

SCOTTISH POLICE
AUTHORITY

Meeting	HR and Remuneration Committee
Date and Time	11 th August 2015
Location	Board Room, Pacific Quay
Title of Paper	Organisational Change Consultation - Level 3 Scrutiny
Item Number	16.2
Presented By	John MacLean
For Approval/ For Consultation	For Consultation
Appendix Attached:	Yes

PURPOSE

This paper provides a Level 3: Scrutiny Follow Up report outlining progress against the Organisational Change Consultation Scrutiny that was presented to the HRRC on the 11th March 2015.

BACKGROUND

Police Scotland's Views on Recommendations

Of the 17 Recommendations Police Scotland agreed to 13 and partially agreed to the other four. Following the outcome of the Staff Survey and further discussion at the Organisational Change Working Group the position moved to agreement on 15 and partial agreement on two.

Summary of Progress

In line with recommendation 1 of the report the Organisational Change Working Group has facilitated very constructive discussion and progress in relation to the recommendations with representatives from People and Development, Organisational Development, Corporate Communications and the SPA HR Governance Team.

The status of activity in relation to the recommendations is as follows:

Status	Recommendations
Complete	1, 3, 6, 7
Significant Progress	2, 4, 5, 8, 9, 10, 11, 12, 13, 14, 15, 16
Aligned to Separate Piece of Work	17

It is recognised that there are a number of recommendations which outline that significant progress has been made. This relates to the fact that a number of forms, policies and documents have been developed or updated and are

currently going through consultation with the unions before being approved and implemented. It is anticipated that these actions will be complete by the end of Q2 2016/17.

RECOMMENDATIONS

Members are asked to note the content of the attached report.

Scottish Police Authority
HR & Remuneration Committee

**Organisational Change
Consultation
- Level 3 Scrutiny**

June 2016

INTRODUCTION AND BACKGROUND

The Organisational Change Consultation Scrutiny was presented to the Human Resources and Remuneration Committee (HRRC) on 11th March 2015.

Summary of Report

The overall purpose of the review was to:

- Assess the extent to which published management guidance and corporate aims are being followed through in practice;
- Assess the extent to which current practice and policy can be improved to be more in line with best practice (i.e. ACAS/CIPD);
- Ensure Police Scotland's current plans for improvement are appropriately linked and dovetailed with the proposed recommendations outlined in this scrutiny review; and,
- Make recommendations to support Police Scotland/SPA in ensuring continuous improvement.

The review identified and highlighted a significant amount of good practice, whilst also identifying areas for improvement with 17 specific recommendations identified, which broadly cover the following areas:

- ensuring appropriate links with current plans for improvement;
- the counter proposal process;
- the approach to closing consultation;
- length of consultation process;
- policy, guidance and training; and,
- effective monitoring and evaluation.

All recommendations were developed in line with principles outlined in ACAS and CIPD Guidance

- All employees are required to receive an appropriate amount of meaningful communication throughout the whole process;
- The process must strike a balance that ensures it is appropriately streamlined whilst also providing employees with a reasonable opportunity to be consulted before a decision is made;
- The most effective way to communicate and consult is with a balance of indirect communication/consultation (JNCC) and direct communication/consultation with employees;
- Consultation does not mean that employees' views always have to be acted on since there may be good practical or financial reasons for not doing so. However when employees' views are rejected the reasons for doing so should be carefully explained.
- Responsibility for effective communication and consultation is an integral part of every manager's job; and,
- The need for training and guidance is important to provide managers and employees with the skills and techniques required for communication and consultation.

The recommendations were identified through:

- A review of all relevant guidance documents
- 10,000 volts sessions with staff, unions, project managers and HR;
- a survey completed by all attendees at the 10,000 volts sessions
- Discussion with HR Business Partners and Project Managers on specific issues raised during 10,000 volts
- Desk-top Exercise reviewing JNCC, HRCC and Counter Proposal paperwork.

Police Scotland's Views on Recommendations

Of the 17 Recommendations Police Scotland agreed to 13 and partially agreed to the other four. Following the outcome of the Staff Survey and further discussion at the Organisational Change Working Group the position moved to agreement on 15 and partial agreement on two. Further information in relation to this is contained as part of the updates within each individual recommendation.

Summary of Progress

In line with recommendation 1 of the report the Organisational Change Working Group has facilitated very constructive discussion and progress in relation to the recommendations with representatives from People and Development, Organisational Development, Corporate Communications and the SPA HR Governance Team.

