

HR & Remuneration Committee  
23 October 2015  
Minute of Public Meeting

<b>Meeting</b>	Scottish Police Authority HR & Remuneration Committee PUBLIC SESSION	<b>Date/Venue</b>	23 October 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-020	<b>End Time</b>	12:10

<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	Peter Blair, (PB)	Police Scotland
Ian Ross (IR)	Authority Member	Alasdair Muir (AM)	HR Business Partner, Police Scotland
Nicola Marchant (NM)	Authority Member	Superintendent Ross Aitken (RA)	Police Scotland
		Angela Terry (AT)	Head of Leadership Professional Development, Police Scotland
		Jackie Jydd (JK)	HR Specialist, Scottish Police Authority
		Judith MacKinnon (JMac)	Head of HR Governance, Scottish Police Authority
		John McLean (JMCL)	HR Specialist, Scottish Police Authority
		James Bertram (JB)	Health, Safety and Resilience Specialist, Scottish Police Authority
		Deborah Christie (DC)	Committee Coordinator, Scottish Police Authority

**OPENING REMARKS****Chair's Opening Remarks (Jeane Freeman)**

The Chair welcomed all attendees and observers to the meeting. The Chair intimated that agenda item 12 would be taken after the action log and before agenda item 4 to allow RA to leave and attend a funeral.

**1.1 APOLOGIES**

Apologies were received from John Foley, SPA CEO.

**1.2 DECLARATIONS OF INTEREST**

**NOT PROTECTIVELY MARKED**

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**

There were no items of any other were brought forward.

**2.1 APPROVAL of MINUTES (Jeane Freeman)**

The Minute from the Human Resources and Remuneration Committee held 11<sup>th</sup> August 2015 was agreed as an accurate record.

**3 REVIEW of ROLLING ACTION LOG (Jeane Freeman)**

Members noted the comments and recommendations for closure. Refer to the updated action commentary reflected in the Rolling Action Register.

The Chair proposed to take agenda item 12 at the start of the agenda to allow RA leave to attend a funeral. Members agreed to this.

**12. Police Scotland – EHRIA Update (Superintendent Ross Aitken)**

12.1 RA provided members with a brief summary of the work done regarding Equality Impact Assessments and the work that was currently underway to produce a hybrid process consolidating Equality and Human Rights Impact Assessments. SA informed members 2 days of training seminar would be run by the Scottish Human Rights Association. JM confirmed that SPA representatives from HR Governance, Service Provision and line management would attend the course along with Police Scotland colleagues.

12.2 JF sought clarity on the proposed approach to deal with the natural churn of staff who would work in this area and how the skills would not be lost. RA advised the plan was not yet in place however he was alert to this issue with the suggestion of future refresher courses having already been made.

12.3 MM asked when the combined assessment would be implemented and if the combined assessments would be retrospectively done. RA advised there was no plan to revisit the assessments retrospectively as the legal requirement was only that the EIA be done and the work would start in January 2016. Members requested a written update to be brought forward to the December HRRC outlining the timescales for the work. **ACTION SPAHR&R-221015-002a.** Members also requested a paper at the end of the first quarter 2016 to update them on how the work was progression and the commitment to the EIA work. **SPAHR&R-221015-002.**

Members noted the content of this paper and its attachments.

**4. Redundancy Modification Order**

4.1 SS provided Members with an update that no progress had been made however assured members he and his colleagues continues to pursue progress.

4.2 IR asked if there were any consequences for individuals at this time given the lack of progress. SS assured members this was not the case and added any assistance that the SPA could provide in progressing matters would be gratefully received. The Chair undertook to attempt to progress this by requesting the SPA formally approach Scottish Government. **ACTION SPAHR&R-221015-003**

4.3 Members noted the status of the RMO issue.

**5. PNB Update - (Steve Simpson)**

5.1 SS provided Members with a brief overview of the paper.

5.2 There were no questions or comments.

5.3 Members noted progress of the PNB.

**6. SPA HR Ongoing Assurance Report (Judith MacKinnon)**

**NOT PROTECTIVELY MARKED**

**NOT PROTECTIVELY MARKED**

6.1 JM updated Members the SPA team's increased involvement in the Modernisation work had been progressing well as had the ongoing Level 2 and Level 3 Scrutiny work.

