

# Public Service Delivery Scotland

## Service & Digital Transformation Committee Terms of Reference

### 1. Purpose

- 1.1. The Service & Digital Transformation Committee, referred to hereafter as “the Committee”, provides strategic oversight and system-level assurance on PSD Scotland’s digital, data and service transformation work. It ensures the organisation has the capability, capacity and operating model to deliver internal and national transformation aligned to PSD Scotland’s strategy and Scottish Government priorities.
- 1.2. The Committee shall operate within the Corporate Governance Framework<sup>1</sup> approved by the Board and in accordance with the principles outlined in the [Blueprint for Good Governance](#).

### 2. Membership and Attendance

- 2.1. At least five members will be appointed to the Committee by the Board. The Chair of the Committee will be nominated by the Chair of the Board and thereafter confirmed by the Board. The Committee may nominate a Vice Chair from among the membership to deputise for the Chair of the Committee as required. The Committee’s current composition is as follows:
  - **Chair:** P. Buchanan.
  - **Vice Chair:** G. Valiotis.
  - **Members:** J. Ford; G. Greenhill; A.G Logan; K. Redpath.
- 2.2. In accordance with paragraph 9.9 of the Standing Orders, the Board may appoint co-opted members to the Committee. Co-opted members shall contribute to the business of the Committee but will not have the right to vote. The Committee does not currently have co-opted members.
- 2.3. The Committee will routinely invite the Chief Executive and members of the Transitional Leadership Group to meetings. The Director of Planning, Performance and Transformation and the Director of Primary & Community Care / Strategy, Performance & Service Transformation along with the Director of the Technology Service and the Director of Digital and Security will be Executive Lead(s) for the Committee. Other officers may be invited to attend meetings as required.

### 3. Meetings and Quorum

- 3.1. The Committee shall meet at least four times per year. Meetings and business will be conducted in accordance with the Standing Orders, as approved by the Board.
- 3.2. The quorum for a meeting of the Committee shall be no less than one-third of the members, as outlined in paragraph 2.1, who are entitled to vote and, in any event, not less than three members.

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<sup>1</sup> The Corporate Governance Framework includes the Standing Orders, Scheme of Delegation, Standing Financial Instructions, Board Assurance Framework, Code of Conduct and Committee Terms of Reference.

- 3.3. Meetings will not be held in public and the Committee may sit in private without any non-members present for all or part of a meeting if they so decide.

#### **4. Reporting**

- 4.1. The Chair of the Committee will provide a report to the Board after each meeting. A copy of the minutes may form the basis of this report. The minutes will reflect when the Committee has met in private.
- 4.2. The Committee shall develop a schedule of business each year to determine the information that it requires at meetings. An annual report shall also be prepared for the Board to provide assurance that the Committee continues to discharge its remit effectively.

#### **5. Remit**

The Committee shall:

##### Strategic Planning, Oversight and Engagement

- 5.1. Provide oversight of the organisation's national digital and service transformation capability, ensuring alignment with PSD Scotland's strategy, Scottish Government priorities and wider public service reform. This includes, but is not limited to, the [Population Health Framework](#), the [Health & Social Care Service Renewal Framework](#) and the [Public Service Reform Strategy](#).
- 5.2. Maintain awareness of local, regional and national policy developments to ensure that PSD Scotland's transformation activity reflects current priorities on prevention, system renewal and integrated public services.
- 5.3. Oversee PSD Scotland's strategic planning and horizon scanning to ensure organisational development supports its national enabling role.
- 5.4. Ensure PSD Scotland has effective, coherent and forward-looking strategic plans for engagement and communication with Scottish Government, NHS boards, sub-national planning and delivery structures, Integration Joint Boards, COSLA and wider public and third sector organisations and bodies.

##### System-Level Assurance

- 5.5. Provide assurance to the Board that PSD Scotland's contribution to whole-system transformation across health, social care and public services continues to be effective.
- 5.6. Scrutinise progress, risks and interdependencies associated with major transformation programmes and commissions undertaken by PSD Scotland or in partnership with other organisations.
- 5.7. Seek assurance that PSD Scotland's transformation approach supports coherent, interoperable and person-centred digital and service models across Scotland's health, social care and wider public sector.
- 5.8. Scrutinise and seek assurance on the progress and implementation of national technology developments, systems, data, AI and Cyber Security.

### Internal Organisational Change and Transformation

- 5.9. Oversee PSD Scotland's internal transformation programmes, corporate development and organisational improvement activity, ensuring these support the organisation's future operating model and national remit.
- 5.10. Seek assurance that PSD Scotland has the organisational capacity, leadership, culture and digital maturity required to deliver transformation across Scotland's public services system.
- 5.11. Oversee the unification and development of digital systems, corporate functions and planning processes from PSD Scotland's predecessor organisations.

### Other Responsibilities

- 5.12. Oversee governance arrangements for Board-delegated strategic risks by reviewing risk identification, assessment and mitigation in line with the Board's risk appetite and agreeing escalation where required.
- 5.13. Oversee governance arrangements for Board-delegated performance measures and report progress to the Board.
- 5.14. Address any additional matters assigned to the Committee by the Board or other Standing Committees. Activity arising from internal audit reports may be delegated by the Audit and Risk Committee.

## **6. Review and Approval**

- 6.1. The Committee shall review these Terms of Reference at least annually. Any amendments shall be submitted to the Board for consideration and approval before they take effect.
- 6.2. The Board approved the Committee's Terms of Reference (Version 1.0) on 2 April 2026.