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**SCOTTISH  
FIRE AND RESCUE SERVICE**  
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# **SCOTTISH FIRE AND RESCUE SERVICE BOARD**

## **CORPORATE GOVERNANCE**

### **TERMS OF REFERENCE FOR THE TRANSFORMATION AND MAJOR PROJECTS COMMITTEE**

Original Author/Role	GM Rab Middlemiss
Date of Risk Assessment (if applicable)	N/A
Date of Equality Impact Assessment	March 2020
Date of Impact Assessment (commenced)	December 2019
Date of Impact Assessment (concluded)	March 2020
Quality Control (name and date)	Fiona Thorburn, Board Member – February 2020
Authorised (name and date)	Kirsty Darwent, Chair of Board – March 2020
Last reviewed/amended (name and date)	GC Alasdair Cameron – July 2020
Date for Next Review	March 2021



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## CORPORATE GOVERNANCE

### TERMS OF REFERENCE FOR THE TRANSFORMATION AND MAJOR PROJECTS COMMITTEE

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## 1. PURPOSE

- 1.1 The Scottish Fire and Rescue Service (SFRS) Board have established a Committee of the Board, known as the Transformation and Major Projects Committee (“the Committee”).
- 1.2 The overall purpose of the Committee will be to scrutinise, challenge and ensure the progress of change and any underpinning plans, programmes and major projects across the Service, providing assurance that the future strategic direction (as set out and approved by the SFRS Board) of the Service is being delivered.
- 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’](#), which were developed as a result of what all our staff said they value most about working within SFRS. We all have a responsibility to ensure we continually promote them in everything we do.

## 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, Director of Service Development and the Portfolio Manager, 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 Reporting arrangements are shown within [Appendix 3](#).

### 4. RESPONSIBILITIES

- 4.1 The primary responsibility of the Committee is to effectively scrutinise, challenge and ensure continuous improvement in relation to:
- The design, development and delivery stages of change strategies, programmes and major projects (including equality implications) being introduced into the Service, both authorising (as delegated by the Board within the [Scheme of Delegations](#), Section 3) and ensuring alignment with the SFRS's [Strategic Plan](#) and Futures Vision, as agreed by the SFRS Board;
  - The underpinning plans to deliver against this change including associated benefits tracking;
  - Performance reporting associated with individual projects falling within the scope of any change strategies and monitoring that they remain within budget. Ensuring continued scrutiny after their closure is confirmed with the relevant Committee of the Board. In particular, where benefits are known to be realised over a longer period of time;
  - Associated risks and challenges, escalating as appropriate, to the Audit and Risk Committee and SFRS Board – [Appendix 2 \(Specific to Portfolio, Programmes and Projects\)](#);
  - Effectiveness of the Service's communication and engagement with stakeholders on change initiatives.

- 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, 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](#) 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 in conjunction with the Accountable Officer;
  - Approve their 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](#);
- [Staff Governance](#);
- [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.
- 8.3 Risk Management reporting will be a standing item on all agendas and will be escalated, by exception, to the Audit and Risk Assurance Committee.

## **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).

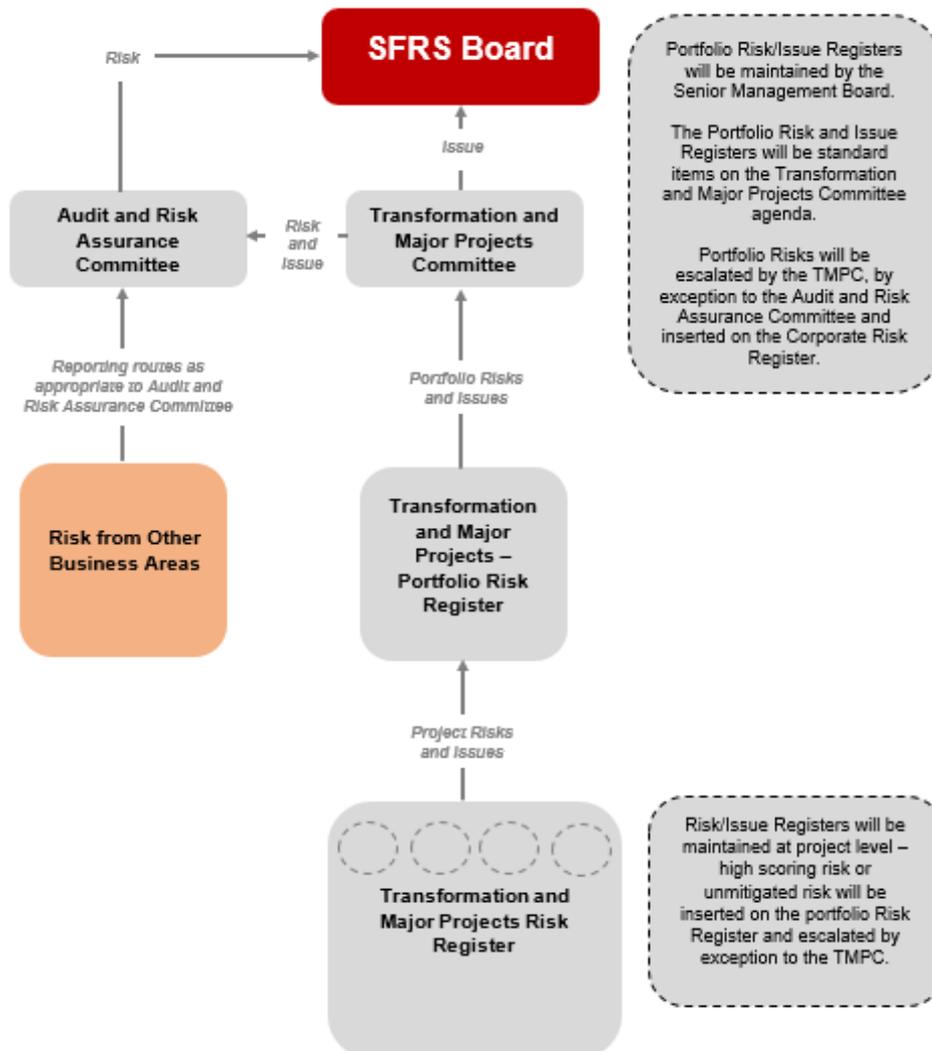
### **Others in attendance**

- Deputy Chief Officer;
- Director of Service Development;
- Portfolio Manager;
- Board Support;
- Other representation, as appropriate and by invite.

**APPENDIX 2 – SPECIFIC MANAGEMENT OF PORTFOLIO / PROGRAMME / PROJECT RISKS AND ISSUES**

Portfolio and project issues deemed to be significant will be reviewed by the Transformation and Major Projects 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. Escalated portfolio 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 Transformation and Major Projects Committee in relation to the reviewing of portfolio, programme and project risks and issues:

**Diagram 1**



### APPENDIX 3 – REPORTING ARRANGEMENTS

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

