

Meeting	SPA Board Meeting
Date and Time	24 June 2015, 11.30 – 14.30
Location	Tollcross International Swimming Centre, Glasgow
Title of Paper	Committee Structure and Related Documents
Item Number	19
Presented By	John Foley
For Approval / For Information	For Approval
Appendix Attached: Yes or No	Yes

PURPOSE

The purpose of this paper is to seek approval from the Board to rescind the current committees/sub-committee and their terms of reference, as set out below:

- Complaints and Conduct
- Audit and Risk
- Finance and Investment
- Human Resources and Remuneration
 - Appeals and Operations Sub-Committee

And to replace them with the committee structure, as set out below:

- Complaints and Conduct
- Finance Audit and Risk
- Investment and Technology
- People and Development

The terms of reference for the new committee structure are attached.

Approval is also sought to rescind the current standing orders and replace them with a set of standing orders for the Board and Committees/Sub-Committees, both of these documents are also attached.

The changes proposed should be viewed in the context of an integrated suite of governance documents, which include but are not limited to the Authority's standing orders, terms of reference, committee's annual programme of work, scheme of delegation, and code of conduct. Appropriate changes will be made to these documents to ensure that they work together to provide a robust governance framework.

BACKGROUND

This paper has been developed in the context of the Authority's commitment to continuous improvement; as such the Authority's committee structure and supporting arrangements have been reviewed to ensure that arrangements continue to be efficient, effective and reflective of best practice across public bodies.

As part of its considerations options three options were evaluated, and include:

OPTION 1 - 'do nothing'

- Do Nothing
- Continue with existing arrangements

OPTION 2 - 'strengthen existing arrangement'

- Strengthens existing arrangements
- One change to configuration of formal governance, the removal of HR-Sub-Committee
- Revised documentation to support Board and Committees
- No change to name / title of existing Committees

OPTION 3 - 'evolve arrangements'

- Represents 'evolution' and desire to improve the efficiency and effectiveness of the Authority's governance arrangements
- Three changes to configuration of formal governance, (1) removal of HR Sub-Committee and merge business into parent, the People and Development Committee; (2) merge Finance into Audit and Risk Committee; (3) introduce Technology to Investment Committee
- Revised documentation to support Board and Committees
- Change to name / title of existing Committees

Following an evaluation of the relative merits of each option, it is recommended that **OPTION 3 – 'evolve arrangements'** is progressed. This option will provide:

- More focus on significant strategic and statutory issues faced by the Authority
- Improved mechanism for setting direction over the substantive agendas of committees
- Improved use of internal governance arrangements within both SPA and Police Scotland
- Minimises unnecessary transactional business from committees/sub-committee
- Better use of time and resources

To support option 3, the current standing orders for the Board and terms of reference for committees have been re-drafted. Additionally, a set of standing orders for committees have also been developed to assist with the operation of committees.

The standing orders have been simplified, and made easier to read and apply with much of the supplementary text removed to deliver a highly focussed document covering:

- Constitution and Membership
- Meetings
- Attendance and Voting
- Papers and Reporting
- The Chair
- Powers and Duties
- Amendment and Review
- Key Documents

The committee standing orders follow a similar shape and form as above but with

particular reference to committee operations.

Given that this is a departure from current arrangements it suggested that the effective date of implementation should be September 2015, this will provide sufficient time for transition between the existing and proposed arrangements.

RECOMMENDATION

Members are asked to:

- Approve the standing orders for the Board and Committees effective from September 2015
- Approve the recommended committee structure for committees/sub-committees, effective from September 2015

Members are asked to note:

- That there will be a revision to other existing documents, and in particular the scheme of delegation, which will be revised and presented to the Board for approval on 27 August 2015.

SCOTTISH POLICE AUTHORITY

STANDING ORDERS FOR THE BOARD

CONSTITUTION AND MEMBERSHIP

1. The Scottish Police Authority (**'the Authority'**) was established by the Police and Fire Reform (Scotland) Act 2012. The constitution of the Authority is set out in Schedule 1 of the Act.
2. Members of the Board (**'Authority Members'**), including the Chairing Member of the Board (**'the Chair'**) are appointed by Scottish Ministers.
3. The Board will consist of a minimum of eleven Authority Members and a maximum of fifteen.
4. The Chair may elect a Deputy Chair in their absence. The Deputy Chair will assume all the powers and duties of the Chair.
5. The Chief Executive will be the lead executive officer for the Board. All Executive Directors have a standing invitation to attend Board meetings as appropriate.
6. All Authority Members will be bound by the Authority's Code of Conduct for Members, including the commitment to secure Best Value and promote equality of opportunity and the values of the SPA.
7. The Board will be provided with a secretariat function by the Authority.

