



Minutes of the People Committee held on Monday 27 November 2023 via MS Teams.

Board Members present:	Fiona McQueen (Chair) Paul Edie Tom Halpin Alasdair Hay Michelle Miller
Board Member apologies:	Nil
In attendance:	<p><u>Scottish Police Authority</u> Jackie Kydd, Workforce Governance Lead John Maclean, Workforce Governance Lead Darren Patterson, Head of Workforce Governance Karen Morgan, Governance Support Officer</p> <p><u>SPA Forensic Services</u> Fiona Douglas, Director of Forensic Services Dr Victoria Morton, Chief Operating Officer, Forensic Services</p> <p><u>Police Scotland</u> DCC Alan Speirs Peter Blair, Head of Strategic Workforce Planning Katy Miller, Director of People &amp; Development Barry Donnachie, Engagement Manager Davina Fereday, Research, and Insight Manager ACC David Duncan, Policing Together Dawn MacLean, Health and Safety Manager Heather Cunningham, Head of Recruitment, Promotion and Selection</p>

	<p>Lisa Riddet-Walls, People and Development Governance Manager</p> <p><u>Staff Association and Trade Union Representatives</u></p> <p>David Threadgold, Scottish Police Federation (SPF)</p> <p>David Malcolm, Unison</p> <p>Derek Balfour, Unite</p> <p>Insp Chris Sewell, Association of Scottish Police Superintendents (ASPS)</p> <p>Chief Supt Rob Hay, Association of Scottish Police Superintendents (ASPS)</p>
--	---

### **1.1 CHAIR'S OPENING REMARKS**

Fiona McQueen welcomed everyone to the meeting which was being held using MS Teams.

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 2.2)**

In accordance with paragraph 20 of the SPA Standing Orders, the Committee agreed to consider items 7-9 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. MINUTE AND ACTIONS FROM PREVIOUS MEETING**

### **2.1 MINUTE FROM THE MEETING HELD ON 29 AUGUST FOR APPROVAL**

Members **APPROVED** the draft minute from the People Committee held on 29 August 2023 as an accurate record of the meeting.

## **2.2 ROLLING ACTION LOG AND MATTERS ARISING**

Members noted the updates provided and agreed with the proposed recommendations for closure and actions to remain open.

The Committee **APPROVED** the action log and noted the updates provided.

## **2.3 DECISIONS SINCE LAST MEETING**

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

## **3. WELLBEING AND INCLUSION**

### **3.1 BI-ANNUAL YOUR VOICE MATTERS (YVM) UPDATE**

Members considered the paper which had been submitted to provide an update on the organisational response to our Your Voice Matters wellbeing & engagement survey. In addition to the written report the following was discussed.

- Members welcomed the data and insights provided and requested further detail on the frequency, comparability, and ability to conduct further research and evaluation.
- Police Scotland advised that conversations are in progress regarding the frequency of colleague surveys and future design will include comparability across other forces and organisations, and a holistic approach will be taken regarding further research and insights.
- Members acknowledged the aspirations of the activity within YVM and discussed concerns around the wellbeing of colleagues and how YVM will listen, collect, and utilise information from colleagues.
- Police Scotland agreed that improvement is required in this area. Members were advised that progress is underway in the design of an online dialogue platform where colleagues can submit ideas, thoughts and feelings and the organisation continues to look at different methods to keep colleagues informed and engaged.
- Members queried the timescales for actions detailed in the report and requested that Police Scotland make these timescales for completion clearer.

## OFFICIAL

- 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.
- The Chair noted the suggestion from ASPS that the delivery of YVM via the intranet should not be the only option for collecting colleague insights.

**PEOPLE – 20231127 – 001 - Your Voice Matters (YVM):** Police Scotland to review and make clearer the expected timescales for actions to be completed which appear in the appendix of the report

### 3.2 Q2 WELLBEING REPORT

Members considered the paper which had been submitted to provide oversight of Police Scotland/SPA Health and Wellbeing activity throughout Q2 2023/24. In addition to the written report the following was discussed.

