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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 REMUNERATION, APPOINTMENTS AND NOMINATIONS SUB-COMMITTEE

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8.0	Section 2.1 – changed reference to four members to five, added in “members of SFRS”; Section 4.1 – 4th bullet point, replaced members of “Senior Management Team” with “Heads of Function”; minor spelling and grammatical amendments throughout document.	GC Kevin Murphy	27/04/2023

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1. INTRODUCTION

- 1.1 The Scottish Fire and Rescue Service (SFRS) Board have established a Sub-Committee of the People Committee, known as the Remuneration, Appointments and Nominations Sub-Committee (“the Sub-Committee”).
- 1.2 The overall purpose of the Sub-Committee is to offer guidance, support and recommendations to the Board and Chief Officer, in relation to matters of remuneration, appointments, nominations and negotiations, reporting through the Chair of the People Committee.
- 1.3 As necessary, and within the agreed parameters set by the Board, the Sub-Committee will engage in matters of negotiation in respect of SFRS terms and conditions.
- 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.

2. MEMBERSHIP

- 2.1 The Sub-Committee will comprise five members, two of which must be members of the People Committee appointed by the Board, with any one of the five members appointed as Chair and Deputy Chair. The Sub-Committee will be supported by the Chief Officer and Director of People and Organisational Development, and other members of SFRS staff, as appropriate to the agenda.
- 2.2 The composition and effectiveness of the Sub-Committee will be reviewed annually by the Board. A full list of the membership is detailed in [Appendix 1](#).

3. REPORTING

3.1 The Sub-Committee will formally report to the People Committee after each meeting. The key items of business of the Sub-Committee will subsequently be reflected within the minutes of the People Committee. Relevant decisions where appropriate will be reported at a Private meeting of the People Committee or Board. By the nature of its business, the Sub-Committee will, from time to time, receive and consider confidential information about SFRS personnel. The Sub-Committee is authorised to report fully on its activities to the extent that it can, whilst maintaining absolute care not to breach confidentiality or data protection legislation.

4. RESPONSIBILITIES

Remuneration Role

4.1 The primary responsibilities of the Sub-Committee in respect of remuneration are to:

- Ensure that remuneration arrangements support the strategic aims of the SFRS;
- Make recommendations with regard to the SFRS pay and reward framework and remuneration processes;
- In collaboration with the Chair of the Board, exercise oversight of the objectives set for the Chief Officer and review the arrangements for their performance appraisal, as well as reviewing the evidence based performance appraisals of the Strategic Leadership Team (SLT), by countersigning;
- In collaboration with the Chair of the Board, make recommendations to the Board regarding remuneration policy, in respect of the SLT and Heads of Function roles, and keep these under review;

- Ensure that remuneration arrangements enable the recruitment, motivation and retention of employees, while complying with Scottish Government regulatory and governance requirements;
- Select, appoint and determine terms of reference for independent consultants to advise on remuneration policy and levels of remuneration;
- Work with the Audit and Risk Assurance Committee to ensure that risk and risk appetite are properly considered in recommending the remuneration policy;
- Ensure the adequacy of management response to risks identified through the strategic risk register pertinent to the business of the Sub-Committee.

Appointments and Nominations Role

4.2 The primary responsibilities of the Sub-Committee in respect of appointments and nominations are to:

- Advise the Board on the appointment process for the Chief Officer;
- Support the independence of the appointment process and succession planning arrangements for members of the SLT and Heads of Function (HoF);
- Support the Chair of the Board and Public Appointments process in relation to succession planning for Board appointments;
- Consider nominations for honours and awards for SFRS staff.

Negotiation Role

4.3 The primary responsibilities of the Sub-Committee in respect of negotiations are to:

- Take account of national negotiations and collective bargaining machinery for SFRS staff;
- With the agreement of the Board, the Sub-Committee may, at times, delegate formal negotiations with representative bodies on changes to

employee terms and conditions, to be undertaken at Executive level, whilst still maintaining an oversight role. This will be reported by the Chair of the Sub-Committee through the Chair of the People Committee at Private Committee and Board meetings;

- Ensure the following default positions for when negotiations are referred back to the Sub-Committee are considered appropriately and the necessary action taken:
 - Novel;
 - Contentious;
 - Reputational or Political;
 - Precedence;
 - Significant Cost.

5. RIGHTS

5.1 The Sub-Committee will report through the Chair of the People Committee.

5.2 The Sub-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 Sub-Committee minutes at the next Sub-Committee meeting;
- Hold private workshop sessions, as required, for development purposes and to accommodate organisational input and support.

6. ACCESS

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

7. MEETINGS

7.1 The procedures for meetings of the Sub-Committee are:

- To meet formally and in private at least on a quarterly basis;
- Sub-Committee meetings will be held in Private;
- For the Chair of the Sub-Committee, in consultation with members, to request an additional meeting if considered necessary;
- A minimum of 2 Sub-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 Sub-Committee members present, any one member is authorised to assume the role of Chair for the duration of the meeting.

8. INFORMATION REQUIREMENTS

8.1 All relevant documentation for the Committee must be provided as per the schedule for their meetings.

APPENDIX 1 – SUB-COMMITTEE MEMBERSHIP

Members

- 5 Board members, including the Chair of the Board.

Others in attendance

- Chief Officer or approved substitute;
- Director of People and Organisational Development or approved substitute;
- Board Support;
- Other representation, as appropriate and by invite.