MEETINGS

8. The Board will meet at least four times a year. The Chair and/or Chief Executive may convene additional meetings as deemed necessary including an emergency meeting.
9. The Board Meetings will be held in public unless confidential matters are to be considered at the meeting which the Chair and/or Chief Executive decide should not be heard in public. Confidential matters may include (but are not limited to) matters:
 - a) relating to individuals where there is no consent for disclosure or there is a risk of harm to any individuals from the disclosure of information.
 - b) where public discussion may prejudice police operations, on-going criminal proceedings or prosecutions, or national security.
 - c) relating to legal proceedings or legal advice to the Authority.
 - d) involving confidential commercial or financial information.
 - e) relating to complaints against the Authority or Police Scotland.
10. Matters not heard in public may be heard in a closed session – consisting of Authority Members, SPA Officers, Police Scotland and Scottish Government attendees only with exception to , if appropriate, invited representatives from external bodies.
11. Any person not wishing a paper to be heard in public must submit a request and explanation in writing in advance which will be determined at the discretion of the Chair.
12. Any member of the public or invited representative attending a Board meeting may only observe proceedings and may not participate unless invited to do so by the Chair.

ATTENDANCE AND VOTING

13. The quorum for a Board meeting is six Authority Members which must exist throughout the meeting. An Authority Member may join the meeting by audio or video conferencing where such facilities are available.
14. The Board may invite representatives from Police Scotland and/ or other individuals, bodies or organisations to attend meetings and/or provide information in advance of meetings about particular issues.
15. Only Authority Members have voting rights. Decisions requiring a vote will be reached by a simple majority through a show of hands. Where there is an even number of votes the Chair will have the casting vote.
16. Any Member who fails to attend three consecutive Board meetings or Board meetings over four consecutive months may be removed from the Board by Scottish Ministers.

PAPERS AND REPORTING

17. Prior to each Board Meeting an agenda planning meeting will be held with the Chair, Clerk, Chief Executive and other Executive Directors as appropriate. Prior to a new financial year the Chair, Clerk and Chief Executive will develop an annual programme of work for the Board including Board meeting dates for the year ahead which should synchronise with the delivery of the Authority's Strategic Police Plan and Business Plan and Police Scotland's Corporate Strategy and Annual Police Plan.
18. Board agenda and papers will be submitted to Board Services seven days prior to the meeting, circulated to Authority Members four days prior and published on the Authority's website on the day of the meeting. Papers pertaining to confidential matters will be circulated to Authority Members but will not be publically available. The usual timescales for papers for an emergency meeting need not apply. Any decision taken at an emergency meeting of the Board will be reported at the next scheduled Board Meeting.
19. The Clerk to the Board is responsible for preparing the minutes. A record of agreed actions will be available three days after each meeting. Draft minutes will be two weeks after the Board meeting and will be approved at the following Board Meeting.

THE CHAIR

20. The Chair will preside over Board meetings.
21. Where a matter needs to be resolved before the next Board meeting, the Chair may on behalf of the Board, and in consultation with the Chief Executive, authorise such action as is required. The Chair shall report to the Board on such action taken at the next Board meeting, if not sooner in correspondence.
22. The Chair may direct the signing of deeds, notices, warrants, contracts or other documents, on behalf of the Board and shall report on such action taken at the next Board meeting, if not sooner in correspondence.