- Members welcomed the detail in the report and were supportive of all the activity in progress.
- Members asked how the organisation could be more proactive in providing support to colleagues as there appears to be an emphasis on individuals having to request support.
- The Director of People and Development (P&D) acknowledged that there are two lenses to be considered. The first, providing an immediate response to colleagues who need support, and second, the preventative piece. Members were advised that an external evaluation of Wellbeing is being undertaken and once complete the findings from this will support an evidence led approach regarding both of these factors.
- The Chair asked what activity is in progress to mitigate the risks to officers and staff wellbeing and to ensure a meaningful and manageable workload.
- The Director of P&D advised that there are around 300 FTE vacancy gaps in the staff structure which puts pressure on the existing workforce. Actions are being undertaken to identify ways that demand in Business as Usual (BAU) activities can be improved/reduced, as well as seeking solutions to increase capacity and identifying the scope for possible automation and any organisational/policy changes. The Director advised members that SERR methodology will be introduced in January which will look at ways to transform corporate services based on a zero-based budget.
- DCC Speirs advised Members that there has been a reduction in the number of officers and Police Scotland is focussing on the following areas, the training of first line managers via Your Leadership

Matters, the remodelling of local policing, delivering change differently and new ways to deliver recruitment.

- Members asked how confident is Police Scotland that colleagues have a manageable workload.
- DCC Speirs advised that there is a reliance on 1<sup>st</sup> and 2<sup>nd</sup> line managers to support with this and Police Scotland is working to ensure that colleagues receive time back and days off and there are challenges due to the complexity of the tasks/investigations being undertaken.
- 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 order to provide a better understanding of the pressures of workload on colleagues, Members requested that Police Scotland bring a report to the next committee detailing the actions being taken to ensure prioritisation of workload is fair and reasonable for both officers and staff.

**PEOPLE – 20231127 – 002 - Wellbeing Report:** Police Scotland to provide a report to the next committee detailing the actions being taken to ensure prioritisation of workload is fair and reasonable for both officers and staff in the light of budgetary reductions

### **3.3 ILL HEALTH RETIREMENT AND INJURY ON DUTY**

Members considered the paper which had been submitted to provide an update of the People Committee on the review of the Ill Health Retirement (IHR) and Injury on Duty (IoD) award processes. In addition to the written report the following was discussed.

- Members requested an update on the 6-month trial for fast track and asked whether this would continue. Members were advised that the trial is still in progress and an update and evaluation would be provided at the next committee, with the hope that the process would continue.
- Members enquired whether appropriately qualified medical practitioners are now in place. This was confirmed to be correct and there will be no drop in the services provided as the organisation transitions to a new/successful provider.

### **3.4 BI-ANNUAL POLICING TOGETHER REPORT**

- Members considered the paper which had been submitted to introduce the Policing Together (PT) Bi-annual Performance Report. The report covers the quarters 1 and 2 of 2023/24. In addition to the written report the following was discussed.

## OFFICIAL

- In terms of prioritisation Members asked for an update on the activity being undertaken to embed any changes. Police Scotland advised that they are focussing on a number of priority areas, which include:
  - Evaluation
  - Policy and Practices
  - Data
  - Divisional Structures
- Members sought clarification on the Police Staff resignation rates on page 48 of the report which shows minority ethnic individuals resigning at a far higher rate than other staff. Police Scotland advised that they are seeking further insight as to why this is the case, but the percentage element of this will be skewed due to the small number of individuals impacted.
- The Chair noted that the IRG had reported that minority ethnic colleagues did not enjoy a good experience after joining the service. Police Scotland advised that their experience in training was generally good but this dips when they move to division and work is being undertaken to look at the support tutor constables can provide, the training that tutor constables receive, and the ongoing engagement with the diversity staff association SEMPER.
- Members noted that Police Scotland had recently undertaken an organisation wide staff survey on institutional discrimination with over 1100 respondents and asked whether any early findings had been found prior to the full analysis due early next year.
- Police Scotland advised that whilst a full analysis is still to be undertaken it was acknowledged that there had been mixed responses to the survey but there has been recognition that Sir Iain's comments have started a conversation that would otherwise never have taken place.
- Members acknowledged the amount of effort and activity involved under the Policing Together banner and requested that the reporting be strengthened to draw out the impact of the activity undertaken and how this will be measured. Police Scotland agreed there needs to be a logical link to the outcomes and this will be included in future reporting.
- Members noted the importance of what the future organisation will fundamentally feel like to its colleagues not just what the organisation looks like.
- Police Scotland advised that they are correlating and aligning both the colleagues and the public's experiences, and work on this will be ongoing.



