUCTION

- 1.1 The Scottish Fire and Rescue Service (SFRS) Board have established a Committee of the Board, known as the Strategic Planning and Change Committee.

2. PURPOSE

- 2.1 The overall purpose of the Committee is to provide scrutiny and challenge of strategic / financial planning and change resource allocation and delivery.
- 2.2 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these Terms of Reference.
- 2.3 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.

3. MEMBERSHIP

- 3.1 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, 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.
- 3.2 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.
- 3.3 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](#).

4. REPORTING

- 4.1 Minutes of the public meetings of the Committee will be submitted to meetings of the Board. The Committee may submit special reports to the Board as required.
- 4.2 Minutes of the public meetings of the Committee will be published on the SFRS website.
- 4.3 The Chair of the Committee will provide a quarterly verbal report to the Board.
- 4.4 An Annual Statement of Assurance will be prepared by the Committee at the end of each fiscal year.

5. RESPONSIBILITIES

- 5.1 The primary responsibilities of the Committee are to provide:
- Scrutiny and oversight of strategic, change and financial planning of the organisation;
 - Strategic oversight of the Change Portfolio and budget provision (resource and capital) ensuring alignment with the Strategy and available delivery capacity and capability;
 - Detailed scrutiny and oversight of specific major change projects as directed by the Board;
 - Scrutiny and oversight of the Strategic Service Review Programme.

6. RIGHTS

- 6.1 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.

6.2 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 and 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.

7. ACCESS

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

8. MEETINGS

8.1 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.

9. RELATIONSHIP TO OTHER COMMITTEES

9.1 The Committee will have strategic relationships with Executive Boards and the following Committees:

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

9.2 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.

10. INFORMATION REQUIREMENTS

10.1 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;
- Deputy Chief Officer (Corporate Services);
- Director of Strategic Planning, Performance and Communications;
- Director of Finance and Contractual Services;
- Head of Governance, Strategy and Performance;
- Head of Portfolio Office;
- Portfolio Office;
- Board Support;
- Other representation, as appropriate and by invite.