

Minute of People Committee – Open Session

Meeting	People Committee	Date/Venue	Friday 16 June 2017 Pacific Quay
Meeting Called By	Nicola Marchant	Start Time	10.00
Reference Meeting No	OPEO 004	End Time	11.45

Members Present		In Attendance	
Name	Title	Name	Title
Nicola Marchant (Chair)	Authority Member	Judith MacKinnon	Head of HR Governance (SPA)
Graham Houston	Authority Member	Jackie Kydd	HR Specialist (SPA)
Matt Smith	Authority Member	Louise Haggerty	Director HR (Interim) Police Scotland
		Steve Simpson	Head Of Strategy and Specialist Services, Police Scotland
		Nicky Page	Head of People Management Police Scotland
Observers		Angela Davidson	Scottish Government
Lee Souter	Police Scotland	Raymond Clements	Committee Coordinator
Natalie Doherty	Police Scotland	Craig Suttie	Association of Scottish Police Superintendents

STANDING ITEMS

1 OPENING REMARKS

Chair's Opening Remarks: (Nicola Marchant)

- 1.0.1 The Chair welcome all Members and Attendees to the meeting and introduced M Smith as a new Authority Member who was attending to observe the People Committee as part of his induction.
- 1.0.2 The new format of both the Open and Closed sessions of the People Committee and the publishing of papers was explained to Members and Attendees. It was emphasised that the premise of the People Committee continued to be on People, being a responsible employer, developing a sustainable organisation and seeking assurance from Police Scotland that these ideals are being pursued.
- 1.0.3 The importance of a regular Employee climate check with Stakeholders was also noted, where R Clements took an action to add this to the Workplan as a standing item. **ACTION 20170616 – OPEO – 001.**

1.1 Apologies

- 1.1.1 Apologies were received from Robert Hayes, Grant Macrae and Caroline Stuart, new Authority Members who had been invited to observe the People Committee as part of their induction. Apologies were also received from Jude Helliker, the new Police Scotland Director of Human Resources, and Tina Yule, HMICS.
- 1.1.2 Members of Staff Associations and Unions had also been invited to attend to take part in the Employee Climate Check Stakeholder session, where apologies were received from Andrea MacDonald, Scottish Police Federation and Michelle Brewster of Unison.
- 1.1.3 No reply was received from Unite where R Clements took an action to ascertain the reason. **ACTION 20170616 – OPEO – 002.**

1.2 Declarations of Interest

- 1.2.1 Members and Attendees were invited to declare if they had any financial or non-financial interests in respect of the items of business on the agenda, where no declarations were made.

1.3 Any Other Competent Business

- 1.3.1 There were no notifications of any further business.

1.4 Items for Board Submission

- 1.4.1 There were no items for Board submission to be discussed however the Committee Chairs Report for the People Committee would be submitted as a late paper to the 22nd June 2017 Board Meeting.

1.5 Business Conducted Since Last Meeting

Staff and Officer Pay Negotiation

- 1.5.1 Members and Attendees were provided with an update on the Staff and Officer Pay Negotiation, where it was confirmed that the exploration of options in preparation of formal negotiations had begun.

