

# Revenue Scotland

## Staffing and Equalities Committee

### Terms of Reference

## Staffing & Equalities Committee

### 1 ROLE

1.1 Revenue Scotland aims to be an employer of choice, maintaining the highest possible standards in the engagement and management of employees and offering internal opportunities, including the development of skills and opportunities which will assist employees' career planning and career development beyond the organisation.

1.2 The Staffing & Equalities Committee of Revenue Scotland is a standing committee of the Board. The role of the Committee is to advise the Board and assist the Chief Executive on matters of staff structure, performance management and other systems and processes relating to staff management and welfare, attraction, retention and development, contributing to the Board's corporate role and responsibilities.

1.3 The Staffing and Equalities Committee will liaise with the Scottish Government and other government departments to ensure accordance to staffing policies and best practice. In addition the committee will advise in relation to Revenue Scotland's Equalities duties, including but not restricted to employees.

### 2 MEMBERSHIP

2.1 The Board will appoint the Committee which will comprise two non-executive Board members and may include up to one other co-opted member. Any co-opted member will not be remunerated but may be paid expenses at the same rate as Board members.

2.1 The members of the Staffing and Equalities Committee, all non-executive Directors of Revenue Scotland, are:

- Jane Ryder OBE; and
- John Whiting CBE.

2.2 The Staffing and Equalities Committee will be chaired by Jane Ryder.

2.3 Nominations for a co-opted member of the Committee would be subject to approval of the Revenue Scotland Board.

2.4 A quorum for any meeting will be two members. By exception and with agreement of the Chair, members can attend by telephone conference.

2.5 The Staffing and Equalities Committee will be attended by the Chief Executive and the Head of Organisational Development or the Head of Strategy and Corporate Functions and such other staff as required.

2.6 The Staffing & Equalities Committee will be provided with a secretariat function by members of staff of Revenue Scotland appointed by the Chief Executive to act in this capacity.

### 3 TERMS OF REFERENCE

3.1 The primary objective of the Committee is to constructively challenge and support the Chief Executive and provide assurance to the Revenue Scotland Board on development and implementation of a People Strategy for Revenue Scotland and the maintenance of an effective framework and systems for the remuneration, performance, evaluation and welfare of staff.

3.2 The committee will [have a particular focus] on the Revenue Scotland People Strategy, its development and implementation. As part of this, the committee will scrutinise Revenue Scotland's overall approach and systems with the objective of ensuring these meet best practice :

- in the building of capability and capacity to meet organisational needs;
- for the attraction, retention and development of staff;
- in addressing health and safety, and other issues relating to the general welfare and wellbeing of staff; and
- in addressing the organisation's duties and aspirations in relation to equality and diversity.

3.3 scrutiny will take account of the People Strategy and include:

- reviewing the effectiveness of the performance management framework for all staff;
- reviewing the effectiveness and impact of individual and corporate learning and development programmes;
- maintaining awareness and advising the Board on any major proposals for changes in staff pay, pensions and benefits; and
- ensuring that RS has due regard to succession planning.

3.4 In addition, the committee will:

- report to the Board any issues which may have emerged since the previous meeting.
- alert the Board to issues that pose a material risk to the delivery of the organisations aims, strategic objectives and major programmes; and
- undertake any other specific tasks at the request of the Board or Chief Executive.

### 4 SECRETARIAT SERVICES

4.1 Secretariat will arrange Staffing and Equalities Committee meetings one year in advance.

4.2 Not less than seven calendar days prior to the date of a Committee meeting the following documents will be issued electronically by the Secretariat to each Committee member:

- a notice convening the meeting (detailing date, time and location);
- an agenda detailing the business to be transacted (with each item clearly indicating whether the matter is for decision or for scrutiny); and
- reports and other documents referred to in, or to be read with, the agenda (specifying whether documents are for decision, scrutiny or information).

4.3 Late papers will be issued or tabled only in exceptional circumstances and at the discretion of the Chair or a nominated deputy.

4.4 Any Committee member who wishes to receive notice of all or any Committee meetings and the agenda and papers for those meetings in paper copy must ensure that the Secretariat receives notice.

#### **Document Control/History**

<b>Issue</b>	<b>Date</b>	<b>Purpose</b>	<b>Author/Reviewer/Authorised</b>
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