

**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 STAFF GOVERNANCE COMMITTEE

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1. INTRODUCTION

- 1.1 The Scottish Fire and Rescue Service (SFRS) have established a Committee of the Board, known as the Staff Governance Committee (“the Committee”).
- 1.2 The overall purpose of the Committee is to oversee and scrutinise, while providing strategic advice and direction on matters affecting employees, ensuring that staffing and remuneration arrangements are affordable and support the strategic aims of the SFRS.
- 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’](#), 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 Committee will comprise five Board members, including a Chair and Deputy Chair. The Committee will be supported by the Director of People and Organisational Development, Director of Training, Safety and (Operational) Assurance, Service Delivery Representative and other members of SFRS staff, as appropriate to the agenda.
- 2.2 The Committee may invite representatives of related partner organisations, as appropriate, to Committee meetings to assist with the work of the Committee.
- 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.

4. RESPONSIBILITIES

- 4.1 The primary responsibilities of the Committee are to effectively scrutinise, challenge and ensure continuous improvement in relation to:
- Strategic matters relating to the employment of SFRS staff on behalf of the Board and the Accountable Officer;
 - People and Organisational Development, Training, Health and Safety policies and provide strategic guidance on the approaches being taken;
 - SFRS's commitment to the overall equalities agenda and organisational values;
 - Performance of SFRS against the [Strategic Plan](#) objective, towards complying with relevant statutory obligations as an employer, including its Public Sector Equality Duty;
 - Strategic Leadership Team's (SLT) performance, specifically in relation to staff governance, workforce plans, health, safety & wellbeing, learning & development;
 - Adequacy of management response to risks identified through the strategic risk register pertinent to the business of the Committee.
- 4.2 Undertake any other staffing related review or activity, as requested by the Board;
- 4.3 Nominate up to 2 representatives to attend as members and report back on the Employee Partnership Forum;

- 4.4 In addition, the Staff Governance Committee will form a Sub-Committee, known as the [Remuneration, Appointments and Negotiations Sub-Committee](#), which has its own Terms of Reference.
- 4.5 The areas of responsibility give the Committee scope to continually monitor and review Staff Governance related matters, as deemed necessary.
- 4.6 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 arrangements.
- 5.2 The Committee 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 Committee minutes at the next Committee meeting;

- Hold private workshop sessions, as required, for development purposes and to accommodate organisational input and support;
- Seek guidance and, where appropriate, refer matters to the Partnership Advisory Group.

5.3 The Committee is authorised by the Board and the Accountable Officer to provide strategic guidance and, where necessary, advise the Board on matters relating to the employment of staff.

6. ACCESS

6.1 Members of the SLT, as required, will have free and confidential access to the Chair of the Committee.

7. MEETINGS

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](#);
- [Transformation and Major Projects](#);
- [Audit and Risk Assurance](#).

8.2 The Integrated Governance Forum will assist reviewing and co-ordinating 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 Committee must be provided as per the schedule for their meetings – see also [Appendix 2](#).

APPENDIX 1 – COMMITTEE MEMBERSHIP

Members

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

Others in attendance

- Director of People and Organisational Development;
- Director of Training, Safety and (Operational) Assurance;
- Service Delivery Representative (Deputy Assistant Chief Officer to rotate Areas each meeting);
- Board Support;
- Other representation, as appropriate and by invite.

APPENDIX 2 – LIST OF INFORMATION REQUIREMENTS

As and when appropriate, the Staff Governance Committee be provided with:

- Information and proposals pertaining to SFRS pay and reward arrangements;
- Proposals for key strategies and policy frameworks (i.e. agree principles of);
- A summary of employment tribunal cases/claims;
- Results of employee surveys;
- Workforce profiles (equalities indices);
- Workforce planning reports;
- Quarterly Performance Report.