



## People Committee

31 August 2022

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Minutes of the Resources Committee held on 9 August 2022 via MS Teams.

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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) 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> James Bertram, Health and Safety Manager Peter Blair, Head of Strategic Workforce Planning Kirsty-Louise Campbell, Head of Strategy and Innovation Alexis Hunter, Head of Leadership and Talent Jude McDonald, Director of People and Development DCO David Page, Deputy Chief Officer (joined from 3.2)

	<p>Nicky Page, Deputy Director of People &amp; Development Damian Shannon, Health and Wellbeing Manager DCC Fiona Taylor, Deputy Chief Constable – Professionalism, Digital &amp; Transformation Inspector Lorna Watson, Your Safety Matters Secretariat</p> <p><u>Staff Association and Trade Union Representatives</u> David Hamilton, Scottish Police Federation (SPF) David Malcolm, UNISON Craig Suttie, Association of Scottish Police Superintendents (ASPS)</p> <p><u>HMICS</u> Craig Naylor, HM Chief Inspector of Constabulary in Scotland Tina Yule, Lead Inspector</p>
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## 1.1 WELCOME AND APOLOGIES

Fiona McQueen welcomed everyone to the meeting which was being held using MS Teams. New committee members, Trade Union representatives and Staff Association representatives were welcomed with the Chair provided clarity on how questions and comments would be dealt with.

There were no apologies however it was noted DCO Page would join the meeting part way through.

## 1.2 DECLARATIONS OF INTEREST OR CONNECTIONS

There were no declarations of interest or connections.

## 1.3 MINUTE OF THE PEOPLE COMMITTEE 01 JUNE 2022

Members agreed the job title for the Deputy Chief Executive should be corrected in the draft and subject to that change, Members AGREED the draft minute from the People Committee held on 01 June 2022 was an accurate record of the meeting.

**ACTION PEOPLE-20220831-001:** Update job title for Deputy Chief Executive.

## 1.4 PEOPLE COMMITTEE ACTION LOG REVIEW – FOR DISCUSSION

Members noted the action log and the updates provided and agreed that the log would be reviewed at the end of the meeting to establish if the Committee was then content that the actions proposed for closure should be closed based upon the committee discussion.

## 1.5 DECISION ON TAKING BUSINESS IN PRIVATE (ITEM 6 – 9)

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 Q1 WORKFORCE REPORT 2022/23 – Jude Helliker

Members considered the paper which had been submitted to provide an update on Police Scotland workforce as at the end of Q1 of financial year 2022/23. In addition to the submitted report the following was discussed;

- The Director of P&D, Jude Helliker provided the Committee with an overview of the report including updates on officer and staff numbers, leavers/turnover, female representation across the organisation and sickness and absence.
- The Director of P&D advised the committee that the full year projections for staff and officer turnover was not causing concern at this time.

## OFFICIAL

- Members were updated that significant work was underway to better understand the reasons behind increases in absences due to psychological illnesses and that this was a priority area for the organisation.
- Members noted that Re Rostered Rest Days (RRRD) and time off in Lieu (TOIL) management remains a key area of focus for the organisation with work continuing to ensure close partnership working with Divisional Commanders so that any areas of concern are identified and addressed. It was confirmed that since this report had been compiled the data was showing a reduction in RRRD however this reduction was not being seen across more senior ranks. The Director of P&D explained her team would continue to work with ASPS to ensure operational resilience at the senior levels while ensuring senior office rest is appropriately managed.
- Members welcomed an assurance that work continued to effectively manage modified duties.
- Clarity was sought and provided, in respect of appropriate timescales and management of RRRD and TOIL. Staff Associations also provided additional insight into this matter which Members found was helpful.
- The Committee heard about ways that temporary promotions are used to support career progress through promoted ranks and more data was requested in relation to sex and temporary promotion including the proportion of males and females who get promoted after a period of temporary promotion and those that are promoted without any period of temporary promotion.
- The Committee agreed it would be of benefit for Members to consider a typical end to end 'journey of a female officer from recruit to retirement' and any associated barriers as this would provide some useful insight and understanding of issues.
- The Chair reminded attendees that as the reporting evolved it would provide more evidence of data over time which will then give a better understanding of changes and trends across the reported data and, in turn, allow the committee to be assured the appropriate interventions are being taken where required.

