

<b>Meeting</b>	<b>SPA People Committee</b>
<b>Date</b>	<b>31 August 2022</b>
<b>Location</b>	<b>MS Teams</b>
<b>Title of Paper</b>	<b>Embedding Fair Work into Policing</b>
<b>Presented By</b>	<b>Director of P&amp;D, Jude Helliker Head of HR, Nicky Page</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Appendix A - Organisational Fair Work Statement</b>

**PURPOSE**

The purpose of this paper is to outline the proposed approach to apply the intentions of the Scottish Government Fair Work First Guidance within Policing in Scotland.

This paper is submitted for endorsement.

## **1. BACKGROUND**

- 1.1 The Strategic ambitions for Fair Work are set out in the Fair Work Convention's Framework (2016). In response to this, the Scottish Government set out the actions it will take forward to achieve this agenda in its Fair Work Action Plan. Fair work is defined as work that offers effective voice, fulfilment, opportunity, respect and security.
- 1.2 In 2021 the Scottish Government published Fair Work First: guidance to support implementation and this guidance has been used to inform the proposals and recommendations in this paper. The Fair Work First criteria included within the guidance is focused on:
- providing a decent standard of living and income
  - offering security of contract, including hours and earnings, other entitlements including sick pay and pension
  - fostering an environment where workers' views are actively sought, listened to and can make a difference, including through a stronger role for trade unions
  - giving opportunities for all to learn, develop and progress
  - creating a healthy and safe environment, where individuals' wellbeing is actively supported
  - enabling people to have a good work-life balance
  - supporting people to feel valued and respected in work and wider society
  - promoting innovation and productivity.
- 1.3 As outlined in section 2.11, whilst this paper has a specific emphasis on budget setting linked to the specific references to budget setting in the Fair Work guidance, Fair Work principles are actively being considered as part of the People Strategy refresh and therefore consideration of these principles is far more broad than the budget setting process.

## **2. FURTHER DETAIL ON THE REPORT TOPIC**

### **How Public Bodies Should Use Guidance**

- 2.1 The guidance highlights that public bodies have a dual role to play in supporting the implementation of Fair Work First: as employers; and as the stewards of significant public funding which supports delivery of public services and Scottish Government priorities. It also outlines the following steps as part of funding arrangements:
- Identify Fair Work First priorities

- Monitor and provide evidence of progress towards meeting the Fair Work First criteria as part of sponsorship/funding arrangements
- Consider further action the body could take to enhance their Fair Work approach
- Describe how organisation is meeting and/or intends to advance Fair Work First Criteria and timescales for doing so as part of agreement of annual priorities with relevant Scottish Government policy/sponsorship teams
- Agree priorities in collaboration with the appropriate workforce representatives
- Include a jointly agreed short statement on the external facing website highlighting the commitment to advancing the Fair Work First Criteria.

### **Embedding Fair Work into Funding Arrangement Process**

- 2.2 In light of the guidance, it is proposed that consideration of the Fair Work First principles and evidence of progress towards the Fair Work First criteria is assessed on an annual basis and progressed through Police Scotland internal governance to the SPA People Committee with this assessment informing the annual budget process as well as Strategic Workforce Planning. Engagement is also ongoing with Finance to ensure that consideration of Fair Work is included within departmental budget guidance where appropriate.
- 2.3 Particularly given the challenging financial position going forward a key aim is to ensure any activity that can support the delivery of Fair Work can be prioritised alongside other strategic objectives, whilst also systematically highlighting areas where there are budgetary barriers preventing the delivery of the full intent of the Fair Work priorities. It is important to note though that some elements of Fair Work are non-financial.
- 2.4 Key milestones to embed this approach are outlined below:
- Engagement with Finance to discuss practicalities of setting up process to embed fair work considerations into budget setting (commenced and ongoing – see section 7.1)
  - Endorsement of Fair Work statement and high level approach through governance (Q2 2022/23)
  - Embedding Fair Work considerations into budget guidance (Q3 2022/23)
  - Progress annual assessment of Fair Work through engagement with key stakeholders including Staff Associations and Unions (Q3 2022/23)

- Progress annual assessment through governance (Q4 2022/23)
- 2.5 It is anticipated that this will be an iterative process where lessons will be learned in relation to the approach and timing of the annual assessment in order to maximise the impact and support this can provide to the budget setting process.
- 2.6 In line with the approach adopted for the People Strategy Evaluation it is proposed that this assessment is progressed by the SPA Workforce Governance Team in collaboration with P and D Governance, Reward, Tier 2s, Staff Associations/Trades Unions and any other relevant stakeholders across the organisation.

