

**RESOURCES COMMITTEE  
10 AUGUST 2020**

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**Minute of the Scottish Police Authority Resources Committee held  
on MS Teams on Monday 10 August 2020.**

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Participating Committee Members

Elaine Wilkinson (Chair)  
Grant Macrae  
Mary Pitcaithly  
Caroline Stuart  
Jane Ryder (from item 6)

Other Participants

Scottish Police Authority (SPA)

Lynn Brown, Interim Chief Executive  
Darren Patterson, Head of HR Governance  
Jackie Kydd, HR Governance  
Hazel Rock, HR Governance  
Deborah Christie, Committee Co-ordinator (Minute)

Police Scotland (PS)

DCO David Page, Deputy Chief Officer  
ACC Kenny MacDonald  
James Gray, Chief Financial Officer  
Andrew Hendry, Chief Digital and Information Officer  
Jude Helliker, Director of P&D  
Lisa Kelly, Governance Manager  
Michael Steele, Business Investment Lead  
Dennis Hamill, Chief Data officer  
Iain McKie, Interim Procurement Improvement Lead  
Peter Blair, Head of Strategic Workforce Planning

Charlie Fisher, HMICS

**1.1 Welcome and Apologies (Elaine Wilkinson)**

The Chair welcomed everyone to the meeting which was being held using MS Teams due to the current COVID19 restrictions, it was confirmed that the meeting would be live-cast to the SPA Website for the public items.

Apologies were received from Barry Sillers. Charlie Fisher from HMICS was welcomed to the call.

## 1.2 Declarations of Interest

There were no declarations of interest.

## 1.3 Decision on Taking Business in Private

In accordance with paragraphs 21 and 22 of the SPA Standing Orders, the Committee **AGREED** to consider items 5 - 8 on the agenda in private.

## 2.1 Q1 Health and Safety Report - James Bertram

Members considered the report which sought to provide a strategic overview in relation to Health & Safety within the Scottish Police Authority and Police Scotland. In addition to the written report and during discussion the following points were raised and discussed;

- Members were taken through the key highlights of the report.
- James Bertram reported that the data confirmed a downward trend in RIDDORs from 2017 to date. The Committee noted there had been no COVID19 related RIDDORs. The Committee welcomed the identification of this trend in respect of RIDDORs and underlined the importance of trend analysis being reported to the committee in future. Members heard that the H&S Team had been working closely with the APU which was proving very beneficial and the ambition would be for trends reporting to become part of the routine reporting to the committee. The committee welcomed this ambition and agreed the provision of this data will allow the committee to be assured or highlight areas of work requiring further exploration.
- The Committee sought an assurance that Police Scotland was in possession of sufficient data to ensure all learning is being taken from COVID19 related incidents and to allow identification of any issues. James Bertram assured members that a daily analysis of incidents was carried out and hot-spots or trends were shared with colleagues in Officer Training and action taken if necessary.
- Members were again assured that all Statutory and Mandatory Officer Training was being carried out and there was no issue in this regard.
- The committee explored the plans to address some of the risks in relation to the H&S Action Plan and heard that the risks were being managed and closely monitored with progress being seen despite the challenges currently being faced across the organisation. It was noted the progress will continue to be reported to the committee. Members commended the progress that had been made on the H&S Action Plan and agreed that the entire workforce would benefit from the improvements that had been made.
- Noting the potential requirement for additional regional support in the coming weeks and months as the possibility of regional spikes in COVID19 materialise, Members asked what arrangements were in place to ensure the H&S Team could support any increase in future regional demand. James Bertram explained that support had been

ongoing and a dynamic risk assessment was in place to ensure all areas of policing were captured and refresher activity planned. The committee agreed this was of great importance due to the varied nature of policing work and the everyday risks faced by officers and staff and welcomed the assurances being provided.

- James Bertram provided the committee with an update that his team were trialing some bespoke software packages that APU had developed which it was anticipated would provide improved data.
- Members explored what arrangements were in place to ensure all learning from incidents was fed back into the organisation. It was reported that the COVID19 Health and Safety Group was responsible for reviewing COVID19 related incidents and this provided the platform to share learning, agree to amend guidance or develop refreshed comms/memos. The committee was assured that these arrangements provided the opportunity for the approaches to be iterative and to evolve as new information was available.
- Members requested a report be brought forward to a future meeting that would provide an overview of the progress seen in relation to the 'Your Safety Matters' initiative.
- The committee welcomed the evidence of a joined up approach to H&S matters across the organisation.
- Members questioned if the delays experienced in H&S Audits and training due to COVID19 had been addressed and heard that these activities were now back on track and the backlog was being cleared.

**Members noted the report and agreed the following actions;**

**RES-20200810-001: Future reports to provide longer-term trend data and analysis.**

**RES-20200810-002: Future committee meeting to considered an update report on the 'Your Safety Matters' initiative.**

**2.2 Q1 Wellbeing Report – Jude Helliker**

Members considered the report which was submitted to update the Committee on Q1 Wellbeing activities and to propose next steps to continue to mainstream the wellbeing. In addition to the paper and during discussion the following points were raised and discussed;

- The committee noted the updates in respect of Employee Assistance Programme (EAP), Trauma Risk Management (TRiM), Wellbeing Hubs and Backup Buddy.
- The committee heard that COVID19 continued to impact on Occupational Health demand and the provision of services from Optima. It was reported that telephone appointments continued

with no face to face meetings taking place. It was confirmed that only business critical medicals were being undertaken.