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

**PEOPLE-20220831-002: More data to be provided in relation to sex and temporary promotion including the proportion of males and females who get promoted after a period of temporary promotion and those that are promoted without any period of temporary promotion.**

**PEOPLE-20220831-003: Committee to consider typical end to end 'journey of a female officer from recruit to retirement' and associated barriers.**

## 2.2 EMBEDDING FAIR WORK INTO POLICING – Nicky Page/ John Maclean

Members considered the paper which had been submitted to outline the proposed approach to apply the intentions of the Scottish Government Fair Work First Guidance within Policing in Scotland. In addition to the submitted report the following was discussed;

- Nicky Page provided a summary of the report which had been developed jointly with SPA colleagues. Staff Association and Trade Union colleagues were thanked for their contributions to this work.
- The challenging financial position going forward was discussed and it was noted this crystallised the important need to prioritise any investment and activity to maximise the delivery of fair work. Members urged that the commitment to Fair Work was not impacted by current financial challenges and this aspect did not deter from the overall commitment to what was the right thing to do.
- The Committee was informed of an annual assessment process against Fair Work good practice which will seek to inform continuous improvement and will be reported to the SPA on an annual basis.
- The Committee Chair expressed disappointment that it has not been a joint statement with Staff Associations and Trades Unions which had been presented to Members for endorsement and suggested that there was no better way to give the staff a voice than by having a joint statement. Clarity was sought on when it was believed a joint statement would be possible and it was explained there was a hope this was something that could be agreed soon.
- It was confirmed that the absence of a joint statement would not impact on the drive by Police Scotland to embed Fair Work principles across all areas of activity across the organisation.
- In response to a question about who else does this work well and what we could learn from them, Members heard that Police Scotland believed they were favourably placed in comparison to other Public Sector organisations in respect of Fair Work principles.
- Staff Associations colleagues confirmed they will participate in the initial annual assessment process to then take an informed decision as to whether to commit to a joint Fair Work Statement with SPA/Police Scotland.

**Members noted the report and endorsed the Fair Work Statement and its overarching principles.**

## 2.3 HMICS ASSURANCE REVIEW OF STRATEGIC WORKFORCE PLANNING – Craig Naylor/ Tina Yule

Members considered the published report which had been submitted to provide Members with an update on the progress of the Strategic Workforce Plan.

- The Committee welcomed Her Majesty's Chief Inspector of Constabulary in Scotland to the Committee to provide an overview of the recent Assurance Review. Tina Yule, Lead inspector who had led the inspection was also in attendance.
- In his introductory remarks Mr Naylor commended the effort from both SPA and Police Scotland colleagues who had made significant contributions to the inspection. He recognised the amount of work done to develop the organisations approach to Strategic Workforce Planning and commented on the complexity and scale of the challenge of workforce planning for such a large police force.
- Members heard that it was the findings of HMICS that due to the lack of robust data that has been available to Police Scotland, the 6 Step Method was not necessarily as effective as has been anticipated.
- The focus of HMIC will now be to support the work of Police Scotland moving forward and Members were taken through a slide that outlined the 3 stages of workforce planning. Members heard that the longer term strategy was now important to take this work forward.
- Recommendations 2, 3 and 9 were highlighted to Members as being critical going forward;
  - *Police Scotland should redesign its workforce planning approach requiring a set of design principles and parameters to facilitate meaningful involvement of senior staff to deliver a consistent design and planning approach.*
  - *Police Scotland should establish a clear model and plan for producing a Target Operating Model and set out a route map for its delivery through business planning and change activity.*
  - *Police Scotland should develop a roadmap for delivery of strategic SWP objectives and a programme for workforce change.*
- The Committee Chair thanked Mr Naylor for attending which had been useful to provide additional context to what is agreed as being a very important area of activity for the Force which links across many areas of committee business.
- The Chair sought clarity on the timeline for a formal response from Police Scotland. Tom McMahon confirmed that he had already discussed the findings with HMIC colleagues and an Improvement Plan was being developed which would be available in line with the 12 week response window.



- Members agreed the committee would look forward to considering this Plan on what is a very important area of work for the organisation.

**Members noted the report.**

**3.1 Q1 WELLBEING REPORT 2022/23 - Damian Shannon**

Members considered the paper which had been submitted to provide a review of Q1 2022/23 wellbeing performance and activities. In addition to the submitted report the following was discussed;

- Members were provided with a verbal summary of the paper and key areas of work were highlighted.
- Clarity was sought in respect of the process to support Trauma Risk and it was explained that initial assessments took place internally and the support required was then provided by Optima. In response to a question about any post pandemic impacts, Members heard that the majority of support had been provided in a timely manner despite the impacts of the pandemic and oversight would continue to ensure pathways to support are as smooth and timely as possible.
- Members noted the Scottish Police Federation welcomed the good work that has been done in this area but that their belief was some wellbeing activity remained somewhat reactive and the SPF would encourage a more holistic approach across all areas of the organisation to improve the provision.