### **Proposal 2: Develop and publish Written Statement**

- 2.7 In line with the Fair Work First Guidance, a short written statement has been developed jointly by Police Scotland Reward and SPA Workforce Governance.
- 2.8 Whilst consultation has taken place with Staff Associations and Trades Unions to inform the development of the statement, current challenges, particularly in relation to pay negotiations and feelings in relation to lack of fairness associated with this, has prevented the ability to publish a joint statement at this time.
- 2.9 That said the proposed organisational statement (see Appendix A) was developed considering feedback from Staff Associations and Trades Unions and as a result incorporates the following points:
- There is a clear focus on behaviours and outcomes i.e. the need for policies/procedures/activity to translate into positive behaviours and outcomes
  - An assessment of progress against the fair work priorities is not included as appendix to the statement until after the first annual assessment.
- 2.10 The aim is to work towards a joint statement using the annual assessment to build confidence to sign up to the statement.

### **Embedding Fair Work into Strategic Planning and Delivery**

- 2.11 In order to deliver Fair Work it is essential that these principles are embedded into strategy development and delivery. Engagement has taken place as part of the development of the People Strategy to ensure that the Fair Work priorities are fully considered and

embedded into the Strategy, resultant delivery plans and Strategic Workforce Planning refresh.

### **3. FINANCIAL IMPLICATIONS**

- 3.1 Fair work will impact a number of areas including those which are non-financial and relate to organisational workforce policy decisions and processes.
- 3.2 Work is ongoing as to how best to monitor the ways in which existing budgets align with Fair Work practice and any further financial implications will be considered as part of the annual budget setting process where appropriate.

### **4. PERSONNEL IMPLICATIONS**

- 4.1 The paper highlights the intention to develop a systematic approach within policing that ensures prioritisation of the resources available whilst also demonstrating the impact that limited resources can have on the delivery of the Fair Work priorities within the Scottish Government Guidance.

### **5. LEGAL IMPLICATIONS**

- 5.1 There are no legal implications associated with this paper.

### **6. REPUTATIONAL IMPLICATIONS**

- 6.1 There is a perception, from some, that the organisation has not done enough to respond to findings from previous survey activity. Delivery of the Organisational Implementation plan will, potentially, mitigate these concerns and demonstrate that Police Scotland is listening to their people, are committed to action and confirms that our peoples' voices do matter.

### **7. SOCIAL IMPLICATIONS**

- 7.1 There are no social implications associated with this paper.

### **8. COMMUNITY IMPACT**

- 8.1 There are no community impact implications associated with this paper.

## **9. EQUALITIES IMPLICATIONS**

9.1 Fair Work focuses on action to tackle the gender pay gap and the creation of a more diverse and inclusive workplace and therefore will be a focus of the annual assessment process.

## **10. ENVIRONMENT IMPLICATIONS**

10.1 Fair Work includes consideration of the importance of carbon literacy for all officers/staff and therefore will be a focus of the annual assessment process.

### **RECOMMENDATIONS**

It is recommended that:

- The proposed SPA/PS organisational written statement is endorsed with a commitment for this to be reviewed after each annual assessment.

## **APPENDIX A**

### **Organisational Fair Work Statement**

Scottish Police Authority (SPA)/Police Scotland are committed to advancing the principles of Fair Work First to achieve positive outcomes for our workforce and will strive towards continuously improving on these areas by embedding these principles into our strategic development, planning and delivery.

Fair Work is work that offers all individuals an effective voice, opportunity, security, fulfilment and respect. It balances the rights and responsibilities of our people and SPA/Police Scotland and in turn it generates benefits for the workforce, policing and society as a whole. We believe Fair Work can boost creativity, realises untapped potential and increases productivity.

SPA/Police Scotland is committed to supporting a positive working environment and ensuring resources, talents and skills of all our people are maximised. We will continue to strive towards mainstreaming equality, diversity and inclusion into all we do within policing. It is essential that we ensure our policies, procedures and activity translates into positive behaviours and outcomes and there is a commitment to ensure impact can be effectively measured to support an effective assessment against the Fair Work principles.

Consideration of Fair Work First principles and evidence of progress towards the Fair Work First criteria will be assessed on an annual basis at the People Committee with this assessment contributing to the annual budget setting process. This assessment will be progressed in collaboration with statutory staff associations and trades unions, including attendance and contribution to discussions at the People Committee.

SPA/Police Scotland will include Fair Work and Living Wage award criteria in all appropriate procurement contracts where they are relevant.