6.2 NM sought an assurance that the planned work had been aligned to be done in order to allow the correct flow and linkage between all the work streams in relation to modernisation. JM clarified there was more work to be done to ensure this was the case but there was not currently a plan in place and she would need to discuss this with Police Scotland colleagues.

6.3 PR commented he was disappointed it had not been possible to secure internal resources for the analysis work that had been undertaken by Deloitte as this had created an additional cost pressure. JG commented that he believed this was a cost that had been money well spent and would inform the modernisation work going forward. Members requested details of this additional funding requirement be presented to the F&I Committee as appropriate.

6.4 Members Noted the content of the report and the activities of the HR Governance Team.

**7. VR/VER - NVRP Report – Nicky Page**

7.1 NP provided Members with an overview of the current update.

7.2 GH requested a breakdown of the high ROI to be provided in future reports in addition to the total number of people in the Supernummary Pool. NP agreed this would be provided. **ACTION SPAHR&R-221015-004.** Members also requested details of the 'pending' NVRP to be circulated for Noting. **ACTION SPAHR&R-221015-001**

7.3 Members requested further information on the geographical spread of the VR/VER releases to date. Members also requested a discussion to establish what work remained to be done and what the planned direction of travel would be for the VR/VER Scheme. **ACTION SPAHR&R-221015-005.**

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

**8. Organisational Change Equality Impact Assessment – Level 3 Scrutiny (Jackie Kydd)**

8.1 JK provided an update on the recommendations made to Police Scotland in relation to the level 3 scrutiny on Organisational Change Equality Impact Assessments and asked Members to Note an update would be brought forward to Members in December 2015.

8.2 Members noted the content of the report.

**9. Update from HR Appeals and Operations Sub-Committee (Judith MacKinnon)**

9.1 JM provided 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.

9.2 PR asked for some further information in relation to the projections for the probable outturn and how this figure compared to what had been budgeted. PR requested a formal update of the planned projection as this information was vital for both HRRC and F&I Committee Members to assist in decisions in relation to budget planning. **ACTION SPAHR&R-221015-006**

9.3 Members Noted the content of this report.

**10. SPA Pilot HR Statistics Report**

10.1 JM presented Members with a draft report template for the HR Statistics pilot that was approved at the HRRC in May 2015 and advised that the pilot was conducted within SPA Corporate and Forensic Services. JM invited members to comment on what they believed the next steps should be and if the pilot should continue given the assessment of the data validity.

10.2 The Chair requested further clarity on what the difficulties with the data collection had been and asked this be provided before any further work was carried out. Members requested the issues be resolved where possible and a timeline for this to be provided. Members agreed the HR Stats pilot to be paused in the meantime. Members noted an update on this would be provided in early 2016. **ACTION SPAHR&R-221015-007**

**NOT PROTECTIVELY MARKED**

**10.3 Members Noted the SPA Pilot HR Statistics Template, the approach to the pilot and the benefits of producing such information. Members agreed that the pilot should pause with Members being provided with an update on the timeline to take the work forward available for Noting in early 2016.**

**11.1 Police Scotland SPA HR & Remuneration Committee Performance Report October 2015 (John Gillies)**

11.1.1 JG provided a brief overview of the report.

11.1.2 JG commented there was a need to understand the current barriers to recruitment. JG advised he felt work was required to establish what could be done to remove potential barriers and he believed change was most definitely required. JG suggested the recruitment processes could be reviewed to ensure there were no unintended barriers in place.

11.1.3 The Chair requested that Police Scotland colleagues be aware that it was in no way, acceptable for Members to learn the detail of recruitment strategies through the press and they should be briefed appropriately at an appropriate time to allow Members to be part of the overall approach to the strategy.

11.1.4 PR sought clarity on the reason behind the reported overspend in over-time and asked for an assurance the need for efficiencies had been communicated across the organisation. JG confirmed this had been communicated and he would update PR with specific information in relation to this overspend. **ACTION SPAHR&R-221015-009**

11.1.5 Members noted the content of the report.

**11.2 Health Safety and Wellbeing Q2 YTD Performance Report 2015/16 – Period 1 April – 30 September. (Steve Simpson)**

11.2.1 SS provided Members with a brief summary of the report.

11.2.2 DY commented on the absence of any reference to the Fire Health and Safety in this report. SS advised this was contained within the P&D Report.

