

**HR & Remuneration Committee  
11 August 2015  
Minute of Public Meeting**

<b>Meeting</b>	Scottish Police Authority HR & Remuneration Committee PUBLIC SESSION	<b>Date/Venue</b>	11 August 2015, Pacific Quay, Boardroom, Glasgow
<b>Meeting Called By</b>	Jeane Freeman (Chair)	<b>Start Time</b>	09:30
<b>Reference Meeting No</b>	HR&RCPS-019	<b>End Time</b>	14:40

<b>Members Present</b>		<b>In Attendance</b>	
<b>Name</b>	<b>Title</b>	<b>Name</b>	<b>Title</b>
Jeane Freeman (JF)	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
Morag McLaughlin (MM)	Authority Member	Brian Hamilton (BH)	HR Business Partner, Police Scotland
Paul Rooney (PR)	Authority Member	Chief Superintendent Ross Aitken (RA)	Police Scotland
Ian Ross (IR)	Authority Member	DCC Neil Richardson (DCCNR)	Police Scotland
George Graham (GG)	Authority Member	Peter Blair (PB)	Head of Resource Management, Police Scotland
		Judith MacKinnon (JMac)	Head of HR Governance, Scottish Police Authority
		John McLean (JMcl)	HR Specialist, Scottish Police Authority
		Lindsey McNeill (LMcN)	Director of Governance and Assurance, Scottish Police Authority
		James Bertram (JB)	Health, Safety and Resilience Specialist, Scottish Police Authority
		Deborah Christie (DC)	Committee Coordinator, Scottish Police Authority

**Agenda**

<b>PUBLIC SESSION</b>	
<b>1. Welcome and Introduction</b> - Apologies - Declarations of Interest - Matters Arising - Any Other Competent Business	Jeane Freeman, Chair
<b>2. Minutes for APPROVAL:</b> <b>2.1 Approval of Minutes of HR &amp; Remuneration Committee PUBLIC SESSION 29<sup>th</sup> May 2015.</b>	Jeane Freeman, Chair
<b>3. Review of PUBLIC SESSION Rolling Action Log</b>	Jeane Freeman, Chair
<b>STANDING ITEMS</b>	
<b>4. Redundancy Modification Order Update Paper</b> - Standing Item that is reported to the HRRC every meeting to update Members on any activity in relation to the RMO.	Eileen Moore, Police Scotland
<b>5. PNB Update (VERBAL UPDATE)</b> Standing Item that is reported to the HRRC every meeting.	Eileen Moore, Police Scotland
<b>6. SPA HR Ongoing Assurance Report - FOR CONSULTATION</b> The purpose of this report is to provide Members of the HRRC with information on the ongoing work being completed by the HR Governance Team in line with the agreed Scrutiny Plan.	Judith MacKinnon, SPA
<b>7. VR/VER</b> <b>7.1 VR/VER Update - FOR CONSULTATION</b> The paper is presented to provide Members with an overview of the current VR/VER releases.	Nicky Page, Police Scotland
<b>8. Scrutiny</b> <b>8.1 VR/VER – level 3 Scrutiny - FOR CONSULTATION</b>	John McLean, SPA
<b>9. HR &amp; Remuneration Committee Appeals and Operations Sub-Committee Update - FOR CONSULTATION</b> The purpose of this paper is to provide the HR and Remuneration Committee with an update on the business conducted by the HR Appeals and Operations Sub Committee since the last meeting of the HR and Remuneration Committee.	Judith MacKinnon, SPA
<b>10. Equalities</b> <b>10.1 EIA Update - FOR CONSULTATION</b>  <b>10.2 Equality Outcomes Update - FOR CONSULTATION</b>	Chief Superintendent Paul Main, Police Scotland  Brenda Armstrong, Police Scotland
<b>11. Performance Reporting - STANDING ITEM</b> <b>11.1 PS/SPA People &amp; Development Performance Report</b> This Performance Report covers information as at 30 <sup>th</sup> June 2015 unless otherwise stated and contains data that was accurate at the time of submission. <b>11.2 Proposed P&amp;D Reporting Format - FOR APPROVAL</b> <b>11.3 Health Safety and Wellbeing Q1 Performance Report 2015/16</b>	John Gillies, Police Scotland
<b>ITEMS BROUGHT FORWARD</b>	

