



# Terms of Reference

## Executive Leadership and Remuneration Committee

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### Purpose and Scope

1. The purpose of the Executive Leadership and Remuneration Committee (the Committee) is to provide oversight and scrutiny of remuneration, allowances, development, and performance management arrangements for Executives working within Police Scotland, Forensic Services, and the Authority.
2. Executive leadership refers to senior police officers at the rank of Assistant Chief Constable and above, and police staff roles on the Executive-level pay and grading structure.
3. The Committee will seek to be assured that these arrangements are fair, transparent, and aligned with the public interest, organisational goals, and relevant government policy.
4. Meetings will be used to:
  - 4.1 Ensure remuneration and leadership practices comply with relevant public sector employment legislation, Scottish Government pay policy, and applicable frameworks.
  - 4.2 Monitor trends, risks, and emerging issues in executive remuneration and leadership development
  - 4.3 Seek assurance that all Committee decisions and recommendations reflect the principles of accountability, equity, and value for money.
  - 4.4 Commission, select, and appoint independent advisers to provide advice on remuneration policy and levels for Executive-level appointments.
  - 4.5 Review and recommend to the Board an overarching remuneration policy for Executives.
  - 4.6 Review and recommend to the Board any changes to Executive remuneration packages, benefits, relocation policy or incentive arrangements.
  - 4.7 Oversee the implementation of job evaluation processes and the design and maintenance of appropriate grading structures for Executives.
  - 4.8 Approve the creation of new Executive Leadership roles or amendments to existing Executive Leadership roles.
  - 4.9 Approve any market supplements for Executive positions and ensure these are reviewed annually.



- 4.10 Consider annual reporting on the total cost of financial assistance provided to Executives.
- 4.11 Approve any exceptional claims for relocation expenses submitted out with policy timeframes.
- 4.12 Consider any proposed redundancy, early retirement or termination arrangement (excluding early retirement on grounds of ill health) for Executives.
- 4.13 Seek assurance that Executive development needs are assessed and supported.
- 4.14 Approve Continuous Professional Development expenditure for Executives which either non-standard, and/or is of any value that could be considered in the public interest and/or involving international travel.
- 4.15 Seek assurance that objectives and key performance indicators are in place for all Executives, ensuring these link to relevant organisational strategy, policy, plans and delivery of associated outcomes.
- 4.16 Seek assurance that performance appraisal processes are in place for all Executives, applied fairly and consistently.
- 4.17 Upon confirmation of satisfactory performance by the Chair, Chief Constable or Chief Executive, approve pay progression for Executives.
- 4.18 Review and monitor succession plans for key Executive positions, seek assurance that appropriate processes are in place to identify, develop, and support future leadership talent.

### **Membership**

5. The Committee will comprise a minimum of three Members, including the Committee Chair.
6. A quorum will consist of three Members, including the Chair.

### **Meetings**

7. The Committee will hold at least one scheduled meeting per year which will be aligned with the annual performance review and objectives setting cycles. Additional meetings may be convened as required to consider ad hoc matters or urgent matters.
8. Meetings should be timed to align with annual performance review and objective-setting cycles.