POWERS AND DUTIES

23. The Board must establish an Audit and Risk Committee or equivalent. The Board may establish any other Committee for any purpose and may delegate any of its functions or powers to any Committee or any Authority member of staff, which it considers appropriate.
24. The Board must produce a Terms of Reference for each Committee, along with a programme of work. There are separate Authority Standing Orders for Committees and Sub Committees.
25. The Board or Committees may establish a short life working group or forum to consider a specific topic or cross cutting theme through a discursive and exploratory approach. Working groups and fora will meet in private and shall not be decision making bodies. As such they may consist partly, or entirely of relevant Officers. They shall report progress and submit recommendations to the Board or relevant Committee for a decision.
26. The Chair must approve a Terms of Reference and programme of work for any Sub Committee, working group or forum.
27. The Board should focus on SPA policies and Police Scotland strategic policies rather than their application in individual cases or their implementation through Police Standard Operating Procedures (SOPs).
28. The Board should continually review its own effectiveness, report annually and share that report with Scottish Ministers.

AMENDMENT

29. These standing orders will be reviewed annually by the Board and shall remain in force unless altered, revoked or suspended by a majority vote of the Board or by a direction from Scottish Ministers.

KEY DOCUMENTS

SPA Code of Conduct for Members

SPA Standing Orders for Committees and Sub Committees

SPA Scheme of Delegation

SPA Governance and Accountability Framework Document

Scottish Public Finance Manual

Scottish Government 'On Board' Guide for Board Members of Public Bodies in Scotland

Police and Fire Reform (Scotland) Act 2012

STANDING ORDERS FOR COMMITTEES AND SUB COMMITTEES

CONSTITUTION AND MEMBERSHIP

1. The membership of a Committee (including the 'Committee Chair') shall be proposed by the Chair of the Board ('the Chair') and determined by the Board. The Committee Chair must be a Member of the Board ('Authority Member'). A Committee will have at least three Authority Members and may include other non-voting, executive officers or police officers and staff. In the absence of the Committee Chair, another Authority Member on the Committee will deputise.
2. A Committee may establish a Sub Committee. The Committee Chair will determine the membership and appoint a Chair of the Sub Committee, who must be an Authority Member. A Sub Committee will have at least two Authority Members and may include other non-voting, executive officers or police officers and staff. In the absence of the Chair of a Sub Committee, another Authority Member on the Sub Committee will deputise.
3. All Committee and Sub Committee members, whether or not Authority Members, will be bound by the SPA Code of Conduct for Members, including securing Best Value and promoting equality of opportunity and the values of the SPA.
4. All Committees and Sub Committees will be provided with a secretariat function by the Authority.

MEETINGS

5. A Committee or Sub Committee shall meet at least twice a year, unless otherwise provided in its Terms of Reference. The Chair and/or the Chief Executive may ask the Committee to convene further meetings to discuss and advise on particular issues.
6. A Committee or Sub Committee shall meet in public unless confidential matters are to be considered which Committee members decide should not be heard in public. Confidential matters may include (but are not limited to) matters:
 - a) relating to individuals where there is no consent for disclosure or there is a risk of harm to any individuals from the disclosure of information.
 - b) where public discussion may prejudice police operations, on-going criminal proceedings or prosecutions, or national security.
 - c) relating to legal proceedings or legal advice to the Authority.
 - d) involving confidential commercial or financial information.
 - e) relating to complaints against the Authority or Police Scotland.
7. Matters not heard in public may be heard in a closed session – consisting of Authority Members, SPA Officers, Police Scotland and Scottish Government attendees only with the exception to, if appropriate, invited representatives from agreed external bodies.
8. Any person not wishing a paper to be heard in public must submit a request and explanation in writing in advance, which will be determined at the discretion of the Chair of the Committee or Sub Committee.

NOT PROTECTIVELY MARKED
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9. The quorum for a Committee meeting is three Authority Members and a Sub Committee meeting is two Authority Members. A Committee or Sub Committee may invite representatives from Police Scotland and/ or other individuals, bodies or organisations to attend meetings and/or provide information.
10. Only Authority Members have voting rights. Decisions requiring a vote will be reached by a simple majority through a show of hands. Where there is an even number of votes the Chair of the Committee or Sub Committee will have the casting vote.
11. Committee agenda and papers shall be submitted to Board Services seven days prior to the meeting , circulated to Committee and Sub Committee members four days prior and published on the Authority's and published on the Authority's website on the day of the meeting. The Chair of a Committee or Sub Committee shall have the discretion to allow urgent business to be tabled. Agenda and papers pertaining to confidential matters will be circulated to Committee and Sub Committee members but will not be publicly available. Papers for emergency meetings are not subject to the usual timescales.

