



Minutes of the People Committee held on 29 August 2023 via MS Teams.

Board Members present:	Fiona McQueen (Chair) Paul Edie Tom Halpin Alasdair Hay Michelle Miller
Board Member apologies:	Nil
In attendance:	<u>Scottish Police Authority</u> Chris Brown, Deputy Chief Executive (Resources) Amanda Coulthard, Head of Strategy & Performance Jackie Kydd, Workforce Governance Lead John Maclean, Workforce Governance Lead Darren Patterson, Head of Workforce Governance Deborah Christie, Governance Support Officer <u>Police Scotland</u> Peter Blair, Head of Strategic Workforce Planning Gillian Docherty, Chief Superintendent, Governance, Audit & Assurance Davie Duncan, ACC Policing Together Katy Miller, Director of People & Development David Page, Deputy Chief Officer Alan Spiers, T/Deputy Chief Constable, Police Scotland <u>Staff Association and Trade Union Representatives</u> Brian Jones, Scottish Police Federation (SPF)

	Suzie Mertz, Association of Scottish Police Superintendents (ASPS) David Threadgold, Scottish Police Federation (SPF) <u>HMICS</u> Jill Harper, Inspector
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1.1 CHAIR'S OPENING REMARKS

Fiona McQueen welcomed everyone to the meeting which was being held using MS Teams. Colleagues from Trades Unions, Staff Associations and HMICS were welcomed.

Attendees were reminded that, after each paper had been presented, Authority Members would be able to ask questions and thereafter Staff Association and Trade Union colleagues would be invited to provide any perspectives they feel would be helpful to the discussion.

1.2 APOLOGIES

There were no Member apologies to note.

1.3 DECLARATIONS OF INTEREST AND CONNECTIONS

There were no other declarations of interest or connections.

1.4 DECISION ON TAKING BUSINESS IN PRIVATE (ITEM 8 - 9)

In accordance with paragraph 20 of the SPA Standing Orders, the Committee agreed to consider item 8 - 9 on the agenda in private.

Attendees were informed by the Chair that Staff Association and Trade Union colleagues will join us for items up to and including 8.1 after which the last item on the agenda will be Members and the required SPA/Police Scotland attendees only.

2.1 MINUTE OF THE PEOPLE COMMITTEE 31 MAY 2023

Members AGREED the draft minute from the People Committee held on 31 May 2023 as an accurate record of the meeting.

2.2 ROLLING ACTION LOG AND MATTERS ARISING

Members agreed to review the action log after committee discussions had taken place. Updates were noted and actions updated as per the latest action log.

Actions PEOPLE-20230531-003, PEOPLE-20230531-004 and PEOPLE-20230531-006 remain open.

Members noted the action log and the updates provided.

2.3 DECISIONS SINCE LAST MEETING

No committee business had been considered between meetings of the committee.

3.1 HEALTH AND WELLBEING REPORT – KATY MILLER

The purpose of this paper was to provide the Committee with a closure report of the Health and Wellbeing Programme Review previously reported to Members in February and June 2022 and an oversight of Police Scotland/SPA Health and Wellbeing activity throughout Q1 2023/24. In addition to the written report the following was discussed.

- Members considered a summary of the report which was provided by the Director of People & Development.
- In response to a question about when evaluation of the Health & Wellbeing Programme of activity will be provided to this committee, it was confirmed that the dashboard reporting continued to be developed and refined and it was anticipated this would form the basis of future reporting to the People Committee through with evidence led reporting and insights would be available.
- This improved dashboard reporting will be part of the suite of documents that are presented to this Committee and thereafter the Authority in November.
- The Director of P&D was invited to comment on the adequacy of the Employee Assistance Programme and the ability of staff and officers to access services. Members were informed that the work being done with Procurement colleagues to ensure the uniqueness of policing is clearly captured in the EAP provision. A further question was asked about how this Committee will be assured the EAP provision is fit for purpose and can effectively support our people. The Director of P&D stated that she was confident that the requirements were clearly stated in the procurement tender documents however, as with any organisation, budget will need to be part of the work to develop Service Level Agreements. An assurance was provided that whatever arrangements are to be put in place will be cognisant of the fact there are individuals at the heart of each interaction with the processes.
- Work is planned to address how the organisation can remove the stigma associated by some, in relation to seeking help for some wellbeing challenges.
- In terms of the visibility and the accessibility of EAP provision for front line officers and staff, the Director of P&D highlighted to Members the organisation needs to work harder to improve this area of wellbeing.
- The Committee questioned what was being done in response to officer and staff feedback in this area and specifically, what was being done to make sure, when workloads can be high, people had

