

**Human Resources & Remuneration Committee
03 June 2016
Minute of Public Meeting**

Meeting	Scottish Police Authority Human Resources & Remuneration Committee (HRRC) PUBLIC SESSION	Date/Venue	03 June 2016, Pacific Quay, Boardroom, Glasgow
Meeting Called By	Nicola Marchant (Chair)	Start Time	09:35
Reference Meeting No	HR&RCPS-024	End Time	12:05

Members Present		In Attendance	
Name	Title	Name	Title
Nicola Marchant (NM)	Chair, Authority Member	John Gillies (JG)	Director of People and Development HR, Police Service of Scotland
Graham Houston (GH)	Authority Member	Nicky Page (NP)	Head of People Management, Police Service of Scotland
Douglas Yates (DY)	Authority Member	Steve Simpson (SS)	Head of Strategy and Specialist Services, Police Service of Scotland
		Peter Blair, (PB)	Head of Resource Management, Police Scotland
		Inspector Katrina Cameron (KC)	Corporate Services Division, Police Scotland
		Angela Terry (AT)	Head of Leadership Professional Development, Police Scotland
		Jackie Kydd (JK)	HR Specialist, Scottish Police Authority
		Judith MacKinnon (JM)	Head of HR Governance, Scottish Police Authority
		John MacLean (JMacLean)	HR Specialist, Scottish Police Authority
		Lindsey McNeil (LMcN)	Director of Governance and Assurance, SPA
		James Bertram (JB)	Health, Safety and Resilience Specialist, Scottish Police Authority
		Colin Forbes (CB)	Solicitor, Scottish Police Authority
		Deborah Christie (DC)	Committee Coordinator, Scottish Police Authority

OPENING REMARKS (Nicola Marchant)

1.1 APOLOGIES

1.2 Apologies were received from Ian Ross.

1.2 DECLARATIONS OF INTEREST

Members were invited to declare if they had any financial or non-financial interests in respect of the items of business on the agenda. There was no declaration of interests raised by Members.

1.3 ANY OTHER COMPETENT BUSINESS

There was no other business raised by Members.

2.1 APPROVAL of MINUTES (Nicola Marchant)

The Minute from the previous Human Resources and Remuneration Committee held 04th March 2016 was agreed as an accurate record.

2.2. REVIEW of PUBLIC SESSION ROLLING ACTION LOG (Nicola Marchant)

2.2.1 Members noted the comments and recommendations for closure. No further comments were received.

2.2.2 In relation to Action **SPAHR&R-040316-002** Members noted the verbal update provided by NP noted that engagement would continue on this matter, and were informed that early indications show that it was doubtful that there will be exemptions available.

3. Redundancy Modification Order Update Paper (Steve Simpson)

3.1 SS provided Members with an overview of the position asking Members to note the indemnity arrangement provided by Scottish government expired on in February 2016. Members were informed this issue would continue to be pursued by Scottish Government colleagues.

3.2 Members expressed concern that this may lead to issues with recruitment for the organisation. NP suggested there were potential positive impacts for the business and potential negative impacts. Members requested clarity on the potential impacts and the proposed plan on how discussions would be progressed. Members requested that the SPA Chief Executive Officer give consideration to the available options and they be briefed on the impacts. **ACTION SPAHR&R-030616-002**

3.2 Members noted the status of the Redundancy Modification Order issue and noted the requested information would be provided.

4. Public Sector Pay Remit Update Steve Simpson (verbal)

4.1 SS advised Members an agreement had been reached at JNCC on the 28th April and thanked Judith MacKinnon for her work to the **progress the Maternity xxxx**

4.2 Members noted the status of the Public Sector Pay Remit issue.

5. HRRC Workshop Employer Commitment Update (verbal) Nicola Marchant

4.1 NM thanked Police Scotland and SPA Officers for their work in developing an initial set of Committee Principals/Outcomes that will underpin the People and Development Agenda. Members were informed that the intention was to discuss the principals with appropriate Management Teams across the organisation which would allow them the opportunity to comment. NM explained it was the intention for all relevant parties will subscribe to the same approach to ensure everyone was working as a responsible employer.