In summary the status of activity in relation to the recommendations is as follows:

Status	Recommendations
Complete	1, 3, 6, 7*
Significant Progress	2, 4, 5, 8, 9, 10, 11, 12, 13, 14, 15, 16
Aligned to Separate Piece of Work	17

It is recognised that there are a number of recommendations which outline that significant progress has been made. This relates to the fact that a number of forms, policies and documents have been developed or updated and are currently going through consultation with the unions before being approved and implemented. It is anticipated that these actions will be complete by the end of Q2 2016/17.

*With regards to recommendation 7 this was partially agreed. Although the recommendation has not been implemented in full, the elements that were agreed have been.

CURRENT STATUS OF RECOMMENDATIONS

Recommendation 1: Police Scotland to rebrand the Deloitte SLWG as the Organisational Change Working Group with this becoming a longer term working group that will lead on, monitor and review the implementation of initiatives/developments as a result of the Deloitte Review and the SPA Scrutiny Review.

Police Scotland Position on Recommendation	Agreed and Complete
HR Governance Team – Commentary on Current Status	The first meeting of the Organisational Change Working Group took place during June 2015 and monthly meetings have taken place from this point to ensure regular discussion about progress against recommendations.

Recommendation 2: Police Scotland to provide an update to SPA Board Members (potentially via the HRRC) in relation to the ongoing actions that aim to contribute to improved employee engagement as a result of the Deloitte Review.

Police Scotland Position on Recommendation	Agreed with significant progress made
HR Governance Team – Commentary on Current Status	<p>Updates have been provided to the HRRC through the Ongoing Assurance Report. More detailed discussion in relation to this has taken place regularly at the Organisational Change Working Group. Further clarity was brought to the HRRC through the presentation of the Employee Relations Model and Employee Engagement Framework at the meeting in October 2015. In addition an Employee Relations Policy and Organisational Change Policy will be presented to the HRRC in the near future. Feedback has been provided by the SPA HR Governance Team, which is in line with the aims and objectives of this scrutiny review.</p> <p>There are a number of recommendations from the Deloitte Review that have been addressed through the work of the Organisational Change Working Group and the others that have been addressed alongside it. The recommendations and a summary of progress are outlined below.</p> <p><u>Demonstrate that Staff and Officers have a Say in Change</u></p> <p>This review will result in the development of an improved counter-proposal process and an intranet site that will help clarify the organisational change process and how individuals participate in it and contribute to it.</p> <p>Alongside this, Organisational Development are looking at the development of a two way engagement process that allows</p>

	<p>staff to suggest areas for improvement.</p> <p><u>Early, Staged Engagement with the Unions in the Design Phase</u></p> <p>The Organisational Change Communication and Consultation SOP will formally introduce this stage to the consultation process, where appropriate.</p> <p><u>Simplified Process Associated with Change Packs</u></p> <p>Work continues between People and Development to streamline the packs received as part of consultation. In addition due to use of electronic tablets the extent to which these packs require to be printed for unions has significantly reduced.</p>
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Recommendation 3: Police Scotland and SPA to develop and agree a governance approach that ensures SPA Board Members have the ability to oversee, monitor, evaluate and contribute to the progress of actions following the Deloitte Review.

Police Scotland Position on Recommendation	Agreed and Complete
HR Governance Team – Commentary on Current Status	Updates have been provided to the HRRC through the Ongoing Assurance Report. In addition this Level 3 Scrutiny Paper contributes to SPA member’s ability to provide effective governance over the organisational change consultation process.

Recommendation 4: Police Scotland to create two Counter Proposals submission Categories, i.e. ‘Restructure’ and ‘Individual Circumstances’.

Police Scotland Position on Recommendation	Agreed with significant progress made.
HR Governance Team – Commentary on Current Status	<p>An updated Counter Proposal Form, Policy, SOP and guidance have all been developed in consultation with SPA and the distinction between Counter Proposal Categories is recognised within these documents.</p> <p>Consultation is ongoing with unions and key stakeholders. Once consultation is complete this action will be implemented.</p>

Recommendation 5: Police Scotland to make line managers responsible for considering and responding to ‘Individual Circumstances’ counter-proposals (seeking advice and guidance from local management, project management and/or HR, where required)

Police Scotland Position on Recommendation	Agreed with significant progress made. Police Scotland had initially partially agreed to this recommendation on the basis that they agreed that local management, not necessary the line manager, should carry out this role. However, the staff survey results led to this moving from 'partially agree' to 'agree', given the feedback that was provided with regards to the positive relationship between individuals and their line manager.
HR Governance Team – Commentary on Current Status	This process will be implemented once consultation is complete with regards to the supporting Counter Proposal Form, Policy, SOP and guidance.