sufficient time to engage in the wellbeing activity on offer. The Director of P&D explained there would be focus on 2 areas to improve this for the organisation; firstly to streamline the current offerings to make the landscape less complex and as user friendly as it can be and also to ensure leaders and managers are aware of their responsibilities to engage with team members and to have conversations that may go some way to surface any issues that may be being experienced by individual officers or staff members.

- Recognising the challenging landscape currently and the likely impacts of budget decisions in coming months, the Committee Chair asked what steps are being taken by the organisation to ensure that everyone had a workload that was manageable. The Director of P&D explained that robust governance would support any workstreams and decisions that will be taken. The Committee considered an overview, from the Director of P&D of the pieces of work being done to review both organisational wide matters and then specific workstreams which would look at (amongst other things) divisional commands and efficiencies, organisational design, and many other areas. Welcoming this update, the Chair asked for more assurance that pro-active work was being done to ensure a police officer or staff member have a manageable workload within reasonable limits.
- DCO Page explained that responsibility for ensuring individual workloads were reasonable was that of the line manager who must take steps to manage that. He further clarified that a reduction in officer numbers did not mean remaining officers and staff should be expected to pick up more work and choices will be made about what does not get done. The DCO advised that he has committed to Staff Associations and Trade Union colleagues that should they have any future live examples of where they believe additional work is being passed to their members as a result of reduced officer numbers, they should flag them to him for consideration.
- Providing Members with an operational perspective, T/DCC Speirs explained that the organisation has provided a commitment to ensuring all officers get appropriate refreshment breaks and thorough debriefings post shift. The role of the first and second line managers to support shift officers as they encounter high levels of demand is essential to ensure the organisation supports wellbeing and this 'gatekeeping role' is a focus of training.
- Colleagues from the SPF and ASPS provided their insights in relation to the discussions and commented on their experience and understanding of the topics discussed.
- In conclusion, the Chair explained that Members are aware of the significant work being undertaken to improve processes and wellbeing support that is available to officers and staff but that this Committee need to be able to be assured through evidence-based

reporting and insights. The Chair requested that thought be given to what data and insights would be of most use to the Committee as it seeks assurances that our workforce is being supported as best as it can be.

- Concern was expressed there was still a lack of evidence that a joined-up approach is being taken by the organisation to ensure those who need support may access the appropriate help. The Chair advised that, going forward, Committee focus will be on seeking assurance there is an organisation wide approach to all wellbeing activity and that the practical steps being taken across all the initiatives are having the intended impact and are supporting our people when they need. The Director of People & Development assured Members this was the intention and she was confident the work, which is already well progressed, will provide the Authority with quality data and insights.

Members noted the report.

3.2 POLICING TOGETHER UPDATE REPORT – ACC DAVIE DUNCAN

Members considered the paper which had been submitted to provide details of the refined Policing Together Implementation Plan and to outline the priority of actions and the time periods in which they are anticipated to be delivered. The report outlined the proposed template for the six-monthly reporting to this Committee, due in November 2023 and sought to capture how progress and outcomes will be monitored, measured and reported going forward. In addition to the written report the following was discussed.

- ACC Duncan provided an overview of the report and stated he recognised the approach was very activity focused however assured Members there would be progression to dashboard reporting and monitoring of outcomes in the next update to the Committee with the November EDI report providing milestones and timelines.
- Members were explicit that this Committee requires to see data on impact as what is being reported currently lacks measures to identify the extent to which the activity is getting done and the desired impacts are being seen. Members require to be assured that the effort is justified and specifically, this committee needs to see how we can measure the difference that is being made because of all the interventions.
- ACC Duncan confirmed the plans for the future reporting were aligned to Members expectations.

