

Meeting	HR and Remuneration Committee Meeting
Date and Time	2 nd September 2016
Location	Board Room, Pacific Quay
Title of Paper	SPA HR Ongoing Assurance Report
Item Number	11.1
Presented By	Judith Mackinnon
For Approval/For Information	For Information
Appendix Attached:	Yes

PURPOSE

This paper is presented to members to provide a proposed scrutiny plan of the HR Governance Team for 2016/17, with an explanation of the approach this year and the areas of work identified to be focussed on.

In addition, the paper will set out a proposed structure for future HRRC agendas, which is in development.

This paper is presented in line with the Scottish Police Authority HR and Remuneration Committee Terms of Reference Section 3.1 (1) as an agreed standing agenda item.

1 BACKGROUND

1. The Scrutiny Plan for 16/17, attached as appendix, has been developed in conjunction with Police Scotland.
2. The scrutiny plan is now divided in to 4 levels of scrutiny, Level 1 - ongoing assurance; Level 2 - full scrutiny review; Level 3 – scrutiny follow up; Level 4 – joint working.
3. This report details the areas of focus for the team to provide assurance to the SPA, and also identifies SPA owned activity which will also be delivered this year.

2 FURTHER DETAIL ON REPORT

Approach to 2016/17 Scrutiny

As discussed at the recent HRRC workshop, the approach to scrutiny this year will be focussed on joint working with Police Scotland P & D colleagues and the

provision of ongoing assurance back to the SPA of progress. There will also be some Level 3 follow up reports, from the 15/16 Scrutiny Plan.

The introduction of Level 4 scrutiny will require each member of the HR Governance Team to work with particular areas of the P & D function on key areas of work, and provide assurance back to the HRRC of progress and outcomes.

The agreed key areas of work for Level 4 joint working are:

- Health and Safety
- Recruitment and Retention Diversity Strategy
- Attendance Management
- Modernisation of Staff Terms and Conditions
- Police Officer Terms and Conditions
- Policing 2026 – Capacity and Capability and Demand Analysis and Forecasting Work streams

There are also Level 3 follow up reports to be produced, namely:

- Ill Health Retirement
- Officer Assaults
- Health and safety re-inspections
- Equality and Human Rights Impact Assessments (Safer Communities)

Appendix One details the proposed SPA HR Governance Team's 2016/17 Scrutiny Plan.

Proposed HRRC Agenda Structure

There have been three HRRC workshops this year, two of which have focussed on the need for SPA/Police Scotland to develop our roles and responsibilities in relation to being a responsible employer and ensuring we are developing a sustainable organisation.

Following the HRRC workshop in July, the agenda for the HRRC has been developed to reflect the requirements of the committee to be assured that SPA/Police Scotland are a responsible employer and are developing a sustainable organisation.

This is a work in progress as the developing Police Scotland People Strategy is not yet fully formed. However, there are already key areas of work underway which will naturally shape the structure of the agenda and will satisfy the requirements of the SPA. Future HRRC agendas will be designed around this structure, once finalised.

This work is being developed in conjunction with the SPA Governance Review Implementation, which is reviewing the roles and responsibilities of all SPA

committees.

Appendix 2 illustrates the HRRC information requirements, as outlined above.

Responsible Employer and Sustainable Organisation

In addition to the above, another key output from the HRRC workshops, was the production of a series of statements to support the aims to be a responsible employer and develop a sustainable organisation. These are being developed further and require senior management support and ownership to ensure corporate responsibility to our employer duties and aims.

RECOMMENDATIONS

The Human Resources and Remuneration Committee Members are asked to note the content of this report and the appendices for the proposed scrutiny plan for 2016/17 and the proposed HRRC agenda structure.