Recommendation 6: Project leads to remain responsible for ensuring 'Restructure' counter proposals are fully considered and are effectively responded to.

Police Scotland Position on Recommendation	Agreed and complete.
HR Governance Team – Commentary on Current Status	This was a recommendation to ensure the status quo remained with regards to this specific element of the process, whilst other areas of responsibility changed.

Recommendation 7: That a closing date is set for 'Restructure' counter proposals in advance of individual consultation to ensure they are fully considered and responded to prior to individual consultation.

This recommendation included the exception of counter proposals that would require to be considered to ensure legal compliance with the TULRC act i.e. those that may result in redundancy mitigation.

Police Scotland Position on Recommendation	Partially Agreed with partially agreed element complete. Whilst it was agreed that there needs to be some structured timescales to the counter proposal process. Police Scotland elected not to consider the option of being more definitive about a mandatory closing dates (with the SPA's exception re the TULRC act) to avoid the perception that they are reducing the opportunity to provide feedback.
HR Governance Team – Commentary on Current Status	When suggesting this recommendation it was accepted in the report that this may be seen as restricting the submission of counter proposals at the later stages of the consultation process. The purpose for proposing this was to ensure a more genuine and transparent process by reflecting the fact that the individual consultation tends to be designed to consult on how/whether an individual would be matched/ring-fenced into

	<p>the proposed structure.</p> <p>Although this has not been fully implemented it is welcome that work has been progressed to strongly encourage restructure counter-proposals prior to individual consultation.</p>
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Recommendation 8: Develop and implement a communication plan to improve the negative perception of the counter proposal process, whilst also ensuring full clarity as to why there is a timescale set for ‘Restructure’ counter proposals.

Police Scotland Position on Recommendation	Agreed and significant progress made
HR Governance Team – Commentary on Current Status	<p>A comprehensive communication plan has been developed by Corporate Communications in consultation with representatives from the Organisational Change Working Group.</p> <p>This communication plan is designed to consider how awareness can be raised of the counter proposal process and reinforce the value of the system with staff, line managers and project managers. It highlights that ‘improved engagement will ensure staff are equipped with the knowledge, skills and confidence to submit a counter proposal with the assurance that:</p> <ul style="list-style-type: none"> • it will be comprehensively considered; • points raised will be taken into account; and, • any final assessment of the proposal will be professional, reasoned and a full justification of the decision with detailed feedback passed back to the employee. <p>This recommendation will be complete when the agreed communication plan has been fully implemented.</p> <p>The communication plan will involve the detailed engagement with the following stakeholders:</p> <ul style="list-style-type: none"> -Project Managers -People and Development Business Partners; and, -Trade Unions <p>The development of an intranet site and clear guidance will help ensure effective communication to individuals and line managers as and when required.</p>

Recommendation 9: Police Scotland to develop and introduce a formal ‘Closure of Consultation’ stage to the organisational change implementation process with supporting guidance developed for Project Managers.

Police Scotland Position on Recommendation	Agreed and significant progress made.
HR Governance Team – Commentary on Current Status	Suggested areas outlined within the Scrutiny Review are included in the draft SOP for Communication and Consultation. This action will be complete when SOP is implemented.

Recommendation 10: Police Scotland and SPA to review the current approval process to identify any opportunities to streamline the process without compromising effective employee engagement.

Police Scotland Position on Recommendation	Agreed and significant progress made.
HR Governance Team – Commentary on Current Status	<p>There were two elements to this proposal with the first being streamlining the consultation process without compromising effective employee engagement and second being reviewing the opportunity to review any potential to streamline the approval process once consultation is complete. These two elements will be reviewed separately.</p> <p><u>Streamlining the Consultation Process</u></p> <ul style="list-style-type: none"> • It is hoped that by implementing a consultation framework that encourages early engagement that this will help ensure points are captured early rather than being required to be picked up through the counter proposal process; • Following Police Scotland's response to Recommendation 7 the counter proposal process is now being made a lot clearer to individual's during group consultation. It is hoped that this will streamline the process by encouraging early submission of counter proposal ideas; • By updating the counter proposal process to allow project managers to focus solely on ‘restructure’ counter proposals it is hoped that this will streamline this element of process; • Clearer guidance and clarity of process for all key stakeholders will hopefully remove unnecessary delays; • Updated FAQs will hopefully reduce the requirement for project managers and line managers to respond to individual queries on general aspects of the process.