11.2.3 Members noted the content of the report.

**11.3 People & Development Performance Report – New Format (John Gillie)**

11.3.1 Members were provided with an overview of the proposed revised People and Development (P&D) Performance Report and noted the proposed format. Members noted this format was to be an interim approach to the reporting and would be updated in course. There were no questions or comments.

**11.3.2 Members Approved the proposed new format and frequency of the P&D Performance Report as an interim solution pending development of the P&D Strategy.**

**13. Attendance Management (Nicky Page)**

13.1 NP advised Members tis paper had been brought forward in response to a request for an overview of the activities that have been progressed across Police Scotland in support of improving attendance within the Service. NP summarised the report also sought to give some context to the current attendance picture, as well as, causes of absence, and some further consideration related to attendance.

13.2 The Chair requested details of the dates when action plans were implemented to allow Members to track when/if changes occurred as a result of the actions taken. NP agreed this information would be provided. **ACTION SPAHR&R-221015-010.** Members noted the high percentage of 'unknown' reasons for absences and asked that work be done to improve this reporting. **ACTION SPAHR&R-221015-011**

13.2 Members noted the content of the report, and the actions and activities undertaken by Police Scotland to ensure robust management of attendance.

#### **14.1 Introduction of a Modern Apprenticeships Programme (Alasdair Muir)**

14.1.1 AM provided Members with an overview of the paper which provided further information on Modern Apprenticeships and proposed the introduction of a structured, co-ordinated programme to allow the SPA/Police Scotland to engage Modern Apprentices into a range of SPA and Police Scotland business areas.

14.1.2 JF asked if the Trade Unions had been consulted. NP was able to confirm there had been early engagement with the Trade Unions and their concerns were in relation to how this proposal fitted with the wider approach to reducing budgets and staff cuts.

14.1.3 NM suggested work should be done to investigate the potential benefits to be derived from the Government tax levy in relation to Apprenticeship Schemes. PR commented this scheme would require a significant contribution from the employer at a time when the budget was already under pressure. Members agreed there were very supportive of the scheme in principle and they would be keen to progress this however it was agreed there was insufficient information presented to allow Members to make a decision. Members requested more information on the financial implications, legal implications and the proposed management of Employee Relations to be incorporated into the next paper presented to the HRRC. **ACTION SPAHR&R-221015-011**

14.1.4 Members Noted the content of this paper and agreed to endorse progressing to the next stage of formal Trade Union consultation for a Modern Apprenticeship Programme in SPA/Police Scotland and noted a paper would be presented to the HRRC at an appropriate time. Members noted this would allow the Trade Unions to be involved in the development of the approach.

#### **14.2 Employee Relations Model and Framework (Nicky Page)**

14.2.1 NP provided Members with a summary of the paper which gave an overview of activities that had been progressed across Police Scotland/SPA in consultation with Staff Association and Trade Unions in the development of the Employee Relations Model and Framework.

14.2.2 Members agreed to endorse the publication of both documents in support of continued proactive engagement with the workforce.

#### **15. Opinion Survey Results Update (Angela Terry)**

15.1 AT updated Members on the planned next steps in relation to the engagement linked to the Employee opinion Survey. AT advised that an update on key themes would be provided to Members at the HRRC on the 8<sup>th</sup> December.

15.2 The Chair sought an assurance the SPA senior Officers would be playing the same role as senior Police Scotland officers. JM confirmed she and the SPA SMG would be visibly engaged in this work to be undertaken. The Chair reminded Members the HRRC had undertaken to keep this matter as an absolute priority and requested it be brought forward to the HRRC on the 8<sup>th</sup> December.

**ACTION SPAHR&R-221015-013**

15.3 JG informed members he believed the timescale was tight to progress this work and proposed that a January launch would be the best option to allow the maximum effect. Members agreed to this approach and noted updates would be provided to Members at both the December HRRC and the December Board Meeting.

15.5 JF raised the concerns expressed by some diversity groups on the apparent omission of an analysis of LGBT responses. Members were advised that Axiom were not willing to open up the report again at this time and SS suggested this was a mistake and the detail had been issued with the need for lessons to be learned. Members asked for clarity on whether this lack of analysis meant there was no spike in the LGBT responses. **ACTION SPAHR&R-221015-014**

15.4 Members noted the content of the report.

#### **16 AOCB**

16.1 There were no items of AOCB brought forward.

The HR & Remuneration Committee Public Session meeting ended at 12:10.

APPROVED