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<b>12. Employee Savings and Discount Scheme - FOR APPROVAL</b>	Steve Simpson, Police Scotland
<b>13. No agenda item – (error with numbering)</b>	-
<b>14. People and Development Polices - FOR APPROVAL</b>	Steve Simpson, Police Scotland
<b>15. AOB</b>	Jeane Freeman, Chair
<b>CLOSED SESSION</b>	<b>Lead</b>
<b>16. Welcome and Introduction</b> - Apologies - Declarations of Interest - Matters Arising - Any Other Competent Business	Jeane Freeman, Chair
<b>17. Minutes for APPROVAL:</b> <b>17.1 Approval of Minute of CLOSED SESSION HR &amp; Remuneration Committee held 29<sup>th</sup> May 2015.</b>	Jeane Freeman, Chair
<b>18. Review of CLOSED SESSION Rolling Action Register</b>	Jeane Freeman, Chair
<b>STANDING ITEMS</b>	
<b>19. Reward Modernisation</b> <b>19.1 Reward Modernisation Update</b> This paper is a Standing Item brought forward to update Members on the ongoing work in relation to the Reward Modernisation project.	John Gillies, Police Scotland
<b>20. VR/VER</b> <b>20.1 VR/VER Organisational Change Project Plan</b> This paper is a Standing Item brought forward to update Members on the ongoing work in relation to the ongoing VR/VER scheme. <b>20.2 VR/VER Overview Report</b>	Nicky Page, Police Scotland
<b>21. Scrutiny</b> <b>21.1 Health &amp; Safety SPA Scrutiny Officer Safety</b>	James Bertram/ Chief Superintendent Davie Flynn
<b>ITEMS BROUGHT FORWARD</b>	
<b>22. Organisational Change</b> <b>Organisational Change Proposals (returning to HRRC post consultation)</b> <b>22.1 Resource Deployment - FOR APPROVAL</b> <b>22.2 Licencing and Violence Reduction - FOR APPROVAL</b>  <b>Organisational Change Proposals (presented to HRRC pre-consultation)</b> <b>22.3 Contact, Control and Command Update - FOR APPROVAL</b>  <b>Organisational Change Updates</b> <b>22.4 ICT Phase 2 - FOR CONSULTATION</b>	Nicky Page, Police Scotland
<b>23. Employee Opinion Survey Update - FOR CONSULTATION</b>	John Gillies, Police Scotland
<b>24. AOB</b>	Jeane Freeman, Chair
<b>25. 2015/16 Public Sector Pay Remit</b> This paper has been brought forward in response to Members' request for	Eileen Moore, Police Scotland

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early sight of the proposal for 2015/16.	
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## STANDING ITEMS

### OPENING REMARKS

**1. Chair's Opening Remarks (Jeane Freeman)** The Chair welcomed all attendees and observers to the meeting.

#### 1.1 APOLOGIES

There were no apologies.

#### 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. No declarations were made.

**1.3 ANY OTHER COMPETENT BUSINESS** – no items were brought forward.

## MATTERS ARISING

### 2.1 APPROVAL of MINUTES (Jeane Freeman)

Reference ITEM NO 2.1 for the papers contained within pack.

Approval was sought for the Minutes of the Public Session HR & Remuneration Committee Meeting held on the 29<sup>th</sup> May 2015.

JG asked that the presenter of agenda item 13.1 be corrected to be Steve Simpson and not Steve Smith. Members agreed to this change. **ACTION SPAHR&R-110815-001**

### DECISION

Members **APPROVED** the Minute of the HR & Remuneration Committee Meeting held 29<sup>th</sup> May 2015 as a correct record subject to the amendments above.