2 REVIEW OF MINUTES AND ACTIONS

2.1 Review of People Committee Rolling Action Log – Open

- 2.1.1 Members and Attendees agreed with the updates and Proposals to Close in the People Committee Rolling Action Log – Open, with the following discussion taking place.
- 2.1.2 With regard to action 20170427 – PEO – 008, Talent Management, Members wished to ascertain how this would be monitored, where it was explained the work had originated as a programme for developing of individuals with talent. This programme has now become part of the Leadership Capability Programme. As the core framework for Leadership Capability is still in development, the Talent Management aspect cannot be launched at this time. R Clements took an action to speak with N Doherty to ascertain if it is appropriate to add Leadership Development to the Agenda for 22 August 2017 in order that the progress of Framework for Leadership Capability can be discussed. **ACTION 20170616 – OPEO – 003.**
- 2.1.3 R Clements also took an action to add an update on Succession Planning to the Agenda for the 22nd August 2017, which would be presented by Peter Blair. **ACTION 20170616 – OPEO – 004.**
- 2.1.4 A further update was added to action 20170427 – PEO – 015, HR Governance Assurance Areas, where it was noted that a meeting would take place with Jude Helliker on the 23rd June 2017.
- 2.1.5 A further updated was added to action 20170427 – PEO – 016, Search Recruitment System, where it was confirmed that an update would be provided at the next People Committee on the 22nd August 2017.
- 2.1.6 A further update was also added to action 20170228 – PEO – 010, Review of Environmental Scanning, where it was confirmed that no further information has been received at this time. R Clements will speak with Catherine MacIntyre to ensure that this is added to the next Committee Chairs Meeting agenda in order that an update can be obtained.

2.2 Review of HR and Remuneration Committee Rolling Action Log – Open

All actions had been previously closed.

2.3 Matters Arising

Update – HMICS Suggestion of a Separate Health and Safety Statutory Committee

- 2.3.1 The Chair met with the George Graham, Chair of the Policing Committees, James Bertram, Interim Head of Health and Safety at Police Scotland, and Lynn Robertson, Health, Safety and Wellbeing Manager, to ensure that, as an interim measure, the Police and People Committees would provide adequate cover with regard to Health and Safety issues raised. A process is currently being written to cover issues that might not come to either committee to ensure full coverage. It was also agreed that the People and Policing Chairs would ensure that, if a reported Health and Safety issue was relevant to the other's Committee, they would make that committee aware.
- 2.3.2 It was noted that both Members and Police Scotland welcomed this suggestion as it was felt to be good practice.
- 2.3.3 The Chair agreed to an action to formally write to David Hume to make him aware of the HMICS suggestion for a separate Health and Safety Statutory Committee in order that this can explored as part of the Internal Governance Review. **ACTION 20170619 – OPEO – 005.**

10.17 Angela Davidson joined the meeting

3 SPA ONGOING ASSURANCE

- 3.0.1 The SPA HR Ongoing Assurance Report was discussed.
- 3.0.2 With regard to Auto Enrolment, it was confirmed that this would only affect staff and officers who had opted out of the Pension Scheme prior to the creation of Police Scotland. Advice from the Pensions Regulator at this time suggested that Police Scotland did not constitute a new employer and would not have to auto enroll staff who had opted out however this advice has now changed. Legal advice has been sought to establish if this correct.
- 3.0.3 It was also noted that letters have been sent out to 121 Officers and 310 staff to inform them of possible auto enrolment. Further information has also been communicated to staff via the intranet and through the updated Frequently Asked Questions.
- 3.0.4 It was confirmed that the Police Pensions SLA Review meeting took place on 12th June 2017. A full update will be provide at the next People Committee on the 22nd August 2017, as noted on the Workplan.
- 3.0.5 The Modernisation Gateway Review Process has been completed and a report has been compiled. Both SPA and Police Scotland have actions in relation to this and the response is to be made by the 4th July 2017.
- 3.0.6 R Clements agreed to an action to add the Modernisation Gateway Review to the Agenda in order that J MacKinnon can present the response at the next People Committee on the 22nd August 2017. **ACTION 20170616 – OPEO – 006.**
- 3.0.7 An update on Ill Health Retirement was provided, where it was noted that the new governance arrangements are now in place. J Kydd continues to be the lead however decisions are now made through John Foley, Chief Executive Officer, which has streamlined the process.
- 3.0.8 Police Scotland confirmed they welcomed the new governance arrangements.
- 3.0.9 J Kydd took an action to provide a yearly update with regard to Ill Health Retirement, to highlight any trends or issues, and to provide R Clements with a suitable date to add to the Workplan. **ACTION 20170616 – OPEO – 007.**

People Pack Highlights for Discussion

- 3.1.10 It was confirmed that at future meetings, the highlights of the People Pack will be discussed. Police Scotland are now forwarding the People Pack to HR Governance on a monthly basis in order that it can be reviewed. Police Scotland will be notified of any issues or trends in order that they can be discussed at the next People Committee.