POWERS AND DUTIES

12. The Board may delegate to any of its Committees or Sub Committees any of its functions or powers that it considers appropriate.
13. The Board or a Committee may establish a short life working group or forum to consider a specific topic or theme through a discursive and exploratory approach. Two or more Committees may establish a short life, cross cutting forum to promote joint working. Working groups and fora will meet in private and shall not be decision making bodies . As such they may consist partly, or entirely of relevant Officers. They will report progress and submit recommendations to the Board or relevant Committee for a decision.
14. The Board must produce a Terms of Reference and programme of work for each Committee. The Chair of the Board must approve a Terms of Reference and programme of work for each Sub Committee and working group.
15. A Committee or Sub Committee may:
 - a) co-opt additional members for up to twelve months to provide specialist skills, knowledge and experience.
 - b) procure specialist ad hoc advice at the expense of the Authority, subject to budgets being agreed by the Chief Executive and within the Authority's delegated limit of £100,000.
16. A Committee and Sub Committee will have the following duties to:
 - a) deal with any matter covered by its Terms of Reference.
 - b) consider any matter outside its Terms of Reference only where requested to do so by the Chair and/or Chief Executive.
 - c) focus on SPA Corporate policies and Police Scotland strategic policies rather than their application in individual cases or their implementation through Police Standard operating procedures (SOPs), unless otherwise stated.
 - d) report to the Board or Committee on the discharge of its duties and to maintain accurate records.
 - e) escalate issues of concern to the board.

- f) review its own effectiveness and report the results of that review to the Board and Chief Executive.

AMENDMENT AND REVIEW

- 17. These standing orders will be reviewed annually by the Board and shall remain in force unless altered, revoked or suspended by a majority vote of the Board or by a direction from Scottish Ministers.

KEY DOCUMENTS

SPA Code of Conduct for Members

SPA Standing Orders for the Board

SPA Governance and Accountability Framework Document

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SCOTTISH POLICE AUTHORITY

TERMS OF REFERENCE – CONDUCT AND COMPLAINTS COMMITTEE

PURPOSE

1. The Police and Fire Reform (Scotland Act) 2012 section 60 outlines the Scottish Police Authority's statutory powers relating to complaints. The Committee has the delegated authority to consider and make decisions relating to allegations by members of the public of misconduct against senior police officers (Assistant Chief Constable, Deputy Chief Constable and Chief Constable), Authority Members and Authority staff. It also has oversight of Police Scotland's complaint handling process.

MEMBERSHIP

2. The Committee members are:

Authority Members

- Committee
- Minimum 2 Authority Members

SPA Officers

- Director of Governance and Assurance or equivalent function
- Complaints and Conduct Manager
- Clerk, Committee Co-ordinator, Board Services

Police Scotland

- Deputy Chief Constable, (Designate) or a nominated deputy

3. Only Authority Members can vote on Committee matters.
4. The Authority Chair of the Board shall not be a member of the Committee but may attend as an observer. The membership of the Committee will accommodate additional members dependent on the agenda.
5. In order to establish a quorum one Authority Member of the Committee may be substituted by another suitably experienced Authority Member from the Board.

MEETINGS

6. The procedures for the Committee are as follows:
 - a) the Committee will meet at least four times a year.
 - b) no later than three weeks prior to each Committee Meeting a short agenda planning meeting will be held with the Committee Chair, Clerk and Director of Governance and Assurance (or equivalent function). The Committee's programme of work should inform the agenda planning meeting.

- c) Committee members may submit agenda items in writing to Board Services four weeks before the following meeting for consideration at the Committee agenda planning meeting. The Committee Chair will report to the Committee any agenda item rejected.
- d) a record of agreed actions will be available three days after each meeting. Draft minutes will be available to the Committee two weeks after each meeting and approved at the following meeting.
- e) approved minutes of Committee matters discussed in public will be published on the Authority website no later than three working days after the meeting at which they were approved.

REPORTING

- 7. The Committee will formally report in writing to the Board and or Chief Executive after each meeting. A copy of the minutes of the meeting may form the basis of the report.

ROLE OF THE CHAIR

- 8. The Committee Chair will ensure that the business of the Committee is dealt with efficiently, effectively and that everyone gets a fair hearing. The Committee Chair will lead the meeting to make decisions and judge when to make recommendations to the Board.