- Members heard that although Employee Assistance Programme contacts were still down, it was anticipated this would increase in the coming weeks and this would be carefully tracked.
- The committee explored reasons for lower take up of some of the opportunities in place. Jude Helliker agreed that some of the take up levels were disappointing and the Short Life Working Group would seek to explore ways in which take up could be increased. It was suggested that more targeted comms would be a valuable tool to improve take ups for some initiatives. It was agreed that the next update report would provide an analysis of any regional variations that may exist in terms of resilience initiative up take.
- Members were updated that an Internal Audit Wellbeing Audit had been conducted to assess the organisation's commitment to staff wellbeing in line with the people strategy. It was agreed that the findings would be shared with the committee after it had been fully considered internally.
- The committee requested that the result of the SAMH Peer Review also be reported to the Committee with the update reports to provide an understanding of how the findings will inform future wellbeing investment activity.
- The committee sought clarity on the timeline for the Wellbeing Staff Survey and heard Jude Helliker's assurance that this remained a key priority for both herself and the team as it would provide a strong evidence base for future work. It was confirmed the survey was planned for February 2021 and plans were already underway to meet this timeline. Recognising the importance of how the survey would feed into future wellbeing work, the Chair requested updates to the Committee to track the progress being made towards the target launch date.

**Members noted the report and agreed the following actions;**

**RES-20200810-003: Future reports to provide analysis of any regional variations seen in up-take of the available resilience initiatives.**

**RES-20200810-004: Future report to provide update in respect of SAMH Peer Review, Internal Audit on Wellbeing, prioritisation for wellbeing investment activity and workforce survey planning.**

**3. Q1 People Management Information Dashboard– Jude Helliker**  
Members considered the report which was submitted to provide a strategic overview in relation to Workforce data. In addition to the paper and during discussion the following points were raised and discussed.

- Jude Helliker walked Members through the key highlights as reported. The following areas were highlighted;
  - The unprecedented deployment of Special Constables. This was in part due to some employers releasing staff to volunteer for Special Constables on a Full Time basis throughout the COVID19 crisis. Members agreed this contribution was significant and thanked all Special Constables for their work during the pandemic.
  - The increase in absence rates due to psychological illness would be further explored and actions taken when identified as appropriate.
  - The increased number of modified duties. Work was planned to better understand the underlying reasons for this increase and this was being done as a priority area. Members heard that new processes were in place which would seek to address this rise.
- The committee explored the absence levels and how Police Scotland compared to other comparable forces. The committee heard that work was being done to reduce sickness absence levels where possible although there were no specific targets for this given the considerable variables. Jude Helliker confirmed that while no targets had been set, she would be keen to see evidence of downwards trends for sickness absence and the focus would be on tackling longer term sickness absence.
- Members heard that the flexibility that was being given to the workforce was believed to be a reason for the reduction in short term absences.
- Noting the equalities data was no longer included in the reporting, Members requested that future bi-annual updates come to the Committee for consideration and to allow progress in this area to be overseen.
- Wishing to explore the matters in more detail, the Committee Chair asked what was being done to drive down the number of long term absences and what was being done to ensure that those on modified duties can make a significant and valuable contribution to the organisation. Jude Helliker advised that a project was underway to explore the ways that those on modified duties can effectively contribute whilst on modified duties and while this had been delayed due to COVID19, it was due to report shortly. Members were assured that this was an area of focus for the organisation and the increase in modified duties was being tackled. The committee welcomed the commitment from Jude Helliker to bring a report back to the Committee with details of the actions

and the progress being made to address the rise in those on modified duties.

**RES-20200810-005: Committee to consider findings and planned actions that come out of the SLWG on modified duties.**

**RES-20200810-006: Future reports to bi-annually provide workforce equalities profile information.**

#### **4. Draft People Strategy Year 3 Annual Delivery Plan 2020/21 - incorporating COVID 19 'New Normal' Activities – Jude Helliker**

Members considered the report which provided details of the People and Development Annual Delivery Plan for 2020/21. In addition to the paper and during discussion the following points were raised and discussed;

- Jude Helliker provided a brief summary of the report and highlighted the Delivery Plan covered year three of the People Strategy 2018-21 and contained activities which would bring this iteration of the strategy to a conclusion. Members heard that the plan also contained deliverables which have been mapped to the Chief Constable's Commitments and the People and development 'New Normal' Activity Plan.
- The Committee welcomed the activity and noted the next steps and in response to a question about how the benefits or expected outcomes would be tracked. Lisa Kelly summarised the approach to be taken with the planning of benefits reporting still underway but it was confirmed it would include a baseline, the expected impact, agreed measurements, capturing of learning and risk management.
- The committee considered an update on the Proof of Concept for My Careers and noted the progress being made.
- Mary Pitcaithly noted the commitment to having a diverse workforce but questioned if there were specific actions being developed to achieve this. Jude Helliker summarised the work being done to launch an ambitious Diversity Action Plan which has been designed to tackle the barriers to recruitment, promotion and retention from the underrepresented groups. It was confirmed this would be explored in detail at the Board meeting in August.

**The remaining items were taken in private.**