**PEOPLE – 20231127 – 003 - Policing Together:** Police Scotland to strengthen reporting on the impact of activity undertaken under the banner of Policing Together

### 3.5 SEX EQUALITY AND TACKLING MISOGYNY UPDATE

Members considered the paper which had been submitted to provide a progress update on action underway on the Sex Equality and Tackling Misogyny work stream of Policing Together. In addition to the written report the following was discussed.

- Members welcomed the inclusion of performance measures in the report and asked that these should capture all the activity in progress and evidence of impact.
- 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 asked how the organisation will ensure that all activities and wider changes such as reclassification of sexual misconduct be linked into and aligned to the work in progress. Police Scotland advised that the work of the Professional Standards Division, the Sex Equality and Tackling Misogyny group and the VAWG Strategy will all be aligned to maintain those strategic links via Policing Together and under the Professionalism portfolio led by DCC Speirs.
- Members agreed that based on the update provided the action - **PEOPLE-20230531-006** could now be closed

**PEOPLE – 20231127 – 004 - Sex Equality and Tackling Misogyny:** Police Scotland to ensure performance measures capture all the activity in progress and evidence of impact

## 4. STRATEGY POLICY AND PLANNING

### 4.1 Q2 WORKFORCE REPORT 2023/24

Members considered the paper which had been submitted to provide an update on Police Scotland workforce as at the end of Q2 of financial year 2023/24.

- Members were satisfied with the detail provided and there were no additional questions or comments.

### 4.2 POLICY/PROCEDURE DEVELOPMENT PAPER

Members considered the paper which had been submitted to provide a structured and systematic approach to how employment policy and procedure will be prioritised to enhance organisational effectiveness and inclusivity. It outlines a decision-making model to determine what policies and procedures should be created/revised to ensure legal and regulatory compliance, advance strategic objectives and reduce risk within available resources. In addition to the written report the following was discussed.

- Members welcomed the approach and looked forward to the continuing dialogue which will take place in this space.
- 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 were advised that this report would be delivered quarterly to the committee.

## **5. HEALTH AND SAFETY**

### **5.1 Q2 HEALTH AND SAFETY REPORT**

Members considered the paper which had been submitted to provide 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.

- The Chair sought further detail around the 62% progress on progress implementing the actions and clarity on the 38% outstanding. Police Scotland advised that those are production actions owned by the Estates team and an update on the outstanding actions will be provided to the next committee.
- Members asked whether the outstanding actions in the four areas mentioned in the strategic plan will continue into the next iteration and Police Scotland confirmed the outcomes not completed will remain on the strategic plan and an update on this will be provided at the next committee.
- Police Scotland provided Members with an update on the recent flooding in the production stores and provided assurance that this is a priority for the Estates Team to resolve.
- Members noted that an officer required surgery after an incident during OST training and Police Scotland confirmed that a full report was undertaken by a Health and Safety Officer and recommendations were made to OST and confirmed that the colleague was recovering from the incident.
- Regarding the Surefire ear plugs, Members asked for a report to be brought back to committee on the progress made to implement the



use of these ear plugs, which considers the associated risks if not implemented.

- Colleagues from the SPF provided their insights in relation to the discussions and commented on their experience and understanding of the topics discussed.

**PEOPLE – 20231127 – 005 - Health and Safety:** Police Scotland to report back to the committee on the progress made to fully implement the use of Surefire earplugs and considering the associated risks if not implemented

## 5.2 BI-ANNUAL YOUR SAFETY MATTERS REPORT

Members considered the paper which had been submitted to provide a 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 carrying out their duties. In addition to the written report the following was discussed.

