

PEOPLE COMMITTEE  
25 OCTOBER 2021

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**Minute of the Scottish Police Authority People Committee held on  
MS Teams on Monday 25<sup>th</sup> October 2021.**

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Authority Members

Mary Pitcaithly (Chair)  
Alasdair Hay  
Fiona McQueen  
Catriona Stewart  
Martyn Evans

Scottish Police Authority

Chris Brown, Deputy Chief Executive  
Darren Patterson, Head of Workforce Governance  
Jackie Kydd, Workforce Governance Lead  
John Maclean, Workforce Governance Lead  
Deborah Christie, Governance Support Officer

Police Scotland

DCC Fiona Taylor, Deputy Chief Constable  
DCO David Page, Deputy Chief Officer  
Jude Helliker, Director of People and Development  
Peter Blair, Head of Strategic Workforce Planning  
Nicky Page, Head of Human Resources  
Heather Cunningham, Head of Recruitment and Selection  
Alexis Hunter, Head of Leadership and Talent  
Kirsty Garrick, Head of People Engagement Partnering

Staff Association and Trade Union Representatives

Derek Balfour, Unite  
Ch Supt Suzie Mertes, Association of Scottish Police Superintendents  
David Hamilton, Scottish Police Federation  
Tina Yule, HMICS  
David Malcolm, UNISON

Prof Les Graham, University of Durham

### 1.1 Welcome and Apologies

Mary Pitcaithly welcomed everyone to the meeting which was being held using MS Teams due to the current COVID19 restrictions, it was confirmed that the public items in the meeting would be live-streamed to the SPA Website. Trade Union and Staff Association representatives were welcomed to the meeting.

There were no apologies noted.

### 1.2 Declarations of Interest

There were no declarations of interest.

### 1.3 Decision on taking business in private (items 3 & 4)

In accordance with paragraph 20 of the SPA Standing Orders, the Committee **AGREED** to consider items 3 and 4 on the agenda in private.

## 2. Your Voice Matters Survey Results – Kirsty Garrick/Professor Les Graham

Members considered the paper which had been submitted to provide an overview of the full organisational results for Police Scotland and SPA Corporate in relation to the 'Your Voice Matters' survey and to provide an overview of the development of Police Scotland's proposed Implementation Plan. It was confirmed the Forensic Services survey results were not included in the information being presented at this committee but these results will be shared with the workforce after some planned additional engagement activity has been carried out by the Forensic Services Senior Management. In addition to the submitted report the following was discussed;

- Kirsty Garrick provided the Committee with a summary of the paper and took attendees through key findings from the reports for Officers and staff. Positive messages from the reports were highlighted along with updates on some key specific areas that the survey had highlighted will require improvement. Members heard that the improvement activity was to be taken forward through the Implementation Plan. Members were updated that the Survey Steering Group, which includes stakeholders, would continue to support delivery of the Implementation Plan and progress against the Plan would be tracked and monitored by the Professionalism, Digital and Transformation Management Board.
- Members and attendees discussed at length, the organisational results for Police Scotland and SPA Corporate in relation to the 'Your Voice Matters' survey.
- Recognising one of the anticipated significant outcomes from this survey was to be able to benchmark results across other UK police

forces, questions were asked about how and when this benchmarking activity will be reported to the Authority and whether any benchmarking against organisations out with policing was planned. Prof Graham explained that the results have been benchmarked against the England and Wales National Wellbeing Survey where that was possible and for measures that were not included in that national survey, c. 21 Forces' data have been benchmarked against.

- It was explained that Durham University have provided Police Scotland with a breakdown of other Forces that they may wish to explore specific areas with and while this has yet to be done, it was part of the planned engagement.
- The committee was advised that links had been made with NHS Scotland colleagues and it was the intention to benchmark against their staff survey results where possible.
- Members expressed disappointment that the report did not provide the committee with the level of benchmarking data which had been anticipated, for example, scales of anonymised data but which showed where Police Scotland sat in comparison to other forces. Clarity was sought on whether this will be available in due course. The Committee was advised that it had been decided that themes would be identified and not to benchmarking against every measure as this was believed to be a better approach.
- Clarity was sought whether it was known if the survey was believed to have captured all of the areas that officers and staff would wish to raise and an assurance was sought that no key areas of concern could have been left out. Members heard that effort had been made to make the survey as inclusive of the areas that really matter and the results would now be used to start conversations with the workforce, to further explore how Officers and staff can be supported across the organisation and to work to get to the heart of the matter across various topics at a local level.
- Members expressed a desire to further explore the results in respect of a number of specific areas including but not limited to; hindrance stressors, what these look like for officers and staff and how the organisation can take improvement action; practical steps being taken to address issues of sleep deprivation, additional information on what is meant by 'discretionary effort' and organisational tone.
- A request was made for additional information to allow Members to explore any notable regional variations in results and to be provided with organisational level analysis of the free text responses.
- There was discussion on how these results may now be cross referenced with other surveys and public opinion surveys to provide a richer overall picture and identify any correlations, however it was recognised that while worthwhile, this would be a challenging piece of work to successfully complete.

Members agreed the following actions and noted the contents of the report.

**ACTION PEOPLE-20211025-001: Committee Members to be provided with additional information in respect of;**

- Any significant regional or business area variations in results
- Organisational level analysis of the free text responses

**ACTION PEOPLE-20211025-002: A summary document to be prepared by SPA Workforce Governance Team which will provide assurances to Members to include;**

- that the actions being/to be taken are the correct interventions
- what, specifically, is being done and by when will anticipated

**ACTION PEOPLE-20211025-003: Your Voice Matters Staff Survey: Implementation plan to be developed for when it is next presented to the Committee so that it provides clear statements of what will be achieved and the timescales for completion. This will provide future opportunity for the committee to be assured that work is progressing as planned.**

*The following items were taken in private.  
End.*

DRAFT