ROLE OF THE CLERK

- 9. The Clerk will advise the Committee Chair on conduct of Committee business and agenda planning and will prepare and issue the agenda and all papers for the meeting following approval by the Director for Governance and Assurance. The Clerk will be responsible for maintaining a record of progress on key issues raised at meetings. The Clerk will also be responsible for recording agreed actions to be signed by the Committee Chair and the Director, preparing draft minutes for review by that Director and then circulation of both to all Committee members.

DUTIES

- 10. The Committee will:-
 - a) monitor and scrutinise the administration of the Authority's responsibilities relating to Police Appeals Tribunals and senior officer conduct and complaints.
 - b) consider and determine complaints in line with the:
 - i. Police and Fire Reform (Scotland Act) 2012.
 - ii. Police, Public Order and Criminal Justice (Scotland) Act 2006.
 - iii. Police Service of Scotland (Senior Officer)(Conduct) Regulations 2013.
 - iv. Police Service of Scotland (Senior Officer) Performance Regulations 2013.

- c) monitor and scrutinise the manner in which complaints are dealt with by the Chief Constable and satisfy itself that those arrangements by the Chief Constable are suitable.
- d) advise on complex cases relating to senior officers .
- e) consider the findings and recommendations of any report referred to the Authority by the Police Investigations and Review Commissioner and to take further steps as appropriate.
- f) consider and approve policies and arrangements relating to the handling of conduct and complaints for the Authority.

AMENDMENT

11. These terms of reference may not be amended or revoked by the Committee with the exception of the Clerk who may amend section 2 (membership) on the intimation by the Chair of the Board in writing, of a change of members.

KEY DOCUMENTS

SPA Standing Orders for Committees and Sub Committees
SPA Code of Conduct for Members
SPA Governance and Accountability Framework Document
Police and Fire Reform (Scotland Act) 2012
Police, Public Order and Criminal Justice (Scotland) Act 2006
Police Service of Scotland (Senior Officer)(Conduct) Regulations 2013
Police Service of Scotland (Senior Officer) Performance Regulations 2013

SCOTTISH POLICE AUTHORITY
TERMS OF REFERENCE - FINANCE, AUDIT AND RISK COMMITTEE

PURPOSE

1. The Committee will support and assure the Board in its responsibilities to secure best value as outlined in the Scottish Public Finance Manual (SPFM), receive and review regular information concerning the financial management and performance of the Authority, monitor all strategic Audit matters relating to the Authority and monitor the management of high level risks as classified in the Strategic Risk Register. The Committee has the delegated function to investigate any activity within its terms of reference and seek any information it requires from any employee, who must comply with such requests. The Committee will track progress of against relevant strategies and plans specified by the Board in the Committee's programme of work.

MEMBERSHIP

2. The Committee members are:

Authority Members

- Committee Chair
- Minimum 2 Authority Members

SPA Officers

- Chief Executive Officer
- Director of Financial Accountability (or equivalent function)
- Clerk, Committee Co-ordinator, Board Services

Police Scotland

- Deputy Chief Constable, Designate or a nominated deputy
- Director of Financial Services

3. Only Authority Members can vote on Committee matters.
4. The Chair of the Board shall not be a member of the Committee but may attend as an observer. The membership of the Committee will accommodate additional members dependent on the agenda.

MEETINGS

5. The procedures for the Committee are as follows:
 - a) the Committee will meet at least four times a year.
 - b) no later than three weeks prior to each Committee Meeting a short, agenda planning meeting will be held with the Committee Chair, Clerk and Director of Financial Accountability. The Committee's programme of work should inform the agenda planning meeting.

- c) Committee members may submit agenda items in writing to Board Services four weeks before the following meeting for consideration at the Committee agenda planning meeting. The Committee Chair will report to the Committee any agenda item that was rejected.
- d) a record of agreed actions will be available three days after each meeting. Draft minutes will be available to the Committee two weeks after each meeting and approved at the following meeting.
- e) approved minutes will be published on the Authority website no later than three working days after the meeting at which they were approved.

REPORTING

- 6. The Committee will report in writing to the Board, Chief Executive Officer and Director of Finance after each meeting. A copy of the minutes of the meeting may form the basis of the report.

