

Meeting	SPA Resources Committee
Date	12 November 2020
Location	Video Conference
Title of Paper	Staff Pay and Reward Modernisation Project Update
Presented By	Jude Helliker, Director of People & Development
Recommendation to Members	For Discussion
Appendix Attached	No

PURPOSE

This paper is intended to provide the SPA Resources Committee with an update regarding the progress of the SPRM appeals process.

Members are invited to discuss the content of this paper.

1. BACKGROUND

- 1.1 The SPRM appeal hearing process began week commencing 25th of May. As of Friday 18th October, 251 appeal hearings (60%) have been held. The project team are encouraged by the positive feedback received from appellants, panel members and Trades Union colleagues.
- 1.2 We remain on schedule to complete the hearing process in December before the outcomes pass through the appropriate quality assurance and governance process and are implemented.

2. FURTHER DETAIL ON THIS TOPIC

- 2.1 A progress update was issued to staff on 06 October 2020.
- 2.2 SPRM communications is currently focussing on Appeal Hearings and we provide regular updates on the SPA and Police Scotland intranet pages and to line managers about the progress of the Appeal Hearings. We also take advantage of these updates to reinforce guidance or good practice learned from completed hearings. We are planning for an additional two updates between now and the conclusion of the hearings, however this will be under review constantly in line with feedback from all relevant stakeholders. In addition, planning is at an advanced stage for communicating the outcome of the appeals hearings to appellants, affected staff and business areas.

3. FINANCIAL IMPLICATIONS

- 3.1 The financial impacts in relation to SPRM appeals are being assessed on an ongoing basis, and forecast costs are included within the monthly finance monitoring report to Resources Committee.

4. PERSONNEL IMPLICATIONS

- 4.1 There are personnel implications arising out of SPRM. SPRM was successfully implemented on the 1st April 2019 therefore the primary area of focus is the appeals process and the successful delivery of same.
- 4.2 Regular specific SPRM engagement continues with the recognised Trade Unions, in addition to normal employee relations engagement through staff JNCC.

5. LEGAL IMPLICATIONS

- 5.1 There are legal implications around issues such as historic equal pay, which this project is designed to address. These have been fully documented in earlier reports associated with SPRM and remain unchanged. The SPRM project seeks to reduce any potential people / legal risk by ensuring equality of pay. The appeals process furthers progress towards avoiding adverse legal implications associated with inherited pay, terms and conditions.

6. REPUTATIONAL IMPLICATIONS

- 6.1 There are reputational issues associated with this project and the implications for our workforce – particularly as they relate to fairness of treatment including pay. SPRM is now post-delivery therefore reputational impact relates almost exclusively to the effective and fair delivery of the appeals process.

7. SOCIAL IMPLICATIONS

- 7.1 Changes to pay can impact on local economies, this can be particularly damaging in remote rural communities. However, this is a managed risk because of the profile of staff loss and gain across this project.

8. COMMUNITY IMPACT

- 8.1 There are no specific community impacts resulting from this proposal.

9. EQUALITIES IMPLICATIONS

- 9.1 There are equality implications associated with SPRM. Failure to deliver modernised pay and grading and terms and conditions for Authority/Police staff, exposes the Scottish Police Authority to potential legal claims (e.g. an equal pay claim under the Equal Pay Act 1970). Members should take assurance that in a wider Equalities sense, the Project has taken a robust approach to Equalities and Human Rights Impact Assessments (EQHRIA) across each aspect of the change programme activity. There are in excess of 100 EQHRIAs that are live documents for the project.

10. ENVIRONMENT IMPLICATIONS

- 10.1 There are no environmental impacts anticipated as a result of this proposal.

RECOMMENDATIONS

Members are invited to discuss the content of this report.