	<p><u>Streamlining the Approval Process</u></p> <p>Whilst initial discussions have taken place with regards to this issue, further consideration in relation to the Scheme of Delegation (following the Chair of the SPA’s Governance Review) will look at ways to appropriately streamline the approval process.</p>
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Recommendation 11: Police Scotland to develop a Communication and Consultation Policy that specifically clarifies roles and responsibilities and is in line with ACAS guidance.

Police Scotland Position on Recommendation	Agreed and significant progress made.
HR Governance Team – Commentary on Current Status	Although a Communication and Consultation Policy is not being created the Organisational Change Policy and Organisational Change Communication and Consultation SOP will address this recommendation.

Recommendation 12: Police Scotland to appropriately update the ‘Managing Organisational Change – Project Manager’s Information Pack’ and ensure a process is in place to ensure pack is kept up to date.

Police Scotland Position on Recommendation	Agreed and significant progress made.
HR Governance Team – Commentary on Current Status	<p>In line with this recommendation Organisational Development have developed a Project Manager’s Handbook, which should be finalised by the end of Q2 2016/17. This has been developed by gathering best practice from public and private sector organisations.</p> <p>The SPA HR Governance Team particularly welcomes the fact that Project Managers who use this handbook will be asked to provide feedback to support the continuous improvement of the handbook. In addition, specific responsibility has been provided to a team within Organisational Development to ensure that such guidance constantly remains up to date. This therefore addresses the concern in the scrutiny review that project managers guidance was out of date.</p>

Recommendation 13: Police Scotland to develop a concise Line Management guidance document that clarifies roles and responsibilities and effectively links to, however does not duplicate the project manager’s guidance

Police Scotland Position on Recommendation	Agreed and significant progress made.
HR Governance Team – Commentary on Current Status	<p>Line management guidance has been created and is being consulted on. Rather than being duplicated in the Project Manager’s Handbook there will be a link to the line management guidance.</p> <p>Through consultation on the document the SPA HR Governance team particularly welcome the fact that this provides specific guidance to line managers as to how they carry out their new responsibilities in relation to counter proposals.</p>

Recommendation 14: Police Scotland training to be reviewed and updated alongside the updates to the project manager’s guidance with the training becoming mandatory for project leads and strongly advised for managers who will be supporting employees

Police Scotland Position on Recommendation	<p>Partially Agree.</p> <p>Police Scotland have agreed to review the training to ensure it reflects updates as a result of the implementation of recommendations. However they could not fully agree as it was felt that they could strongly encourage project leads to take the training but could not make it mandatory.</p>
HR Governance Team – Commentary on Current Status	Once all aspects of this review are implemented it will be ensured by People and Development that these are included as part of the training provided to managers in relation to organisational change.

Recommendation 15: Police Scotland to carry out an Equality Impact Assessment of current organisational change communication/consultation process and update management guidance and training accordingly.

Police Scotland Position on Recommendation	<p>Agreed and Significant Progress Made</p> <p>Was initially partially agreed on the basis that Police Scotland felt that sufficient Equality Impact Assessments took place through the organisational change process itself. Following further discussion and the development of a draft policy and SOP for Organisational Change it was agreed that an EIA on these documents would fulfil the requirements of the recommendation.</p>
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HR Governance Team – Commentary on Current Status	Equality and Human Rights Impact Assessment with mitigating actions and plans for monitoring will be finalised upon the implementation of the Organisational Change Policy and Communication and Consultation SOP.
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Recommendation 16: Police Scotland to review Consultation FAQs and develop an Organisational Change Consultation Process E-Learning package for employees

Police Scotland Position on Recommendation	Agreed and significant progress made. Throughout discussion it was clarified that the method did not necessarily have to be an E-Learning Package if the aim of greater clarity could be achieved through other means.
HR Governance Team – Commentary on Current Status	<p>Positive progress has been made on a dedicated intranet site for employees and managers to support their understanding of the organisational change process. The plan is for this site to be split into an ‘employee’ section and ‘manager’ section to ensure that communications can be appropriately targeted at the appropriate audience.</p> <p>This will also capture the action in relation to the review of FAQs.</p>

Recommendation 17: Police Scotland and SPA to work together to ensure that effective monitoring and evaluation processes are in place to allow the HRRC to assess the extent to which initiatives and developments are having a positive impact on employee engagement.

Police Scotland Position on Recommendation	Agreed and now forms part of Staff Survey Work
HR Governance Team – Commentary on Current Status	<p>Measuring Employee Engagement is something that has been taken forward as part of the staff survey.</p> <p>In addition it is work noting that the draft Organisational Change Communication and Consultation SOP suggests the monitoring of effective consultation and engagement through feedback from Trade Unions and staff through the closure of consultation phase.</p>