5.2 Members noted the update and the planned next steps.

6.1 Police Negotiation Board (PNB) Update (Steve Simpson)

6.1.1 SS reported there had been no PNB Meetings since the last Committee update.

6.1.2 Members noted there was no new update.

7.1 Mainstreaming Report – Planning Development (Steve Simpson)

7.1.1 SS advised that there was a statutory duty to publish the Mainstreaming Report by the end of April 2017 and work was ongoing to work towards that deadline. SS advised the information may

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not be ready to be shared with Members by the end of June as stated in the paper however as soon as it was available assured Members that it would be shared. SS informed members he anticipated the report would be available at the end of July 2016 and that it was his view this left sufficient time to prepare the necessary report for the publication deadline and he did not expect the current delay to impact on the ability to deliver in time for the statutory obligations.

7.1.2 NM sought clarity on how the significant data gaps would be dealt with. SS commented that work was ongoing on this matter to identify where the gaps existed and the extent to which they existed.

7.1.2 Members note the contents of the paper.

7.2 SPA Equalities Review (Judith MacKinnon)

7.2.1 JM informed Members the paper provided a summary of what work had been done to review the obligations of the SPA as employer. JM assured Members the intention was for her team to work with Police Scotland colleagues to produce improved monitoring and to discharge employer obligations. JM advised the work was on schedule and ongoing engagement with the European Human Rights Commission would continue.

7.2.3 JM advised that limited progress had been made towards publishing the outcomes of (Equality Impact Assessments) EIAs and her team would continue to work closely with Police Scotland and SPA Equalities leads to support and advise them in order that the EIAs can be published as early as possible. Members requested an update on the progress of this matter be brought forward to the next HRRC on 02 September. **ACTION SPAHR&R-030616-003**

7.2.2 Members Noted the update paper.

8. VR/VER – Update (Nicky Page)

8.1 NP advised the report had been updated with the intention of providing a clearer overview of the VR/VER releases across the organisation.

8.2 Members agreed the report read better given the new format and requested an overview of what was planned in respect to Organisational Change and the provision made for 200 VR/VERs against what was now likely to be achieved. NP agreed that this could be attached as an appendix to the VR/VER report when next brought to the Committee. **ACTION**

8.2 Members Noted the progress made in relation to VR/VER releases to date and associated savings.

9.1 Schedule of Policies Coming Forward 2016/17 (Steve Simpson)

9.1.2 SS provided a summary of the paper. Members questioned if the schedule of policies had been aligned with future SPA Governance. LMcN advised that due to the ongoing work as a result of the Review of Governance and there may be some timing issues however work was being done to limit this. NM urged for thought to be given to ensure the policies were enablers to allow delivery of strategy and requested that the timeline does not drive this work. Members requested that they be kept informed of any issues where the timeline may be impacted.

9.2 Code of Conduct (John McLean)

9.2.1 JM provided Members with an overview of the recently highlighted Trade Union concerns in relation to the Code of Conduct and the actions that had been taken in response to the concerns raised by Trade Union representatives. Members requested that clarity be sought on exactly what the unresolved concerns were and when this had been established, the document would require to be subject to SPA Board Approval. **ACTION SPAHR&R-030616-005**

10. Update from HR Appeals and Operations Sub-Committee (Jackie Kydd)

10.1 JK provided Members with a brief summary of the update paper.

10.2 Members noted the update provided.

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11.1 PS/SPA P & D Performance Report (John Gillies)

11.1.1 JG provided members with a brief overview of the report provided.

11.1.2 Members sought clarity on what reasons were behind the increase in Officer absence in the C3 function. NP clarified there was no known specific reason that had emerged and staff wellbeing in this business area was very closely monitored at a local level.

11.1.3 Members noted the report.

11.2 Health, Safety and Wellbeing Performance Report (Steve Simpson)

11.2.1 SS advised that the purpose of this paper was to provide Members of the Scottish Police Authority (SPA) with an update in relation to Health and Safety performance within Police Scotland.