- Members welcomed the report and the emphasis on the safety of officers and staff.
- Members requested further information on the lessons learned from Operation Hampshire and Police Scotland agreed to provide a report to the committee on the benchmarking undertaken and key lessons learned.
- 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.
- Regarding the pausing of officer training, Police Scotland provided assurance that the organisation conducted checks on the number of colleagues that had been scheduled out for training and noted that these numbers were low, and assurance was provided that the individuals impacted will receive training as soon as possible after the pause is lifted.

**PEOPLE – 20231127 – 006 - Your Safety Matters:** Police Scotland to provide Members with a report on the benchmarking undertaken and key lessons learned

## 6. LEADERSHIP AND TALENT

### 6.1 MYCAREER EVALUATION

Members considered the paper which had been submitted to provide the outcomes and recommendation of the MyCareer Evaluation and Audit which was completed following one calendar year since the initial launch of MyCareer. In addition to the written report the following was discussed.

- The Committee discussed the usage and perception of MyCareer and the percentage of those who saw My Career as a career opportunity. Police Scotland noted that uptake has been positive for the first year of the cycle and there have been varying opinions between officers and staff on how beneficial MyCareer is.
- Members acknowledged that 121 discussions and reflection logs are a significant part of the MyCareer process and noted that a substantial number of colleagues were neither positive or neutral in the report findings and asked whether there were any issues capturing the hearts and minds of colleagues.
- The Director of P&D advised that Police Scotland felt that the statistics were promising in the first year of introducing MyCareer to the organisation and this report provides good insights for 'what's next' in MyCareer. Regarding 121 discussions, Police Scotland advised that there is a need to move from a prescriptive approach to 121 meetings, making them less formal, less time prescriptive and more often.
- Members asked whether Police Scotland have achieved the right balance with the level of content and opportunities in MyCareer. The Director of P&D advised that there are two elements to be achieved, firstly how the organisation evidence that the process works, and secondly the wider element of culture and how the organisation evidences concerned for their staff. Police Scotland need to ensure that the process does not become cumbersome or bureaucratic and that engagement with colleagues remains a priority.
- Colleagues from Staff Associations provided their insights in relation to the discussions and commented on their experience and understanding of the topics discussed.

### 6.2 PEOPLE MANAGEMENT DEVELOPMENT PROGRAMME (PMDP)

Members considered the paper which had been submitted to provide results of the People Management Development Programme (PMDP) Pilot Evaluation and highlight post pilot recommendations that are currently being progressed. In addition to the written report the following was discussed.

## OFFICIAL

- Members welcomed the update and were satisfied with the detail provided
- Colleagues from SPF provided their insights in relation to the discussions and commented on their experience and understanding of the topics discussed.
- There were no additional questions or comments from Members.

### 6.3 YOUR LEADERSHIP MATTERS (YLM) PHASE 2 EVALUATION

Members considered the paper which had been submitted to outline the progress and evaluation of Your Leadership Matters (YLM) programme Phase Two at the end of the initial 6 months. In addition to the written report the following was discussed.

- The Director of P&D advised that feedback had been taken onboard from staff associations and trade unions around the possibility of face-to-face training. Police Scotland will review this with the hope of running a pilot in February/March of next year.
- Members welcomed the various approaches to development discussed at Section 6 and Police Scotland's desire to ensure that these are not seen as events but ongoing development for colleagues throughout their career.
- The Director of P&D confirmed this was the strategic intent and stated that the organisation intends to set leaders up for success and ensure that colleagues feel assured and confident in their leaders. The Director of P&D added that role related learning, leadership, and managerial activity within MyCareer will be key to delivering a 'signature programme' that every leader and every colleague experiences.
- Regarding the YLM programme, Members asked whether there is any intent to bring the facilitation of this programme in house to and how will organisational learning be captured.
- The Director of P&D advised that capacity wise it is right for the leadership programme to be delivered by an external contractor, but in the future after YLM has been delivered, decisions will be made on 'What next?' and training will be brought in-house.
- The Director of P&D is comfortable that organisational learning is being captured through the external provider's evaluation model and feedback from colleagues, staff associations and trade unions.
- Colleagues from SPF and ASPS provided their insights in relation to the discussions and commented on their experience and understanding of the topics discussed.