

**PEOPLE COMMITTEE  
01 JUNE 2022**

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**Minute of the Scottish Police Authority People Committee held on  
MS Teams on Wednesday 01<sup>st</sup> June 2022.**

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Authority Members

Mary Pitcaithly (Chair)  
Alasdair Hay  
Fiona McQueen  
Catriona Stewart  
Paul Edie (observing)  
Tom Halpin (observing)  
Michelle Miller (observing)

Scottish Police Authority

Chris Brown, Chief Executive (Resources)  
Jackie Kydd, Workforce Governance Lead  
John Maclean, Workforce Governance Lead  
Darren Patterson, Head of Workforce Governance

Deborah Christie, Governance Support Officer

Police Scotland

Superintendent Ross Allan, G Division  
Susan Beaton, Head of People Health and Wellbeing  
James Bertram, Health and Safety Manager  
Peter Blair, Head of Strategic Workforce Planning  
ACC Emma Bond, Assistant Chief Constable, Local Policing Command  
Kirsty Garrick, Head of People Engagement Partnering  
Jude Helliker, Director of People and Development  
DCO David Page, Deputy Chief Officer  
Nicky Page, Head of Human Resources  
DCC Fiona Taylor, Deputy Chief Constable – Professionalism, Digital & Transformation

Staff Association and Trade Union Representatives

Derek Balfour, Unite the Union  
David Hamilton, Scottish Police Federation (SPF)  
Suzie Mertes, Association of Scottish Police Superintendents (ASPS)

### **1.1 Welcome and Apologies**

Mary Pitcaithly welcomed everyone to the meeting which was being held using MS Teams. Trade Union and Staff Association representatives were also welcomed. The Chair provided clarity that when papers are presented she will take initial comments and questions from SPA Members before bringing in Staff Associations and Unions to provide the Committee with any wider perspectives they may wish. Members will then have the opportunity to ask further questions following these comments and observations.

There were no apologies.

### **1.2 Declarations of Interest**

In respect of item 2.4 Naloxone Update, Fiona McQueen declared an interest stating she was the Vice Chair of the Scottish Government Drugs Death Taskforce. There were no other declarations of interest at this point.

### **1.3 Minute of the People Committee 28 February 2022**

Members AGREED the Minute from the People Committee held on 28 February 2022 was an accurate record of the meeting.

### **1.4 People Committee Action Log Review – For discussion**

Members noted the action log and the updates provided and agreed to the actions proposed for closure.

### **1.5 Decision on taking business in private (item 6 – 10)**

In accordance with paragraph 20 of the SPA Standing Orders, the Committee agreed to consider items 9 and 10 on the agenda in private.

### **2.1 Q4 and Year End Workforce Report 2021/22 – Jude Helliker**

Members considered the paper which had been submitted to provide an update on Police Scotland workforce as at the end of the Financial Year, 2021/22. In addition to the submitted report the following was discussed;

- Jude Helliker provided the Committee with an overview of the report.
- The committee explored the planned activity which will lead to improved reporting of progress in respect of desired outcomes. When agreed, the new People Strategy will provide clarity on what the drivers for change are and the Annual Delivery Plans will provide opportunity for effective tracking and oversight of progress which will be reported to this committee.