4 BRITISH TRANSPORT POLICE INTEGRATION UPDATE – VERBAL UPDATE

- 4.1 Members questioned the role of HR Governance with regard to the British Transport Police Integration, where it was explained that HR Governance would support Police Scotland with the work on a joint working basis in order that assurance can be provided to the SPA.
- 4.2 In the past 3 months, HR Governance has had significant engagement with all stakeholder groups, including British Transport Police, The British Transport Police Authority, British Transport Police Federation and The Transport Salaried Staffs' Association or TSSA. Integration Workshops are planned and HR Governance have met with the other Workshop leads with regard to other strands. It was emphasised that HR Governance have met a number of times with British Transport Police's HR Function.

Not Protectively Marked

- 4.3 HR Governance have developed a set of principles of transfer, which are based on the SPA's values of being responsible employer and building a sustainable organisation. These have been shared with partners at British Transport Police and with the TSSA and BTP Federation for feedback.
- 4.4 The principles are built around the wellbeing of the workforce; open and transparent communications; active engagement with all relevant stakeholders and that the necessary dedicated resources are available to complete the transfer. Final agreement will be accomplished through the Joint Programme Board, the senior Government sponsored group.
- 4.5 HR Governance are also identifying the strategic workforce considerations in order that option appraisals can take place and recommendation can be offered by the workstream to inform the Joint Project Board in order that informed decisions can be made.
- 4.6 All 3 members of HR Governance are involved, with J MacLean representing the Officer side and J Kydd representing the Staff side, working closely with N Page and her team.
- 4.7 It was noted that this is a Scottish Government led project, with SPA and Police Scotland as partners. The importance of these principles was emphasised as decisions will have a different risks for different partners and different costs. It was also noted that engagement by all partners has improved.
- 4.8 Members sought clarification on the role of SPA with regard to oversight of the project and assurance that SPA has full oversight with regard to risks, timetable, budgets implications and any challenges, as there is a risk that any failure in this project might be seen as the responsibility of the SPA.
- 4.9 It was suggested that other aspects of the British Transport Police Integration should be discussed by other SPA Committees and that there should also be a regular report to the SPA Board. Updates on key areas with regard to the people aspect of the integration, including pensions, will continue to be brought to the People Committee, with the SPA Board being responsible for ensuring the timetable is achievable as it has been suggested that the timetable currently being worked to may be unrealistic.
- 4.10 It was confirmed that there is insufficient resource available with regard to the current demands of the project. A paper has been submitted to David Page to raise issues with regard to project management and legal resources. This matter will be discussed on week commencing 12th June 2017 with the Force Executive. N Page has also surveyed the wider resourcing issues and created a basic plan which confirms suitable provision is not in place. Part of the overall issue with resourcing is that that Scottish Government is the lead on 6 of the 7 workstreams with SPA and Police Scotland as partners.
- 4.11 J Mackinnon took an action to address these concerns to the Board on the 22nd June 2017, through the Committee Chair's Report of the People Committee, in order that Members can discuss the best way to govern this project and seek clarification on a budget for project resources. **ACTION 20170616 – OPEO – 008.**
- 4.12 It was confirmed that Scottish Government are currently in the process of recruiting dedicated resource for the British Transport Police Integration.

5 WORKPLANS

5.1 People Committee 2017 Workplan

- 5.1.1 The People Committee Workplan was discussed.

Not Protectively Marked

5.1.2 R Clements took an action to speak with N Docherty to establish key dates for Modernisation, including items for consideration by Committees and proposed dates for submission to the Board and Scottish Government. This should also include the action plan in relation to the Modernisation Gateway Review and the date of any further Gateway Review. **ACTION 20170616 – OPEO – 009.**

5.1.3 R Clements also took an action to add to and amend the Workplan as follows:

- British Transport Police Integration – Standing Open Item
- Employee Engagement – Move to December 2017
- Leadership Development Programme – Amend to Leadership Capability
- Leadership Capability – Move to August 2017
- Progress against Equality Outcomes – Move to October 2017
- Transformation Change of Corporate Services – Standing Closed Items
- Staff and Officer Pay Negotiation – Standing Closed Items
- Modernisation - Standing Closed Items

ACTION 20170616 – OPEO – 0010.

