



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE SERVICE TRANSFORMATION COMMITTEE

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| Author/Role | GM Roy Dunsire |
| Date of Risk Assessment (if applicable) | N/A |
| Date of Equality Impact Assessment | 23 May 2013 |
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| Authorised (name and date) | Pat Watters - May 2015 |
| Last reviewed (name and date) | GM Rab Middlemiss – 16 March 2017 |
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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 Service Transformation Committee. The overall purpose of the Service Transformation Committee will be to oversee and scrutinise the progress of change programmes and major projects across the service, and to provide assurance that the future direction (as set out and approved by the SFRS Board) of the Service is being delivered.
- 1.2 The Service Transformation Committee has no executive powers as recommendations and outcomes are subject to SFRS Board scrutiny and governance arrangements, though the Service Transformation Committee has a limited decision making role in relation to the approval of closure of projects and authorisation of the scope of individual projects as detailed in Section 4.1.

2. MEMBERSHIP

- 2.1 The Service Transformation Committee will comprise of 5 Board Members appointed by the Board, one of whom will be appointed as the Chair and the Board Chair as an ex-officio member of the Committee.
- 2.2 The Committee will also be supported by the Director of Strategic Planning, Performance and Communications and other officials of the SFRS staff as appropriate to the agenda. Trade Union representatives will be invited to attend and contribute to meetings.
- 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 Service Transformation Committee will be submitted for consideration to meetings of the Board.
- 3.2 Special reports from the Service Transformation Committee may be presented to the Board as required. Such reports should contain recommendations (with an equality impact and cost assessment where necessary) for the Board to consider.

4. RESPONSIBILITIES

- 4.1 The responsibilities of the Service Transformation Committee will be:
- To agree the performance reporting arrangements that will be needed to gain assurance on delivery of the Service Transformation Plan and the whole Service Transformation Programme to the Board.
 - To guide the design and development of the Service's Transformation Plan and the associated Benefits Realisation Plan. This will include:
 - reviewing the scope of individual projects within the Service's Transformation Plan prior to their initiation.
 - To oversee the delivery of the Service Transformation Programme in line with the SFRS vision and stated intended benefits, specifically:
 - To monitor progress against the Service Transformation Plan and Benefits Realisation Plan.
 - To seek assurance that the work of the individual Service Transformation Projects are fully integrated with the Strategic Plan and other key business strategies and annual plans (e.g. Human Resources & Organisational Development Strategy, Procurement Strategy, Prevention and Protection Strategy, Response & Resilience Strategy, ICT Strategy and Local Plans).

- To monitor the impact of the Service Transformation Projects on the Service as a whole, including the rate and scale of adoption.
 - To seek assurance that the interdependencies of individual Service Transformation Projects are monitored and plans for implementation are aligned.
 - To receive, advise and escalate risk and issues, as appropriate, to the SFRS Board (See Appendix 2).
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- To monitor and authorise proposed changes to the scope of individual elements of the Service Transformation Programme.
 - To review project closure reports, and authorise project closure reports for individual projects.
 - To provide assurance to the Board on progress against the Service Transformation Plan.
 - To ensure continued measurement and tracking of benefits realisation of individual service transformation projects after their closure, where benefits are known to be realised over a longer period of time.
 - To review and scrutinise the equality implications of any projects at design, reporting and closure stages.
 - To review, monitor and scrutinise the effectiveness of the Service's engagement and communication with stakeholders on transformation issues and its service transformation initiatives.

5. RIGHTS

5.1 The Service Transformation Committee may:

- Invite other additional members for a period to provide specialist skills, knowledge and experience.
- Seek information from the Strategic Leadership Team.
- Procure specialist advice at the expense of the organisation, subject to budgets agreed by the Board in conjunction with the Accountable Officer.
- Approve own minutes at the next Committee meeting.

- On occasion hold workshop sessions as required.

6. MEETINGS

6.1 The procedures for meetings of the Service Transformation Committee are:

- The full Service Transformation Committee will meet formally and in public at least on a quarterly basis.
- The Chair of the Service Transformation Committee, in consultation with Members, may request an additional meeting if he/she considers it necessary.
- The Committee will also meet informally in workshop sessions as required for development purposes and to accommodate organisational input and support.
- A minimum of 3 Committee members will be present for the meetings to be deemed quorate.
- In the absence of the Chair, and with the approval of members in attendance, one of the other Committee Members will assume the role for the duration of the meeting.
- The Service Transformation Committee may ask for any other officials of the organisation to attend to assist it with its discussions on any particular matter.
- The Service Transformation Committee meetings will be held in public unless there are matters that the Committee deems appropriate or necessary to consider in private.

7. RELATIONSHIP TO OTHER COMMITTEES

7.1 The Service Transformation Committee will have strategic relationships with all three of the other committees:

- Service Delivery
- Staff Governance
- Audit & Risk Assurance

7.2 The Integrated Governance Group will review and co-ordinate intended outcomes between Committees to prevent duplication and ensure alignment of business.

7.3 Risk Management/reporting will be a standing item on all agendas for the lifetime of the Programme, and Programme risk will be escalated, by exception, to the Audit and Risk Assurance Committee as outlined in Appendix 2.

8. INFORMATION REQUIREMENTS

8.1 All relevant programme documentation including Service Transformation Plan, Benefits Realisation Plan, Projects Dashboard, Programme Delivery Report, Project Closure Report, Programme Risk Register, new project dossiers and Programme Communications Plan should be provided at each meeting of the Service Transformation Committee.

APPENDIX 1

COMMITTEE MEMBERSHIP

Members

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

Others in attendance

- Director of Strategic Planning, Performance and Communications (Strategic Leadership Team lead).
- Programme Manager.
- Other representation as appropriate and by invite.

APPENDIX 2

MANAGEMENT OF RISK AND ISSUES

Programme and project issues deemed to be significant will be reviewed by the Service Transformation Committee and may, by exception, be escalated to the Board. Such issues should be simultaneously escalated to the Audit and Risk Assurance Committee, for articulation on the Corporate Risk Register. Programme risks will be inserted on the Corporate Risk Register for review by the Audit and Risk Assurance Committee. The Audit and Risk Assurance Committee will escalate risks as appropriate to the Board for consideration. Diagram 1 illustrates the process that will be followed by the Service Transformation Committee in relation to the reviewing of risks and issues.

Diagram 1