### ITEM NO 3 REVIEW of ROLLING ACTION LOG (Jeane Freeman)

Reference ITEM NO 3 for the Rolling Action Log contained within pack.

JF referred to the updated action commentary reflected in the Rolling Action Register.

### DECISION

Members **NOTED** the updates and status of actions as recorded in the Rolling Action Register.

### ITEM NO 4. Redundancy Modification Order

The purpose of the paper was to provide Members with an update on the Redundancy Modification Order (RMO) issue.

SS provided a brief summary of the paper.

There were no questions or comments from Members.

### DECISION

Members **NOTED** the update.

**ITEM NO 5. PNB Update - Verbal Update (Steve Simpson)**

SM provided a brief verbal update advising of a meeting that took place on the 30<sup>th</sup> July and a new independent Chair would be announced on the 17<sup>th</sup> August. SS informed Members there had been agreement on a number of ways forward and an update would be presented to the HRRC when available.

JF referred to Members for questions or comments.

IR commented there had been good progress in relation to Senior Officer Performance Regulations and Members of the Complaints and Conduct Committee Noted the good progress made in this area. IR confirmed that when the final regulations were approved this would be formally presented to the Complaints and Conduct Committee for Approval.

**DECISION**

Members **NOTED** the update provided.

**ITEM NO 6. SPA HR Ongoing Assurance Report (Judith MacKinnon)**

Reference ITEM NO 6 for the papers contained within pack.

The paper was presented to Members to provide an update on the outputs and outcomes of the assurance work being completed by the HR Governance Team in line with the Scrutiny Plan agreed at the HR and Remuneration Committee on the 17<sup>th</sup> April 2015.

JMac advised Members the report now contained an update on Equality and Diversity Duties and Police Pensions Update.

JF referred to Members for questions or comments.

MM suggested the Equalities and Diversity duties should be added to a future Members Meeting to allow the matter to be socialised with all Members given the matter was wider than the remit of the HRRC. MM requested details of the work planned to be provided to Members and also the anticipated timescales for the work. JMac confirmed meetings were being arranged with PS colleagues to progress this and the desire was to have a timescale established by the end of August with it then being present to Members in September. JFol advised he had several conversations with the Chief Constable to make him aware of the feedback from the EHRC. **ACTION SPAHR&R-110815-002.** LMcN commented she believed this would be a significant piece of work for the HR Governance Team.

PR requested an update on the Employee Opinion Survey and asked what progress had been made. JG informed members a Steering Group was scheduled to meeting on the 17<sup>th</sup> August and the engagement going forward would be discussed at this meeting. JG advised it was his intention to provide a further update to Members at the August Board Meeting. JG assured Members the SPA Members would receive feedback of the results and the planned communications in advance of the matter being discussed at any other forum. **SPAHR&R-110815-003.**

MM asked what Members could expect to see be presented to the HRRC as a result of the review of the Code of Conduct and when this would be available. LM confirmed the draft Code of Conduct would be presented to the HRRC for Approval and this would be tabled at the October HRRC. JMac informed Members a meeting had been requested to take place with PS colleagues to allow the HR Governance Team to be assured there was a suitable mechanism in place to ensure they have the appropriate opportunity for input and oversight of policies that have staff implications. **ACTION SPAHR&R-110815-004.**

**DECISION**

Members **NOTED** the content of the report and the activities of the HR Governance Team.

**ITEM NO 7.1 VR/VER NVRP Report (Nicky Page)**

Reference ITEM NO 7.1 for the papers contained within pack.

The paper presented Members with an overview of the current VR/VER releases.

NP provided a brief summary of the paper informing Members an appendix had been added to provide statistics relating to age.

JF referred to Members for questions or comments.

JF sought clarity on what was meant by 'backfill applications moving to the next stage of the process'. NP clarified this meant the work would be done to calculate what the ROI would be for the role to establish suitability before progressing the application any further.