5.1.4 It was explained that Committee Chairs compare the Workplans in order that they can confirm that work aligns and that, if necessary, the People Committee will work offline to ensure deadlines are met.

5.2 People and Development Annual Delivery Plan

5.2.1 The People and Development Annual Delivery Plan was discussed, where it was confirmed that the plan comprises of specific projects that were expected to be completed in the 2017 to 2018 financial year. All standard 'Business as Usual' work will continue to be reported through the People and Development People Pack, with trends and issues being highlighted by HR Governance.

5.2.2 N Marchant took an action to compare the People and Development Annual Delivery Plan against the People Delivery Workplan in order she can highlight projects of interest for R Clements to discuss with N Doherty with a view to adding to the Workplan where relevant. **ACTION 20170616 – OPEO – 011.**

5.3 SPA HR Scrutiny Plan

5.3.1 It was confirmed that the HR Scrutiny Plan was to be discussed with Jude Helliker, the new Police Scotland HR Director on the week commencing 19th June 2017, and finalised. This will be available at the next People Committee.

6 ANY OTHER BUSINESS

6.1 With regard to British Transport Police Integration, Members requested an indication of the addition costs involved in the People aspect of the integration.

6.2 It was confirmed that N Page has already been requested to produce the People aspect of this information by ACC Bernard Higgins, with the aim of ascertaining the estimated cost for the whole project, both up to and after day one. N Page agreed to an action to request ACC Higgins provide sight of this information to the SPA Board. **ACTION 20170616 – OPEO – 012.**

7 EMPLOYEE RELATIONS CLIMATE – STAFF SIDE VIEW

- 7.1 The Chair invited C Suttie of ASPS to come to the table and join the meeting.
- 7.2 C Suttie confirmed that ASPS are keen to engage and influence where they can and express disappointment that the Unions and the Scottish Police Federation (SPF) were unable to join the meeting. He also highlighted that Members of ASPS were not employees.
- 7.3 He went on to summarize the different aspects of employee relations, environment, engagement, consultation and outcomes, to touch on each one. The environment was made of many factors and stakeholders however SPA and Police Scotland are often held responsible for everything.
- 7.4 It was stated that ASPS and the SPF have a different relation with the SPA. As stated in their Constitution, ASPS have a responsibility toward the effectiveness and efficiency of the Police Service, which leads them to be involved in other areas beyond terms and conditions and welfare. This can lead to issues where consultation does not take place with ASPS as there is no requirement however the proposed changes do affect ASPS Members. Past examples include Police Officers doing back office work and counter closures.
- 7.5 It was confirmed that engagement with the Police Service, SPA and Scottish Government is good, however this can occur after the event, such as with new Chief Office Support Staff roles. It was also noted that there are instances where ASPS are only briefed on issues.
- 7.6 It was acknowledged that there is still some struggle with the transition to the single Service. ASPS are finding that issues raised are now more specific. ASPS representatives were also more integrated in decision making processes in the past. The consequences are that ASPS are not consulted on the larger issues. The smaller legacy forces also allowed for one to one consultation with all ASPS Members however this is also no longer possible.
- 7.7 It was confirmed that there is excellent consultation with regard to pensions and wellbeing. There is also excellent consultation engagement with Scottish Government. ASPS also engage through the PNB, JNCC as well as SPA.
- 7.8 There are issues with engagement with regard to matters such as the Performance Regime and Stop and Search, where there was engagement with the Service but not consultation. ASPS made their views on these issues clear very early however these were not considered.
- 7.9 Future issues that are being considered now include work / life balance and the disruption of shifts. This directly affect Police Staff and Federated Ranks. ASPS Members are affected by Working Time Regulation Compliance. In a recent survey, responded to by 90% of ASPS Members, it was noted that many work excessively long hours and 24% wish to be considered for flexible working but are not willing to request this in the event it is seen as weakness. 74% of ASPS Members also feel that Chief Officers only speak about Work Life Balance, where 24% feel Chief Officers lead by example.
- 7.10 ASPS have engaged with Angela Terry, Police Scotland HR, with regard to learning. It was noted that the number of Members who felt they had all the knowledge they required to manage staff has fallen. It was also noted that there has been no leadership learning at this level in the past 2 years.
- 7.11 It was also stated that diversity was an issue among ASPS Members, with less than 20% being women and less than 2% being BME.
- 7.12 With regard to hours worked, it was confirmed that all ASPS members work over 40 hours, with a significant proportion working 60 hours or more. This includes On Call hours and disturbance through the night. It was suggested that this might be why so few people with caring responsibilities wish to rise to this rank.