Members noted the report.

3.3 ILL-HEALTH RETIREMENT AND IOD UPDATE REPORT – JACKIE KYDD

Members considered the paper which had been submitted to provide an update on the review of the Ill Health Retirement (IHR) and Injury on Duty (IoD) award processes. The update was specifically in relation to the handling/administration of processes and summarises improvements made in this area. In addition to the written report the following was discussed.

- Members considered an overview of the paper which set out the progress made and provided details of the ongoing work on the IHR and IOD review currently being progressed by Police Scotland and SPA colleagues.
- Members welcomed the update that there has been over a 50% reduction in the number of officers currently in the IHR process with the average time to see a Selected Medical Practitioner (SMP) now reduced to 5 months compared to 13 months in October last year when this was first reported to the Committee. It was agreed this was a very important element of wellbeing for our people and the progress made supports the commitment to provide the best service possible for our people.

Members noted the report.

3.4 MENTAL HEALTH AND TRAUMA IN POLICING OUTPUTS – AMANDA COULTHARD

Members considered the paper which provided an overview of the Policing & Trauma event which took place in April 2023, delivered by the Authority with support from SPA Forensic Services and Police Scotland. In addition to the written report the following was discussed.

- Members considered a brief overview of the report.
- The Committee questioned what was being done to drive a proactive whole system approach to the work in this area and asked that a Plan on a Page to provide a common understanding of the commitments made and the progress towards achieving the commitments.
- Discussion focused on the believe that there was beginning to be evidence that connections are being made and Members requested that work continue between the Authority and Police Scotland to further develop this along with plans for measuring impacts.
- The powerful nature of sharing lived experience was recognised by attendees and it was agreed that effort must now focus on how the organisation monitors and measures the practical steps that are being taken to support our officers and staff.

Members noted the report and agreed the following action.

PEOPLE-20230829-001 - Discussion required on how to align outputs from the Trauma event and the overall Wellbeing approach including understanding how we monitor and measure the practical steps being taken to ensure our people are supported when they need to be.

4.1 Q1 WORKFORCE MI REPORT – KATY MILLER

Members considered the paper which provided an update on Police Scotland workforce as at the end of Q1 of financial year 2023/24. In addition to the written report the following was discussed.

- A brief overview of the report was provided.
- In response to a question asking specifically about underlying reasons for musculoskeletal issues that have led to short term officer absence, it was agreed a briefing would be provided which would share the analysis that has been done on the underlying reasons.
- An assurance was sought that all mandatory training was being completed but also that development training was being carried out too. It was agreed that a briefing would be provided which would give Members an understanding of the position in terms of both completion rates for mandatory training and uptake/time spent on development training.
- There was discussion in respect of Psychological Illness absences and the transparent approach to reporting numbers was praised by Members who agreed with the Director of People & Development that this will help remove the stigma associated with some Mental Health illness. Attendees recognised there is still much work to be done in this area to make our people confident they will receive help if they step forward and ask for it.
- In response to an assurance being sought that effort is being made to effectively manage Re-Rostered Rest Days (RRRD) and ensure officers can take their RRRDs close to the initial day of disruption, it was confirmed this was being closely managed and a briefing would be provided to give these assurances in this priority area of activity.
- Colleagues from the SPF and ASPS provided their insights in relation to the discussions and commented on their experience and understanding of the topics discussed.

Members noted the report and agreed the following action.

PEOPLE-20230829-002: Briefing requested to provide Members with a better understanding of the underlying issues in respect of absences caused by musculoskeletal issues. Briefing to include steps being taken to mitigate risk in this regard.

PEOPLE-20230829-003: Briefing requested that will provide assurances to committee that all mandatory training is being completed and that development training is also being undertaken along with confirmation of the percentage of worktime the workforce is spending on training.

PEOPLE-20230829-004: Committee to be provided with assurance on practical steps being taken to ensure officers can take their RRRDs close to the initial day of disruption.