JFol requested the report be update (para 1.2) to be clear that the number of projected VR/VER release were 'at this time'. NP agreed this would be done. **ACTION SPAHR&R-110815-005**

**DECISION**

Members **NOTED** the updated report.

**ITEM NO 8.1. Voluntary Redundancy / Voluntary Early Retirement (VR/VER) – Level 3 Scrutiny (John McLean)**

Reference ITEM NO 8.1 for the papers contained within pack.

JMcL advised Members the paper confirmed that all 5 recommendations made to Police Scotland by PwC in relation to the VR/VER process had been implemented.

JF referred to Members for questions or comments.

There were no questions or comments.

**DECISION**

Members **NOTED** the content of the report.

**ITEM NO 9. Updated from the HR Appeals and Operations Sub-Committee (Judith MacKinnon)**

Reference ITEM NO 9 for the papers contained within pack.

The purpose of the paper was to provide Members with an update on the business conducted by the HR Appeals and Operations Sub Committee since the last meeting of the HR and Remuneration Committee.

JMac provided a brief summary of the paper.

JF referred to Members for questions or comments.

GH sought clarity if there had been any new 'injury on duty' applications since the last report was presented to the HRRC. JMac confirmed that was indeed the case.

**DECISION**

Members **NOTED** the update provided.

**ITEM NO 10.1 EIA Update. (Superintendent Ross Aitken)**

Reference ITEM NO 10.1 for the papers contained within pack.

The purpose of the paper was to provide an update on Equality Impact Assessments and the work currently underway to produce a hybrid process consolidating Equality and Human Rights Impact Assessments (EqHRIA), with associated governance & publication arrangements.

RA provided Members with a summary of the paper and advised the intention was to have as many EIA published on the PS website as possible with the current expectation being that approx. 82% will be completed by the end of 2015.

JF referred to Members for questions or comments.

JF asked what would happen in respect of the current 'live' EIAs. RA clarified the current ones would be published and would not add to the existing backlog.

MM suggested there was a need for greater understanding of the processes involved in the EIAs. JF asked what impact this had on the EIA Scrutiny work that had been done by the SPA as part of the scrutiny plan given the structure had now changed. JFol advised the feedback received on the EIAs effectiveness would be taken to the Corporate Directors Meeting on the 24<sup>th</sup> August 2015 where it would be discussed and then brought back to the HRRC in October. JFol advised there would be clearly defined Governance process in place by the October HRRC to provide Members with the assurances they had requested. Members noted an update would be provided at the September Members' Meeting. **ACTION SPAHR&R-110815-006.**

GH asked what the implications of PS failing to meet their duties in this regard were. MM advised Members there would be no sanctions. RA assured Members he was cautiously optimistic that the work would be completed by the end of the first quarter of the next Financial Year if not earlier with an assessment of which areas needed to be done first to ensure minimum impact of staff.

JF commented there was a lot of good work that was being done and had been done and the lack of capturing this work had meant the opportunity for external scrutiny had been missed. JF commented that external parties could only scrutinise what was being done by SPA/PS if the data was published for them to see. JF asked if work could be done to assess if there were any other areas that this opportunity for external scrutiny had been missed and to ensure the lessons are learned for future areas of work. **ACTION SPAHR&R-110815-007.**

## **DECISION**

Members **NOTED** the content of the paper.

### **ITEM NO 10.2 Equality Outcomes Update (Steve Simpson)**

Reference ITEM NO 10.2 for the papers contained within pack.

The purpose of the paper was to provide Members with information on the progress on the Police Scotland People and Development Equality Outcomes.

SS provided a brief summary of the paper.

JF referred to Members for questions or comments.

PR asked if the Staff associations had been involved in the work relating to the Stonewall Workplace Equality Index. SS confirmed they had been involved. PR sought clarity on whether a joint submission would be made to cover the PS and SPA staff. JMac advised Members that due to the timescales involved, a joint submission had not been possible and a meeting was scheduled to address how best to take this forward. JMac informed Members Stonewall had confirmed they were keen to work with the SPA and PS to establish how this can be progressed however it was expected this would be done in 2016.