11.2.2 Members asked what analysis was being done on the data collected from Police Officer exit interviews. PB explained that the trend of taking a job as a police officer and staying with the Force for 35 years was increasingly not the case and that a significant proportion of leavers were going back to education or to a different job and there was no indications of any significant levels of disgruntled leavers. Members requested that future strategies be developed to include consideration of these issues and to allow for leaders of the future to be developed and retained within the organisation.

11.2.2 Members noted the content of the report provided.

12.1 Integrated Workforce (Legacy to Reform) (John Gillies)

12.1.1 JG provided Members with a brief overview of the background to this paper and explained that it was intended to provide an overview of organisational change activity taken forward since 1 April 2013 including the progress made in relation to implementing new organisational structures across Police Scotland and the SPA.

12.1.2 Members noted the good progress that had been made and the tremendous amount of work that had been carried out and achievements. Members requested that the policies must support the strategy wherever possible however agreed this could be difficult to align. Members noted there would be issues in relation to the capability and capacity to carry out the required work. It was agreed there was a need for an HRRC Working Group to do a Deep Dive into the Organisational Change. **ACTION SPAHR&R-030616-006**

12.1.3 Members noted the overview of organisational change activity taken forward since 1 April 2013, including the progress made in relation to implementing new organisational structures. Members noted the current position as regard organisational change with recommendations as to some of the actions required (specifically from People & Development) to support the next phase of organisational change.

13. Work Force Diversity Strategy (Peter Blair)

13.1 PB provided a brief overview of the paper and advised Members the Chief Constable was very supportive of the work in this area.

13.2 Members noted the pace of this work had started to gather momentum and they were pleased to see this. Members requested a briefing paper on what had been achieved as a result of having listened to findings of the HMICS Joint Research paper. **ACTION SPAHR&R-030616-007**

13.3 Members noted the content of the paper and the ongoing work.

14. Superintending Review (Inspector Katrina Cameron)

14.1 KC provided Members with a brief overview of the purpose of the Review and a summary of the recommendations that came out of the review.

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14.2 Members expressed concern that this review was not going to result in a significant difference and requested more detail of the planned benefits and outcomes. Members requested sight of the planned approach to devolve responsibilities within the control and command structure of the organisation. Members agreed this was not clearly highlighted in the paper provided. JG agreed to provide Members with a more details briefing which would clarify these issues and highlight the anticipated improvements to service delivery. **ACTION SPAHR&R-030616-008**

14.3 Members Noted the content of this report and the actions that are being progressed through different work streams and noted a briefing paper would be provided at the earliest opportunity.

15. Leadership, Engagement, and Personal Development (Angela Terry)

15.1 AT provided a summary of the report and it's appendices updating them on leadership and engagement plans. AT advised that the report also sought Approval on the introduction of a revised national appraisal framework; Performance Development Conversations (PDC) for all police officers and staff. Members were informed the biggest challenge in relation to the introduction of PDC was around the training for managers. Members were advised that full training and tool kits were in place.

15.2 Members provided feedback and requested that the toolkit would be of more value if it were split into 2 categories namely; 'when preparing for your own PDC' and also 'when preparing for delivering a PDC'. **ACTION SPAHR&R-030616-009**. Members requested feedback on how this pilot scheme was being received by managers and staff to be brought back to the HRRC at an appropriate time. **ACTION SPAHR&R-030616-010**

15.3 Members noted the update provided in relation to the leadership and engagement plans.

15.4 Members approved the introduction of a revised national appraisal framework (performance Development Conversations) for all Police Officers and Staff.

16.1 SPA HR Ongoing Assurance Report (Judith MacKinnon)

16.1.2 JM provided a brief introduction to the paper and advised Members the intention was to review the format of the paper to ensure it was as meaningful a report as possible to enable Members to best discharge their Governance duties.

16.1.3 Members sought clarity on the Employee Opinion Survey activity. AT reported that there was a roadshow taking place which was communicating the storyboard of activities to staff across the county. AT advised that DCC Fitzpatrick was leading the steering group.

16.1.3 Members Noted the update provided.

16.2 Organisational Change Consultation - Level 3 Scrutiny (John McLean)

16.2.1 JMac reported that this paper provided 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.

16.2.2 Members Noted the good progress in this work and the content of the attached report.

**The meeting ended at 1205 hrs
End**

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