**Members noted the Report.**

**3.2 HEALTH & WELLBEING STATEMENT OF INTENT – Damian Shannon**

The Committee considered the report outlined what we Police Scotland will do and outlines impartial recommendations that will enable the organisation to develop and implement the next generation of the Health and Wellbeing Programme and individual elements. In addition to the submitted report the following was discussed;

- Members were taken through a summary of the activity which had been undertaken to date in order to shape the future programme of wellbeing initiatives for the organisation.
- The committee heard stage 1 and 2 had involved engagement with officers, staff and Staff Associations and this had provided many insights which would be used to shape the next steps.
- The committee sought and received assurance that a proactive approach to health and wellbeing is a priority for the Force and this

approach be a focus of the wellbeing programme of activity going forward.

**Members noted the report and endorsed the statement.**

**3.3 HMICS THEMATIC INSPECTION OF POLICE SCOTLAND TRAINING AND DEVELOPMENT PHASE 2 UPDATE – Jude Helliker**

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 this is an iterative action plan which will evolve over time.
- Members welcomed the updates and the continuing efforts in this area of work.

**Members noted the report.**

**4.1 BI - ANNUAL LEADERSHIP DEVELOPMENT – Jude Helliker/ Alex Hunter**

Members considered the paper which had been submitted to provide an update on the progress of the delivery of Leadership & Talent (L&T) development interventions and work of the 'Leadership Project' since the last report which was delivered at the end of October 2021. This report covers activity from November 2021 until end of June 2022. In addition to the submitted report the following was discussed;

- Members considered a summary of the key aspects of the leadership development activity as detailed in the written report.
- An overview of the evaluation of Phase One of Your Leadership Matters (YLM) Programme was considered by the Committee. It was confirmed that learning from this initial roll out has been considered as part of the development of the next iteration of the programme and this iterative approach would continue thereafter.
- The Director of P&D commended the work done to deliver this development activity and thanked those who had been involved.
- Members welcomed the success in this area and commended the successful delivery during the pandemic and planning/delivery of COP26.
- In response to a question about effective collaboration with other forces and public sector organisations, Members were assured that this was absolutely part of the considerations as the YLM programme evolved and improved.
- The Committee received assurances that a plan is in place to ensure internal learning as part of the external investment in leadership



development and this will support future capability to deliver leadership development internally.

- Members questioned what was being done to ensure traditionally underrepresented groups were supported in this area and were assured that Police Scotland was working with various organisations to support this work. The committee encouraged the use of feedback and learning to shape leadership development going forward.
- Members heard from David Hamilton who advised the SPF will be monitoring the MyCareer conversations as they happen throughout the year to check there is not a rush at the end of the year. It was suggested the Committee may wish to seek assurances in this regard too.
- On behalf of ASPS Craig Suttie advised the committee that while he welcomed the good work in this area but commented that it was not, in his opinion, sufficient training for senior officers and urged colleagues to consider this when moving forward.

**Members noted the report.**

**5.1 Q4 AND YEAR END 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;

- Members considered the Health and Safety dashboard and were provided with a summary of the key highlights.
- The Committee welcomed the improved reporting and enhanced insights and again reinforced that better insights will result in better solutions.
- Alasdair Hay explained he had attended the Police Scotland Health and Safety Board which had provided a valuable insight into the detailed consideration and scrutiny which underpin the committee reporting.

**Members noted the report.**

**5.2 BI-ANNUAL YOUR SAFETY MATTERS UPDATE – Inspector Lorna Watson**

Members considered the paper which had been submitted to provide the bi-annual update outlining activity undertaken under the Your Safety Matters end-to-end strategic review of all issues related to the prevention of violence and abusive behaviour against police officers and police/SPA staff, to ensure they are effectively trained, equipped and supported while

## OFFICIAL

carrying out their duties. In addition to the submitted report the following was discussed;

- Members considered a summary of the key areas as detailed in the submitted report.
- In response to a request for assurance that any officers who are assaulted are given the appropriate support by the organisation and are treated as victims of an assault, it was confirmed that support is in place and training is provided to managers on how they can support staff. DCC Taylor further explained that there were the necessary processes in place to record these crimes and victim impact statements now provide insight on how an assault affects individual officers which would go some way to raise this matter across the Criminal Justice System.
- Members agreed it would be beneficial to consider Your Safety Matters in more detail at a separate session to give better understanding of all that this initiative involves.
- The work being done in respect of reducing officer assaults which is led by DCC Taylor was commended by Staff Association representatives who also commented that work was still required across the wider Criminal Justice network to ensure the issue was seen as an important matter and officer assaults were treated in a consistent way at all touchpoints across the wider Criminal Justice system.

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

**PEOPLE-20220831-003: Committee to consider YSM at a Deep Dive session to give better understanding of all that this involves.**

As this is Jude Helliker's last meeting of the People Committee before she leaves the organisation, the Committee Chair thanked her for her contributions to this committee during her time as Director of People & Development. The Committee wished Jude well for the future.

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