- In response to a question about the plans to address the unacceptably high levels of Re Rostered Rest Days (RRRD), an assurance was provided that this was a priority area of focus for the organisation. It was confirmed that a group had been established to ensure robust and effective management of this matter.
- Members welcomed the focus in this area and requested more detail of the planned work, the timeline to reduce the high levels of RRRD to acceptable levels. It was agreed this would be brought to the next committee meeting.
- Members welcomed the update on the work being done as part of the commitment to carry out detailed analysis re stress and psychological illnesses and noted an update on these findings would be considered by this committee later in the year.
- Members asked what was being done to manage and support those who are returning to work after absence and heard that a process is in place with plans to refresh the approach to ensure arrangements are as effective as they can be.
- The committee was updated on work being done to better support women in the workplace with 2 specific areas of focus being; returning after a 2<sup>nd</sup> child and Ill Health Retirements linked to musculoskeletal issues. Again, Members requested this as this work is progressed, it should be done with cognisance of the need for good data and clear tracking of progress being seen as a result of any actions taken.
- Expressing concern in respect of the increased levels of absence for officers and staff over recent years due to psychological illness, Members questioned what was being done to support staff. Clarity was sought on any insights were coming from exit interviews and what actions were being taken to address the issues. Recognising the establishment of a SLWG to explore sickness absence, Members urged colleagues to consider a move to tackling this issue more holistically. DCO Page explained that due to so many overlapping areas which impact on wellbeing, the SLWG is being used to reset the way the organisation looks at these issues across a challenging landscape. It was recognised however, by the DCO, that both P&D and Operational Policing both need to be part of the improvement activity.
- Members were advised this was part of the new People Strategy which would focus on how our people are equipped both emotionally and physically and there are plans for significant preventative work around Health and Wellbeing.
- The Chair invited comments from SPF, ASPS and Trade Union colleagues and the following points were noted;
  - The need to consider recalibration of the workforce through workforce planning, to bring a focus to frontline delivery.

- Effective management of modified duties and deployment of officers.
- Concern existing high levels of re-rostered rest days will not reduce due to a lack of officers.
- Not everything will be able to be delivered without additional funding.
- The importance of officer mental health.

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

PEOPLE-20220601-001: Report to be provided for the next People Committee which details the planned approach to reduce high levels of RRRD and to ensure levels are returned to acceptable levels.

**2.2 2018-2021 People Strategy Implementation Evaluation Report – Jude Helliker**

Members considered the paper which had been submitted to provide details of the People Strategy Evaluation that was carried out as a joint piece of work between the SPA Workforce Governance Team and People and Development. In addition to the submitted report the following was discussed;

- The Director of P&D provided a summary of the report and thanked Staff Association and Trade Union colleagues for their contributions.
- Members agreed this report demonstrated there was a lot of ongoing activity and a lot of success being seen. It was however recognised a lot of challenges remain while new ones continue to emerge.
- The Committee noted the intention for this evaluation work to inform development of the refreshed People Strategy and ensure improvements in relation to reporting/oversight.
- The Chair invited comments from SPF, ASPS and Trade Union colleagues and the following points were noted;
  - The importance of proper resourcing and investment to deliver the People Strategy.

**Members noted the report.**

**2.3 Strategic Workforce Planning – DCO David Page**

Members considered the paper which had been submitted to provide Members with an update on the progress of the Strategic Workforce Plan. In addition to the submitted report the following was discussed;

- A high level update was provided on the national work streams and Members welcomed the plans to move to more outcome focused

reporting which would demonstrate the extent to which activity has delivered the original intent of the SWP work stream.

- A timeline for key activities has not yet been provided and an action remains ongoing for this to be done.

**Members noted the report.**

**2.4 Naloxone Update – ACC Emma Bond**

Members considered the paper which had been submitted to provide further information to the Scottish Police Authority's People Committee on Police Scotland's National Roll out of Naloxone.

- ACC Bond provided Members with a summary of the report.
- Fiona McQueen reminded attendees that she was the Vice Chair of the Scottish Government Drugs Death Taskforce.
- The Chair invited comments from SPF, ASPS and Trade Union colleagues and the following points were noted ;
  - Concern that there had been a misrepresentation of the Scottish Police Federation view in this paper and concern there had been a lack of engagement with the Scottish Police Federation on this matter.
- Members welcomed the undertaking to ensure additional engagement with the Scottish Police Federation on this matter to seek to resolve any outstanding issues.