4.2 STRATEGIC WORKFORCE PLANNING AND PEOPLE STRATEGY DEVELOPMENT – VERBAL UPDATE - KATY MILLER

- The Director of People & Development updated Members that good progress continues to be made in respect of the refreshed Strategic Workforce Plan and People Strategy Development. It was reported that a workshop is planned at which Committee members will be able to consider drafts of both documents and thereafter, these will be considered at a specially convened meeting of the People Committee in advance of approval being sought for both at the November Authority meeting.
- Members heard that Trade Union, Staff Association and SPA colleagues all attended the Police Scotland Working Group and that had allowed for their feedback and views to be considered throughout development of the work.
- As is the case with this type of work, budget implications will be an important consideration and will be considered in the scenarios and assumptions to be made going forward.

Members noted the update and the anticipated timelines for progression.

5.1 Q1 H&S REPORT – CH SUPT GILLIAN DOCHERTY

Members considered the paper which provided a strategic overview in relation to health & safety within the Scottish Police Authority (SPA) and Police Scotland. In addition to the written report the following was discussed.

- Ch Supt Docherty provided a briefing summary of the report and drew Members' attention key areas.
- Agreeing the reporting was continuing to develop, Members asked Police Scotland colleagues to continue the work to improve Health and Safety reporting to provide an understanding of the joined up approaches and considerations and so that the Authority can be assured in respect of appropriate areas of ethical and legal

obligations and furthermore to evidence a whole system approach to this important area of work.

Members noted the report and agreed the following action.

PEOPLE-20230829-005: Improved reporting on H&S to be further developed to demonstrate a whole system approach.

6.1 BI-ANNUAL LEADERSHIP AND DEVELOPMENT REPORT – KATY MILLER

Members considered the paper which provided an update on the progress of the delivery of Leadership & Talent (L&T) development interventions from January to the end of June 2023. As part of this report, a list of the recommendations and subsequent actions from HMICS LTD Phase 1 Inspection are recorded in Appendix 1 as requested. In addition to the written report the following was discussed.

- Members were provided with an overview of the report and the Director of People & Development highlighted this as a priority area of activity for the organisation.
- Discussion took place on the steps being taken to ensure equitable opportunities for officers and staff at all ranks and grades to develop. Members agreed it was of key importance that we take steps to equip our officers and staff with the skills to effectively carry out their job and that this development is not just focused to those in later years of their service.
- Members also considered an update on plans to streamline the crowded landscape of initiatives with a view on improving focus on fewer key strategic areas and ensure the system is suitable for all ranges of ambition.
- In response to a question about what was being done to ensure the approaches are allowing good levels of inclusion across our leaders, Members were advised that a paper is being developed that will examine the development and progression of protected characteristic through the recruitment process.
- The Director of People & Development explained to Members she believed more work was needed to better understand what more can be done to develop our staff as current arrangements were more focused on officer development. A priority area for 2024 would be to see better parity in the offerings for officers and staff.
- Members considered some comments from Staff Association colleagues who provided additional insight on this topic and as had been the case with other agenda items, the Chair asked that future updates focus on evidence of impact.

Members noted the report.

7 SENIOR OFFICER RECRUITMENT PROCESS – JACKIE KYDD

Members considered the paper which set out the recommended optimum process and arrangements for the appointment of police officers to the rank of Assistant Chief Constable and above by the Scottish Police Authority. Subject to Committee consideration of the process outlined in this report, approval was sought to delegate the implementation of any required senior officer recruitment to the Chair. In addition to the written report the following was discussed.

- It was explained that the paper sets out the overarching process to be used for any senior officer recruitment required in the next 12 months.
- The process has been developed in line with the College of Policing guidance and learning taken from recent SPA recruitment processes held over the last year.
- Members heard that they are being asked to delegate the implementation of any required senior officer recruitment to the Chair of the Authority.

Members noted the report and agreed to.

- **Approve the recruitment process and associated steps for the recruitment of senior officer.**
- **Delegate implementation of the process outlined to the Chair of the Authority with the support of the Chief Executive.**

The following items were taken in private.

8.1 PRIVATE MINUTE OF THE PEOPLE COMMITTEE 31 MAY 2023

9.1 OFFICER AND STAFF PAY - VERBAL UPDATE