ROLE OF THE CHAIR

- 7. The Committee Chair will ensure that the business of the Committee is dealt with efficiently, effectively and that everyone gets a fair hearing. The Committee Chair will lead the meeting to make decisions and judge when to make recommendations to the Board.

ROLE OF THE CLERK

- 8. The Clerk will advise the Committee Chair on conduct of Committee business and agenda planning and will prepare and issue the agenda and all papers for the meeting following approval by the Director for Finance and Accountability. The Clerk will be responsible for maintaining a record of progress on key issues raised at meetings. The Clerk will also be responsible for recording agreed actions to be signed by the Committee Chair and the Director, preparing draft minutes for review by that Director and then circulation of both to all Committee members.

DUTIES

- 9. The Committee will:-
 - a) consider and recommend to the Board capital and revenue budgets for SPA and Police Scotland.
 - b) monitor approved capital, revenue and reform budgets for SPA and Police Scotland on a quarterly cycle.
 - c) monitor financial strategy and future financial plans including efficiencies.
 - d) approve the strategic processes for risk and control.
 - e) advise on governance, the governance statement and give assurances relating to the statutory governance requirements for the Authority.

- f) advise on the accounting policies, the Accounts and the Annual Report, including the process for review of the Accounts prior to submission for Audit, levels or error identified and management's letter of representation to the external Auditors.
- g) approve the annual Internal Audit plan.
- h) give assurances on the completeness of Internal and External Audit action plans and findings.
- i) assess the adequacy of management response to issues identified by Audit activity, including external Audit's management letter/report.
- j) approve proposals for tendering for internal Audit services or for the purchase of non-Audit services from contractors who provide Audit services.
- k) recommend the statutory Annual Account to the Board for approval.
- l) notify the relevant Scottish Government Audit and Risk Committee if it identifies a significant problem with potentially wider implications.
- m) monitor progress against PSoS Corporate Strategy: Our Finances Strategic Delivery Plan.

ACCESS

1. The Heads of internal and external Audit will have free and confidential access to the Committee Chair and vice versa. The Committee Chair must report such contact to the Chair of the Board.

INFORMATION REQUIREMENTS

2. For each meeting the Committee will be provided with a progress report from the Director of Finance and Accountability and Police Scotland Director of Financial Services, summarising:
 - actual expenditure compared to planned expenditure.
 - any significant changes to the Strategic Risk Register and detailing the high level risks and risk mitigation.
 - a progress report from the Head of Internal Audit summarising on revenue, capital and reform budgets (funding):
 - work performed against work planned.
 - key issues emerging from Internal Audit work.
 - management response to Internal Audit recommendations.
 - significant changes to the Internal Audit plan.
 - any significant change to the Police Scotland Annual Plan, Corporate Strategy: Our Finances Strategic Delivery Plan.
 - any financial issues that affect delivery of SPA Business Plan or Strategic Police Plan.
 - any financial issues that affect delivery of Police Scotland Annual Police Plan or Corporate Strategy: Our Finances Strategic Delivery Plan.
3. As and when appropriate the Committee will be provided with:

- draft Accounts and Annual Report.
- draft Governance Statement.
- a report on any changes to accounting policies.
- External Audit's management letter/ report.
- SPA Strategies for Business Continuity and Disaster Recovery.
- annual fraud and security report (including quarterly compliance monitoring).

AMENDMENT

4. These terms of reference may not be amended or revoked by the Committee with the exception of the Clerk who may amend section 2 (membership) on the intimation by the Chair of the Board in writing, of a change of members.

KEY DOCUMENTS

SPA Standing Orders for Committees and Sub Committees
SPA Code of Conduct for Members
SPA Governance and Accountability Framework Document
Scottish Public Finance Manual

SCOTTISH POLICE AUTHORITY

TERMS OF REFERENCE INVESTMENT AND TECHNOLOGY COMMITTEE

PURPOSE

1. The Committee will support the Board in its responsibilities to secure best value, receive and review regular information concerning investment in programmes of work and their associated projects as outlined in the Scottish Public Finance Manual (SPFM). The Committee will have a particular interest in programmes and associated projects which have technology as a core component. The Committee will track progress of action towards relevant strategies and plans specified by the Board in the core programme of work.