**Members noted the Report.**

**2.5 Workforce Impact of Changes to Police Pensions – Jude Helliker**

Members considered the paper which had been submitted to detail the impact of pension changes to the Police Scotland workforce and what measures are being put in place to effectively manage recruitment, promotion and training to mitigate the impact. In addition to the submitted report the following was discussed;

- The Committee considered a comprehensive update on the issues that have resulted from changes in retirement behaviours due to changes in Police Pensions. Details of retirement numbers, recruitment and propositions were discussed. Members welcomed the assurance that steps had been taken by the organisation to ensure the new recruits would be fully supported throughout the period of additional recruits being trained.
- The Committee will consider analysis of data and trends with meaningful insights from Exit Interviews at a future meeting.

- The Committee Chair requested this matter be added as a Standing Item for future committee agendas to ensure the Authority is appropriately sighted on this significant issue.

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

PEOPLE-20220601-002: Report containing analysis of the data from exit interviews to be provided to the next meeting of the People Committee.

PEOPLE-20220601-003: Workforce impact of changes to officer pensions to be reported to the People Committee as a standing item.

**3.1 Year End Wellbeing Report 2021/22 – Susan Beaton**

Members considered the paper which had been submitted to provide an overview of Police Scotland/SPA Health and Wellbeing activity. In addition to the submitted report the following was discussed;

- Members considered a comprehensive update on the 2021/22 wellbeing activity.
- The commitment to develop the reporting so that it provides assurance to the committee on progress, improvement and aspects that are going well while highlighting risks and concerns and mitigating actions in this area was welcomed by Members.
- Members explored how the Health and Safety Advisory Group will add value and heard that the group will allow continual evaluation and feedback to take place.
- Members noted that effort would be made to ensure there was improved 'buy in' to training and to strive for these learnings not to be seen as 'tick box exercises'. This would involve effective use of the Wellbeing Champions Network which would allow that additional opportunity to interact and understand the needs of officers and staff throughout the organisation. Members asked that plans be in place to ensure Wellbeing Champions will also be appropriately supported and it was confirmed this was part of the planning.
- In response to a question regarding what support was available for anyone who may be believed to be at risk of suicide, the committee heard that effort was being put in to preventative mental health assessments which were being used to identify those who may be struggling and how could benefit from early supportive interventions and that this was linked to the work of the TriM Team who continue to be a fundamental part of how the health and wellbeing is structured to support officers and staff who have experienced traumatic incidents.
- The Chair invited comments from SPF, ASPS and Trade Union colleagues and the following points were noted;

- Good work was recognised although a desire to place greater focus on prevention.
- Support for the mandatory wellbeing MOT approach while stating the need to address concerns regarding any individuals losing a role after an MOT was highlighted.
- Challenges for line managers with all the support mechanisms available in relation to wellbeing.
- Concern expressed that there had been a misrepresentation of the Scottish Police Federation view and lack of engagement.

**Members noted the report.**

### **3.2 Your Voice Matters Organisational Implementation Plan Update – Kirsty Garrick**

Members considered the paper which had been submitted to provide an update on progress made against the 'Your Voice Matters' (YVM) Organisational Implementation Plan, along with a status update in regard to metrics and timelines. In addition to the submitted report the following was discussed;

- Members considered a summary of the paper and were pleased to note the Implementation Plan has been further developed since earlier iterations that had been shared with Committee however noted not all measures were fully developed yet.
- In response to a plea from Members to better reflect the importance of local plans, it was noted that work will continue to evidence local successes.
- The Chair invited comments from SPF, ASPS and Trade Union colleagues and the following points were noted;
  - Investment would be required to drive this activity forward.
  - Workforce would expect to see demonstrable change if they are to buy in to the next survey.
  - At a divisional level, 'The Little Things' initiative had been a success.

**Members noted the report.**

### **3.3 HMICS Thematic Inspection of Police Scotland Training and Development Phase 2 Update**

Members considered the paper which had been submitted to provide an update on the work of the HMICS Thematic Inspection of Police Scotland Training and Development Phase 2 Implementation Board. In addition to the submitted report the following was discussed;

- It was explained that this is an iterative action plan which will evolve over time.



- Members welcomed the update and the efforts in this area.