Not Protectively Marked

- 7.13 When asked whether it was a sense of duty or a need that caused Members to work excessive hour, it was explained that the last survey had revealed that over 90% of member stated that the job had an excessive depth and breadth, which lead to working excessive hours. It was also noted that a significant number of Members lose rest days on a regular basis. This is affected by the culture of where Members are based. Succession planning may also be an aspect where Members feel they are the only people with the necessary skills to perform tasks.
- 7.14 Members enquired about the climate of staff and officers managed by ASPS Members, where it was explained that ASPS works closely with the SPF, who had indicated that officers feel under pressure due to continual shift changes and uncertainty of when time off will be available. Staff are under pressure due to the budget cuts and changes in the Force.
- 7.15 Police Scotland HR agreed with the issues raised and highlighted that work had been ongoing for some time to try to resolve the issues relating to shifts. It was also agreed that operational training was being provided however more people management courses were necessary. It was also confirmed that that the issue of working long hours had already been addressed over the past 2 years and that DCC Livingstone had now made it clear he wished the issue permanently resolved. This will be addressed through leadership and changing culture.
- 7.16 The Chair thanked S Suttie and invited him to return and provide an update on the ASPS Survey on the 22nd August 2017. R Clements took an action to add this to the next People Agenda. **ACTION 20170616 – OPEO – 013.**
- 7.17 An updated was provided with regard to the position of Unison, where it was confirmed that there was a formal Fail to Agree lodged on Monday 12th June 2017, which specifically pertains to the apparent loss of vacancies from SCoPE. Many of the vacancies were due to administrative issues, such as vacancies that were not removed when funding ended or when the post was transferred to another Legacy Force and was added to their Legacy SCoPE but not deleted on the original System. To simplify sorting, DCCs were given lists of relevant posts and asked to identify the critical posts that needed to be filled in order that commitment could be made to recruitment. The list of 700 posts came into the possession of the Unions, who were concerned at this apparent removals. They announced in April that they felt there had been insufficient engagement with regard to this. It was confirmed at this time by Police Scotland that work was ongoing with regard to these posts. Unions have been speaking to staff who have concerns with regard to posts being removed without any explanation. This has led to the Unions stating they require further engagement to ascertain further details with regard to the removal of the vacant posts.
- 7.18 A meeting has taken place with Gerry Crawley, where it has been agreed that a further meeting will take place on 20th June 2017 to begin discussing the vacancies and begin categorisation and prioritisation of concerns. It is also hoped that a plan can be put forward to provide adequate information to the Unions in the future. N Page agreed to an action to provide an update to the Chair after the meeting with Unions on 20th June 2017. **ACTION 20170616 – OPEO – 014.**
- 7.19 It was acknowledged that the Trade Unions have worked with Police Scotland to accomplish what has been achieved to date. Relationships have been open and transparent.
- 7.20 R Clements took an action to write to all Staff Associations and Unions to make them aware of a standing invitation to the Regular Employee Relations Climate – Staff Side View. **ACTION 20170616 – OPEO – 015.**

8 DATE OF NEXT MEETING

- 8.1 The next meeting will take place on the 22nd August.

Not Protectively Marked