MEMBERSHIP

2. The Committee members are:

Authority Members

- Committee Chair
- Minimum 2 Authority Members

SPA Officers

- Chief Executive Officer
- Director of Financial Accountability (or equivalent function)
- Clerk, Committee Co-ordinator, Board Services

Police Scotland

- Deputy Chief Constable, Designate or nominated deputy
 - Director of ICT, and other Directors as deemed necessary
3. Only Authority Members can vote on Committee matters.
 4. The Chair of the Board shall not be a member of the Committee but may attend as an observer. The membership of the Committee will accommodate additional members dependent on the agenda.

MEETINGS

5. The procedures for the Committee are as follows:
 - a) the Committee will meet at least four times a year
 - b) no later than three weeks prior to each Committee Meeting a short agenda planning meeting will be held with the Committee Chair, Clerk, Chief Executive Officer and Director of Financial Accountability. The Committee's programme of work should inform the agenda planning meeting.

- c) Committee members may submit agenda items in writing to Board Services four weeks before the following meeting for consideration at the Committee agenda planning meeting. The Committee Chair will report to the Committee any agenda item rejected.
- d) a record of agreed actions will be available three days after each meeting. Draft minutes will be available to the Committee two weeks after each meeting and approved at the following meeting.
- e) approved minutes of Committee matters discussed in public will be published on the Authority website no later than three working days after the meeting at which they were approved.

REPORTING

- 6. The Committee will report in writing to the Board, Chief Executive and Director of Finance and Accountability after each meeting. A copy of the minutes of the meeting may form the basis of the report.

ROLE OF THE CHAIR

- 7. The Committee Chair will ensure that the business of the Committee is dealt with efficiently, effectively and that everyone gets a fair hearing. The Committee Chair will lead the meeting to make decisions and judge when to make recommendations to the Board.

ROLE OF THE CLERK

- 8. The Clerk will advise the Committee Chair on conduct of Committee business and agenda planning. The Clerk will be responsible for maintaining a record of progress on key issues raised at meetings. The Clerk is responsible for preparing the minutes and issuing all papers for the Committee. The Clerk will also be responsible for recording agreed actions to be signed by the Committee Chair and the Chief Executive, preparing draft minutes for review by the Chief Executive and then circulation of both to all Committee members.

DUTIES

- 9. The Committee will:-
 - a) consider and approve capital investment projects up to the value of £2 million (inc VAT).
 - b) recommend to the Board capital investment projects above the value of £2 million (inc VAT).
 - c) monitor progress against any SPA or Police Scotland programme of work and associated projects including those which have technology as a core component.

- d) monitor progress against Police Scotland Corporate Strategy: Our Technology Strategic Delivery Plan.
- e) ensure that benefits of approved investment are tracked, realised and reported to the Board.

INFORMATION REQUIREMENTS

10. For each meeting the Committee will be provided with a progress report from the Chief Executive, Director of Finance and Accountability, SPA and Director of ICT / other Directors from Police Scotland as deemed necessary summarising:
- new programmes and/or projects including those which have technology as a core component (background papers will include Business Case in agreed format).
 - any significant change to the Police Scotland Annual Police Plan, Corporate Strategy: Technology Strategic Delivery Plan (Futures Strategy, ICT Strategy and Capital Plan).
 - any investment or technology issues that affect delivery of Police Scotland Annual Police Plan or Corporate Strategy: Our Technology Strategic Delivery Plan.
 - related information from the Digital Strategy Assurance Board

AMENDMENT

11. These terms of reference may not be amended or revoked by the Committee with the exception of the Clerk who may amend section 2 (membership) on the intimation by the Chair of the Board in writing, of a change of members.

KEY DOCUMENTS

SPA Standing Orders for Committees and Sub Committees
SPA Code of Conduct for Members
SPA Governance and Accountability Framework Document
Scottish Public Finance Manual

SCOTTISH POLICE AUTHORITY

TERMS OF REFERENCE PEOPLE AND DEVELOPMENT COMMITTEE

PURPOSE

1. The Committee will support the Board in its responsibilities to secure best value as outlined in the Scottish Public Finance Manual (SPFM), consider and approve proposals on remuneration of Scottish Police Authority staff, in line with current Public Sector Pay Policy in Scotland and consider any significant revision to existing Scottish Police Authority and Police Scotland terms and conditions. The Committee will track progress of action towards relevant human resource strategies and plans including employee engagement and development as specified by the Board in the core programme of work.