SPA HR GOVERNANCE SCRUTINY PLAN – 2016/17

Definition of Scrutiny Levels

SPA HR Governance Scrutiny Levels		
Level	Description	Output to HRRC
Level 1: Ongoing Assurance	Informed by attendance/contribution at meetings with Police Scotland colleagues and may result in briefings to HRRC as part of Action/Decision Log process, the provision of scrutiny briefings to Members in advance of HRRC and formal updates via the SPA HR Governance Update provided at each HRRC.	Briefings to Members & Ongoing Assurance Report
Level 2: Full Scrutiny Report	The publication of a report for submission to the HRRC that includes: -a retrospective assessment of activity; -benchmarking best/good practice; and -the development of recommendations for continuous improvement.	Report
Level 3: Scrutiny Follow Up	Contribution to and assessment of the progress of an action plan in response to a Level 2 SPA Full Scrutiny Report. This may involve the provision of updates to HRRC.	Report
Level 4: Joint Working	There may be occasions where it is felt that greater impact can be made to the continuous improvement of policing by working jointly to progress strategies or initiatives. The arrangement of such an approach would enhance our ability to provide assurance to Members and ensure that SPA's role as Governing Body is supported.	Jointly Presented Proposal

Employer duties as defined under:

Civil Contingencies Act 2004
 Police and Fire Reform Act 2012
 Equalities Act 2010
 Police Pension Regulations 1987/2006/2015
 Employment Legislation
 Health and Safety at Work Act 1974
 The Fire (Scotland) Act 2005
 The Police Service of Scotland Regulations 2013
 Human Rights Act 1998

Scrutiny Plan

EMPLOYER DUTIES

Scrutiny Area	Aim of Scrutiny	Scrutiny Level	Timeline*
Police Scotland Equality and Diversity Duties	Review the extent to which SPA/Police Scotland have the ability to effectively meet the specific duties under the Equality Act	Level 1 – Ongoing Assurance	Ongoing
Health and Safety – Management System	Ensure that the Police Scotland Health and Safety Management System is compliant with HSG65.	Level 1 – Ongoing Assurance	Ongoing
Emergency Planning	Ensure robust planning and execution in line with requirements of the Civil Contingencies Act 2004.	Level 1 – Ongoing Assurance	Ongoing - complete
Business Continuity	Ensure robust plans are in place to protect against business outage and compliance with the Civil Contingencies Act 2004.	Level 2 – Ongoing Assurance	Q3
Disaster Recovery	Ensure robust plans are in place for the recovery of data and systems linked to Business Continuity and that these comply with the Civil Contingencies Act 2004.	Level 2 – Ongoing Assurance	Q4
Equality and Human Rights Impact Assessments	Progress against recommendations from previous level 2 scrutiny.	Level 3 – Scrutiny Follow-Up	Q2
Ill Health Retirement	Progress against recommendations from previous level 2 scrutiny.	Level 3 – Scrutiny Follow-Up	Q3/4
Officer Assaults	Progress against recommendations from previous level 2 scrutiny.	Level 3 – Scrutiny Follow-Up	Q3
Re inspections of Police Scotland properties	Progress against recommendations from previous level 2 scrutiny.	Level 3 – Scrutiny Follow-Up	Q3
Health and Safety - Training	Design and delivery of Executive Level Health and Safety awareness training.	Level 4 – Joint Working	Ongoing
Health and Safety – HSE Review	In partnership with Police Scotland, carry out a review of the Health and Safety function across Police Scotland and SPA.	Level 4 – Joint Working	Ongoing

WORKFORCE PLANNING

Scrutiny Area	Aim of Scrutiny	Scrutiny Level	Timeline*
Capability and Capacity and Demand Analysis Policing 2026	To provide assurance on development of the 2026 work streams – Capability and Capacity and Demand Analysis and Forecasting, to support transformational change.	Level 1 – Ongoing Assurance	Ongoing
Recruitment and Retention Diversity	Work in partnership with Police Scotland to develop a recruitment and retention strategy that supports Policing 2026.	Level 4 – Joint Working	TBC

Strategy			
Attendance Management	Work in partnership with Police Scotland to ensure the implementation of streamlined processes with appropriate line management and People and Development involvement	Level 4 – Joint Working	TBC