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GH asked when the timeframe would be in place for the Equality and Diversity Monitoring Questionnaire on SCOPE. SS informed Members this was expected in October 2015.

DY asked what the plan was to fix the data gaps. SS advised Members the plan was to work closely to get the data out of SCOPE and he could not give an exact date. JF requested an update to be presented to Members by January 2016. **ACTION SPAHR&R-110815-008**

GH asked if the EHRC had provided any indication of their view on the work behind done by the Pregnancy and Maternity Working Group. JG advised this work being led by the Scottish Women's Development Forum and at this stage no specific concerns had been raised although it was expected a number of recommendations would be made.

**DECISION**

Members **NOTED** the content of the paper.

The Chair welcomed SPA Board Members George Graham to the meeting.

**ITEM NO 11.1 Police Scotland/SPA People & Development Performance Report**

Reference ITEM NO 11.1 for the papers contained within pack.

The paper presented information as at 30<sup>th</sup> June 2015.

JF referred to Members for questions or comments.

MM asked what the current statistics were able to highlight in respect of absences and asked if the trends were going in the right direction. JG advised the figures had been discussed at the Senior Leadership Board and there was a shared desire to change the style of reporting to give month by month statistics as the present format does not address seasonal issues. JG also suggested there may be a need to revise the reporting as a 'day' can mean a different thing depending on the shift pattern of the individual.

NP informed Members that an analysis of PS attendance figures had identified that Ill-Health Retirements (IHR) has an impact in terms of attendance figures with it being the case historically Forces did a lot more IHR than redeployment. NP explained the data may also suggest that big events may lead to an increase in absence given the ability to take time off is compromised. NP advised that change was more likely to impact on staff than officers and the absences tended to occur straight after change as opposed to during the lead up to change.

NP informed Members there would be a focus on areas where there had been a lot of change (e.g. C3) and the Employee Assistance Programme would be promoted where appropriate with a very robust approach being taken which would be led by Local Policing.

MM sought clarity if this work encompassed both staff and officers. NP confirmed it did. MM asked what would be brought back to Members. JG advised there was scrutiny planned around attendance management and this would be presented to Members in due course.

JF stated her belief that the focus should be on having identified absences in areas of significant change, what was being done to build this knowledge into future planning of major change to minimise the effect, duration of absence and impact of absence in subsequent areas to be changed.

JF suggested it would be useful to analyse data from past major events and the absence data from the corresponding period to develop resource planning for future events. JG confirmed this was being addressed.

PR asked why the C3 overtime overspend had occurred asked if it was expected to be an ongoing resource implication. PR sought clarity on if this overspend had been foreseen and why had it had not been budgeted for. JG confirmed this had not been foreseen and the moving of resources from

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Bilston Glen to Glenrothes for a short period of time had resulted in an increase in overtime for that function. PR commented this information highlighted the importance for the commentary to reflect accurately what had taken place to allow the report statistics to be accurately interpreted. PR requested that discussion take place with the Director of Finances as to whether the overall underspend in overtime could be promoted as a budget adjustment. JG agreed this discussion would take place. **ACTION SPAHR&R-110815-009.**

JF asked why there was a trend of female officers in the 3-5 years service bracket leaving the force and what work if any was being done to address the improved retention of this group. JG informed Members work was being done to improve the Exit Interviews and the planned approach for this would be presented to Members at the October HRRC. JG advised Members there were discussions underway to establish the best way of approaching officers who had left the force over the past years to seek their views. JG also reported the work that was being done by the Pregnancy and Maternity Working Group would also provide useful information.

**DECISION**

Members **NOTED** the updated report.

**ITEM NO 11.2 Proposed P&D Reporting Format**

Reference ITEM NO 11.2 for the papers contained within pack.

The paper presented Members with the proposed reporting format for future iterations of the People and development Report.

JF referred to Members for questions or comments.

