

**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

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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 Board and Committee Chairs an opportunity to bring together key themes across the SFRS Committees.
- 1.3 The Forum will therefore assist in providing assurance to the SFRS Board that areas identified are being adequately captured and discussed, reducing duplication and 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’](#), developed as a result of staff views on what 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 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 ensuring an integrated approach across the Governance within SFRS. Specifically, it will:

- Discuss, consider and co-ordinate both specific and common themes and/or issues relating to Governance that have implications for the Board's Committees;
- Take a forward and outward looking approach towards good Governance and best practice, making any recommendations to the Board;
- Review actions taken by the organisation on recommendations made by the Committees or the SFRS Board on all Governance matters, together with any recommendations made, for example, by Audit Scotland or Her Majesty's Fire Service Inspectorate (HMFSI);
- Assist thereby identifying which Committee is best placed to monitor the specific SFRS action plans in response to any inspections/audits recommendations, together with scrutiny of any external reports;
- Consider Scottish Government Public Body updates and any implications for the SFRS;
- Consider the SFRS compliance with relevant and any new legislation and performance against national standards regarding Governance.

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

- 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 will be overseen by the Integrated Governance 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 six-monthly 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](#);
- [Transformation and Major Projects](#);
- [Staff Governance](#); and
- [Remuneration, Appointments and Nominations \(Sub-Committee\)](#).

8.2 The Integrated Governance 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 Board (Chair);
- Deputy Chair of Board;
- Chair of Audit and Risk Assurance Committee;
- Chair of Service Delivery Committee;
- Chair of Transformation and Major Projects Committee;
- Chair of Staff Governance Committee;
- Chair of Remuneration, Appointments and Nominations Sub-Committee.

Others in attendance

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