**Members noted the report.**

**3.4 Bi-Annual Equality and Diversity Report – Nicky Page**

Members considered the paper which had been submitted to provide an update on high-level mainstreaming work to support equality, diversity and inclusion and the delivery of the employment Joint Equality Outcomes for Policing 2021 (5-8) and associated performance reporting. In addition to the submitted report the following was discussed;

- Nicky Page provided a summary of the report and it was highlighted that progress had been made on the reporting and this was resulting in the data to give the organisation a better understanding and insight in this area.
- Members were invited to note that following the census category changes the team was working through how they can organisationally update our categories and ensure that this will give us the opportunity to continue to benchmark like for like information with other Public Sector organisations moving forward. It was further explained that Scottish Census data differs from that of England and Wales and, while this is problematic to benchmark in the same way with other forces this will be managed on an ongoing basis.
- Members noted the details of significant ongoing activity against the wider outcomes.
- Members discussed the report and sought to understand how the organisation will know the actions being taken are resulting in the desired outcome.
- Attendees agreed that further discussion was required to explore the ambition in terms of workforce diversity to ensure the progress towards this could be tracked.
- The Chair invited comment from SPF, ASPS and Trade Union colleagues and the following points were noted;
  - There is a desire to further explore the issues being faced by women.
  - A wish to recognise the effort that has gone in to achieving a female workforce of 34% as this had been achieved, not by luck, but as a result of significant effort.
- Members agreed that the targeted approach was not always the best option and feedback from the workforce had confirmed this was the view. It was agreed there was a need to be cautious for both workforce and public communications.

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



PEOPLE-20220601-004: Discussion to take place on outcome we should aim to achieve with regards to representation.

#### **4.1 Q3 Health & Safety Report 2021/22 – James Bertram**

Members considered the paper which had been submitted to provide a strategic overview in relation to Health & Safety within the Scottish Police Authority and Police Scotland. In addition to the submitted report the following was discussed;

- James Bertram confirmed that Year Ends data was not yet available as it had not yet been considered at the Police Scotland H&S Board. Members were taken through the key highlights of the report.
- Members were pleased to see the improved report format and agreed this highlighted the great work being done whilst providing the data and insight to allow this Committee appropriate oversight of any areas of priority.

**Members noted the report.**

#### **4.2 H&S Lessons Learned – George Square – Supt Ross Allan**

Members considered the paper which had been submitted to inform the Committee in relation to organisational learning derived from 'SMARTEU' led structured debriefs which were conducted in response to the events which took place within George Square, Glasgow, on Saturday 15 May 2021 as a result of Rangers F.C. winning their first Scottish League title in 10yrs, under 'Operation Stumpacre'. In addition to the submitted report the following was discussed;

- Supt Allan provided Members with a summary of the key aspects of the report.
- The Committee sought and received an assurance that, although this report was being considered at the committee quite some time after the Operation, all organisational learning has been fed into policing activity since and had been considered as part of the COP26 planning work as this had been the driver behind the original request for a paper to be brought to committee.

**Members noted the report.**

#### **5. Agile Working Verbal Update – Nicky Page**

- Nicky Page provided a verbal update in which Members heard that guidance had been approved and has been published in advance of the formal homeworking instructions that were a response to the pandemic, ceasing on 1st of June.

- Industrial research and organisational feedback has outlined a number of both individual and organisational benefits coming from a result of more agility. The hybrid working guidance is a cautious approach in that the organisation has not taken a prescriptive procedural route. An approach has been taken which empowers managers to have dialogue with their team and agree a hybrid approach that works for all. This should ensure the wellbeing benefits are not lost for our people whilst taking the opportunity to allow the organisation to consider the organisation business delivery and more diverse routes to ensure we maximise benefits.
- It was explained that the intention is to learn from the lived experience of the new model – post pandemic, and progress further support tools as necessary. Guidance has been issued with FAQs to support the new model – and both ICT and Estates have been working hard in the last 2 months to ensure that our people’s return to the workplace is seamless.

**Members noted the verbal update.**

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

Approved