JG provided a brief summary of the paper and advised Members this report was a work in progress with a move towards a dashboard style of reporting with a reflective narrative. JG clarified the need for the Committee Terms of Reference to correlate with this report. JG undertook to liaise with SPA Officers to ensure this was the case and assured Members the revised report would be presented at the next HRRC. **ACTION SPAHR&R-110815-010.** JF reminded JG this was a public document and supporting narrative would ensure the figures were correctly interpreted with the relevant context.

DY asked why the profile of new recruits age data could not be recorded in SCOPE as per the footnote on page 4 of the presented report. PB advised there was no reason this issue could not be overcome and work would be done to bring the recording systems together. JF suggested Members would need to see all of the available data to scrutinise the planned work to widen the paths to recruits joining the Force.

**DECISION**

Members **APPROVED** the proposed format for the P&D Reporting.

**ITEM NO 11.3 Health, Safety and Wellbeing Q1 Performance Report 2015/16 (Steve Simpson)**

Reference ITEM NO 11.3 for the papers contained within pack.

The purpose of the paper was to provide Members with an update in relation to Health and Safety performance within Police Scotland.

SS provided a brief summary of the paper advising this was the first time the report was being presented in this format and on a quarterly basis.

JF referred to Members for questions or comments.

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GH sought clarity if the incident involving 6 officers had been recorded as 1 single incident. SS confirmed it was recorded as 1 single incident.

JF asked if there was any indication on how the usage of the Employee Assistance Programme compared with other Public Sector organisations. SS agreed information on this comparison would be provided in the next report and agreed it would be provided twice a year thereafter. **ACTION SPAHR&R-110815-011.**

GH sought clarity on what had caused the 75% increase in RIDDOR accident/injury rate and asked if this was thought to be as a result of heightened awareness. SS advised it was not clear why this figure had increased. JF suggested there may not be any particular factor from one month to the next but what she believed was there may be a connection across the incidents, this being officers in pursuit of their duties and for that reason there was a requirement to take a step back and assess if the training was sufficient to reduce the number of RIDDORs. JF asked if it could be investigated if there was something else that could be done to provide officers with an improved level of protection to try and minimise incidences of RIDDOR reporting. **ACTION SPAHR&R-110815-012**

**DECISION**

Members **NOTED** the update provided.

**ITEM NO 12. Employee Savings & Discount Scheme (Steve Simpson)**

Reference ITEM NO 12 for the papers contained within pack.

The purpose of the paper was to seek Approval for the introduction of an Employee Savings & Discount Scheme.

SS provided a brief summary of the proposed scheme and the associated benefits and costs.

JF referred to Members for questions or comments.

PR asked if this discretionary spend fitted in with the overall strategy and asked if this or a similar scheme was being offered by other Public Sector organisations. SS confirmed there had been no provision made for this scheme in the current budget. PR asked if the introduction of the scheme was being promoted by any of the Staff associations. SS advised this was not being promoted by any of the Staff Associations at this time.

JF requested additional information to satisfy Members questions be provided and the paper be presented at the next HRRC in October. SS agreed this would be done. **ACTION SPAHR&R-110815-013**

**DECISION**

Members **REJECTED** the proposal to implement an Employee Savings and Discount Scheme for all police officers and SPA/PS staff, and the associated costs. Members requested additional information be provided and the paper should be brought back to the next HRRC.

**ITEM NO 13. Nil no item (error with numbering)**

**ITEM NO 14. People & Development Policies (Steve Simpson)**

Reference ITEM NO 14 for the papers contained within pack.

The purpose of the paper was for Members to consider and approve the proposals in relation to Policy modernisation.

JF referred to Members for questions or comments.

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JF asked if there had been discussions with SPA Officers on what the priorities for future papers to be presented to the HRRC. SS confirmed there had been discussion.

**DECISION**

Members **APPROVED** the proposed 'policy' pro forma, as exemplified at appendices A and B, and subsequently note the proposed timeline for Policy submissions.

**ITEM NO 15 AOB - nil**

The HR & Remuneration Committee Public Session meeting ended at 11:35

**End.**

APPROVED