Terms of Reference	
Project	Crofting Commission - CIS steering group
Version	1.1

1. Background and Purpose

The Crofting Commission (CC) have had an external audit conducted by Azets on the development and governance of the Crofting Information System (CIS). This audit has highlighted concerns over the controls and practices in place around development and governance, and a list of recommendations was produced accordingly.

The CC Board of Commissioners met in a special meeting on the 20th of May 2021 to review the proposals and decide next steps. The outcome of this was the formation of a dedicated short term steering group to consider more fully the suggestions and form an action plan to address the audit report findings.

This group is to be comprised of two Board members, the CC CEO, and the CC Head of Digital and Head of Operations.

2. Role

The role of the group is to review the Azets audit findings and recommendations, and to develop an action plan to address the issues identified around ongoing development and governance.

3. Remit

The remit of the improvement group is to:

- Review the Azets recommendations in relation to CIS development and Governance
- Consider the alternative methods for future CIS development identified within the report
- To form an action plan to take forward the audit findings
- To report back to the wider Board of Commissioners on the plan and actions agreed

4. Membership

The steering group will consist of two Board members to represent the Board as a whole, with one nominated as chair of the steering group. The steering group will also consist of the Commission CEO as Accountable Officer, and the Head of Digital and the Head of Operations.

This will look as follows:

James Scott, Commissioner, Group Chair
Andy Holt, Commissioner
Bill Barron, CEO
Aaron Ramsay, Head of Digital and Improvement
Mary Ross, Head of Operations

General staff
The group will not be open to wider staff involvement directly, however members of the steering group will consult with external members as deemed appropriate.

5. Communication and Relationships

The action plan will be developed in cooperation between the steering group members and based on the audit findings and any additional information gathered by the steering group, by any means.

The CC will coordinate local improvement activity based around the agreed action plan, utilizing a range of communication methods to keep additional Board members and all staff informed, including:

- Sharing minutes and outputs of meetings to Board members
- Regular reports to SMT
- Feedback to all staff via appropriate channels

The steering group will meet at agreed intervals until such time as an action plan is formed and signed off by the Board. After this point the steering group shall disband.

6. Roles and Responsibilities

The role of the chair (James Scott) is to oversee and lead the steering group to its objective of forming an action plan to address audit recommendations, delegating responsibility for delivery and implementation of the plans to a named individual or individuals within the steering group or wider Commission. The chair will then update the wider Board of Commissioners of outcomes.

The secondary Board members role is to support the chair and feed into the action plan to be formed.

The CEO will be responsible for coordinating the action plan outcomes within the CC, and for communication to all staff around the progress and steps being made. The CEO will also handle any future follow up from Azets, delegating as deemed appropriate.

The role of CC members is to provide support and information to the Board members as required. This may include offering suggestions or feedback from colleagues around the forming action plan, including potential risks or factors to be considered. A nominated member of the CC team will act as secretariate to arrange meetings, take minutes and circulate outcomes to other members of the steering group.

Members of the working group are asked to:

- Be the voice of the people within their area of the business
- Bring forward ideas and opportunities to support the action plan and the goals set within it
- Consider the discussions of the steering group to be in confidence so that open and frank conversations can be had to form the best plan of outcomes possible