MODERNISATION

Scrutiny Area	Aim of Scrutiny	Scrutiny Level	Timeline*
Modernisation of Staff Terms and Conditions	Ensure the effective development and negotiation of new terms and conditions of employment / pay and grading model.	Level 1 – Ongoing Assurance	Ongoing
	Seek assurance, through attendance at the Staff Pay and Reward Modernisation Project Board, that decisions presented follow agreed governance protocols.	Level 1 – Ongoing Assurance	Ongoing
	Direct engagement with Project Manager to provide HR specialist advice and guidance.	Level 4 – Joint Working	Ongoing
Police Officer Terms and Conditions	Seek assurance over the work being done to progress consistent and appropriate application of current regulations within Police Scotland.	Level 1 – Joint Working	Ongoing
	Jointly work on potential proposals and any subsequent negotiation in relation to wider modernisation of police officers and conditions.	Level 4 – Joint Working	Ongoing

ENGAGEMENT

Scrutiny Area	Aim of Scrutiny	Scrutiny Level	Timeline*
Culture, Leadership and Engagement 2026 Work stream	Seek assurance and contribute to progress through attendance and involvement in the Culture, Leadership and Engagement 2026 work stream.	Level 1 – Ongoing Assurance	Ongoing
Police Scotland engagement with Trade Unions and Staff Associations	Seek assurance over the engagement on Police Scotland policies, procedures, initiatives and organisational change including specific consideration of equalities duties.	Level 1 – Ongoing Assurance	Ongoing
Training	Seek assurance in relation to the Quality Assurance processes in place to support the delivery and development of Training.	Level 1 – Ongoing Assurance	Ongoing

ORGANISATIONAL CHANGE

Scrutiny Area	Aim of Scrutiny	Scrutiny Level	Timeline*
Human Resources and Remuneration Committee Papers	Ensure proposals being presented to the HRRC have all been fully consulted with affected staff and Trade Unions, and that due process has been followed.	Level 1 – Ongoing Assurance	Ongoing

PERFORMANCE AND REPORTING

Scrutiny Area	Aim of Scrutiny	Scrutiny Level	Timeline*
Police Scotland People and Development Report	Seek clarification from Police Scotland (where necessary) and provide assurance to SPA members through the provision of briefings in advance of Committees.	Level 1 – Ongoing Assurance	Ongoing

PEOPLE COSTS

Scrutiny Area	Aim of Scrutiny	Scrutiny Level	Timeline*
People Costs	Develop an agreed suite of people related costs which the HRRC will require to fulfil its functions.	Level 4 – Joint Working	Q4

POLICY, STRATEGY AND SCRUTINY

Scrutiny Area	Aim of Scrutiny	Scrutiny Level	Timeline*
P & D Policies and Guidance	Provide feedback, where necessary, to Police Scotland during the development stage of all P & D Policies and Guidance.	Level 1 – Ongoing Assurance	Ongoing

SPA OWNED ACTIVITY

The section below outlines work that the HR Governance Team will carry out in addition to the scrutiny plan to ensure continuous improvement of HR related internal processes that are not provided as a service back from Police Scotland.

Area of work	Work undertaken	Output	Timeline*
SPA Mainstreaming Report	To lead on the co-ordination of activity, development and publication of an SPA Mainstreaming Report by 20 th April 2017.	Paper to be submitted to HRRC for recommendation to Board	April 2017
SPA Operations Manual	Supporting the SPA in the development of guidance to support the Governance Manual and employer obligations and responsibilities outlined in the Police And Fire Reform Act.	N/A	Ongoing
Governance Implementation Plan	Deliver the specific HR Governance related actions by the proposed timescales.	N/A	
Pensions	Provide relevant updates to HRRC as part of representation at the Police Officer Pension Board and Scheme Advisory Board.	Paper to Committee	As and when required
Retirement and Dismissals	Management of retirement and dismissal processes which require SPA decisions.	Paper to Committee	Each Committee
Facilitation of Senior Officer Recruitment	The management and coordination of Chief officer and director level recruitment.	N/A	As and when required
Health & Safety	Carry out H&S and fire safety duties as required in liaison with Disclosure Scotland.	N/A	Ongoing
Business Continuity	Assist and advise with BC Plans. Act as BC Team Leader during any outages.	N/A	Ongoing

