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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 PEOPLE COMMITTEE**

Original Author/Role	Diane Vincent – Director of POD
Date of Risk Assessment (if applicable)	N/A
Date of Data Protection Impact Assessment (if applicable)	N/A
Date of Equality Impact Assessment	April 2024
Quality Control (name)	Mhairi Wylie, Board Member
Authorised (name and date)	SFRS Board – 25 April 2024
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## VERSION HISTORY

Version	Change	Who	When
1.0	First version issued as ToR Staff Governance Committee	Diane Vincent, Director of POD	28/05/2015
2.0	Reviewed / amended	Diane Vincent	23/06/2015
3.0	Reviewed / amended	WM Craig Wallace	16/06/2016
4.1	Reviewed / amended	GM Rab Middlemiss	25/11/2016
5.0	Reviewed / amended	GM Alasdair Cameron	26/04/2018
6.0	Reviewed / amended	GM Alasdair Cameron	02/05/2019
7.0	Reviewed / amended	GC Alasdair Cameron	27/05/2020
8.0	Reviewed / amended; Renamed People Committee	GC Alasdair Cameron	11/05/2021
9.0	Reviewed / amended	GC Alasdair Cameron	04/05/2022
10.0	<a href="#">1.2</a> , <a href="#">4.1</a> updated; <a href="#">3.2</a> , <a href="#">3.3</a> , <a href="#">3.4</a> added; minor spelling / grammar amendments.	GC Kevin Murphy	27/04/2023
11.0	<a href="#">Section 1.4</a> – added “and promote a culture of equality, diversity and inclusion.” to standardise with all other ToRs. <a href="#">Section 2.1</a> – addition of Interim Deputy Chief Officer (Corporate Services); role titles changed to Directors of People and Operational Delivery. <a href="#">Section 4.1</a> – 2nd bullet point – change of directorate title; 4th bullet point added. <a href="#">Appendix 1</a> – Interim Deputy Chief Officer (Corporate Services) added, role titles changed to Directors of People and Operational Delivery. Minor spelling / grammar amendments.	GC Kevin Murphy	06/05/2024

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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 People 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, and seek assurances that staffing and remuneration arrangements are affordable, provide Best Value 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 (ToR).
- 1.4 Along with all staff, the Board and its Committees have a key part to play embedding and living ‘[Our Values](#)’ – Safety, Teamwork, Respect and Innovation and promote a culture of equality, diversity and inclusion.

## **2 MEMBERSHIP**

- 2.1 The Committee will comprise five Board members including a Chair and Deputy Chair. The Committee will be supported by the Interim Deputy Chief Officer (Corporate Services), Director of People, Director of Training, Safety and Assurance, Director of Operational Delivery 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.
- 3.2 Minutes of the meetings of the Committee will be published on the SFRS website.
- 3.3 The Chair of the Committee will provide a quarterly verbal report to the SFRS Board.
- 3.4 An Annual Statement of Assurance will be prepared by the Committee at the end of each fiscal year.

### **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, including but not limited to costs;
  - People and Training, Safety and Assurance policies and provide strategic guidance on the approaches being taken;
  - SFRS's commitment to the overall diversity, equalities and human rights agenda and organisational values;
  - workforce engagement outcomes and organisational culture;
  - Performance of SFRS against the Strategic Plan outcomes, towards complying with relevant statutory obligations as an employer, including its [Public Sector Equality Duty](#);
  - Performance of SFRS, specifically in relation to people, workforce plans, health, safety & wellbeing, operational training, learning & development, organisational 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 People Committee will form a Sub-Committee, known as the Remuneration, Appointments and Nominations Sub-Committee, which has its own Terms of Reference (ToR).
  - 4.5 These areas of responsibility give the Committee scope to continually monitor and review People 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 ToR 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 business of the committee, including employment of staff.

## 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 the following Committees:

- Service Delivery;
- Change: Strategic Change and Major Projects;
- 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 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**

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

### **Others in attendance**

- Interim Deputy Chief Officer (Corporate Services)
- Director of People;
- Director of Training, Safety and Assurance;
- Director of Operational Delivery
- Board Support;
- Other representation, as appropriate and by invite.

## **APPENDIX 2 – LIST OF INFORMATION REQUIREMENTS**

**As and when appropriate, the People Committee will 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.