MEMBERSHIP

2. The Committee members are:

Authority Members

- Committee Chair
- Minimum 2 Authority Members

SPA Officers

- Director of Governance and Assurance (or equivalent function)
- Head of HR Governance
- Clerk, Committee Co-ordinator, Board Services

Police Scotland

- Director of People Development, Police Scotland

3. Only Authority Members can vote on Committee matters.
4. The Chair of the Board shall not be a member of the Committee but may attend as an observer. The membership of the Committee will accommodate additional members dependent on the agenda.
5. In order to establish a quorum one Authority Member of the Committee may be substituted by another suitably experienced Authority Member from the Board.

MEETINGS

6. The procedures for the Committee are as follows:
 - a) the Committee will meet at least four times a year
 - b) no later than three weeks prior to each Committee Meeting a short agenda planning meeting will be held with the Committee Chair, Clerk and Director of Governance

and Assurance. The Committee's programme of work should inform the agenda planning meeting.

- c) Committee members may submit agenda items in writing to Board Services four weeks before the following meeting for consideration at the Committee agenda planning meeting. The Committee Chair will report to the Committee any agenda item rejected.
- d) a record of agreed actions will be available three days after each meeting. Draft minutes will be available to the Committee two weeks after each meeting and approved at the following meeting.
- e) approved minutes of Committee matters discussed in public will be published on the Authority website no later than three working days after the meeting at which they were approved.

REPORTING

- 7. The Committee will report in writing to the Board and the Chief Executive after each meeting. A copy of the minutes of the meeting may form the basis of the report.

ROLE OF THE CHAIR

- 8. The Committee Chair will ensure that the business of the Committee is dealt with efficiently, effectively and that everyone gets a fair hearing. The Committee Chair will lead the meeting to make decisions and judge when to make recommendations to the Board.

ROLE OF THE CLERK

- 9. The Clerk will advise the Committee Chair on conduct of Committee business and agenda planning. The Clerk will be responsible for maintaining a record of progress on key issues raised at meetings. The Clerk is responsible for preparing the minutes and issuing all papers for the Committee. The Clerk will also be responsible for recording agreed actions to be signed by the Committee Chair and the Director of Governance and Assurance, preparing draft minutes for review by that Director and then circulation of both to all Committee members.

DUTIES

- 10. The Committee will:-
 - a) consider and approve proposals on remuneration of Scottish Police Authority staff, in line with current Public Sector Pay Policy in Scotland.
 - b) consider and recommend to the Board any significant revision to existing Scottish Police Authority and Police Scotland terms and conditions, including that of Police

Officers through the Police Negotiation Board and Scottish Police Consultation Forum.

- c) consider and recommend to the Board the remuneration of the Chief Executive in relation to a review of performance against agreed objectives.
- d) consider progress towards the Police Scotland Corporate Strategy: Our People Strategic Delivery Plan
- e) consider regular 'HR Governance Scrutiny Briefings' (from SPA) on workforce policies, practices and systems.
- f) consider relevant business relating to HR Appeals and Operations

INFORMATION REQUIREMENTS

11. For each meeting the Committee will be provided with a relevant progress report from the Director of Governance and Assurance and the Director of People Development, Police Scotland summarising:

- worked performed compared to work planned.
- any significant change to the PSoS Annual Plan, Corporate Strategy: Our People Strategic Delivery Plan.
- any resourcing issues that affect delivery of Police Scotland Annual Plan or Corporate Strategy: Our People Strategic Delivery Plan.
- key people related performance indicators
- regular 'HR Governance Scrutiny Briefings' (from SPA) with relevant background papers from Police Scotland.

AMENDMENT

12. These terms of reference may not be amended or revoked by the Committee with the exception of the Clerk who may amend section 2 (membership) on the intimation by the Chair of the Board in writing, of a change of members.

KEY DOCUMENTS

SPA Standing Orders for Committees and Sub Committees
SPA Code of Conduct for Members
SPA Governance and Accountability Framework Document
Scottish Public Finance Manual