

**PEOPLE COMMITTEE  
28 FEBRUARY 2022**

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**Minute of the Scottish Police Authority People Committee held on  
MS Teams on Monday 28<sup>th</sup> February 2022.**

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Authority Members

Mary Pitcaithly (Chair)  
Alasdair Hay  
Fiona McQueen  
Catriona Stewart  
Katharina Kasper (observing)

Scottish Police Authority

Chris Brown, Acting 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

James Bertram, Health and Safety Manager  
Peter Blair, Head of Strategic Workforce Planning  
Kirsty Garrick, Head of People Engagement Partnering  
Jude Helliker, Director of People and Development  
Alexis Hunter, Head of Leadership and Talent  
Inspector Kirsty Macintyre, YSM Secretariat  
Tom McMahon, Director of Strategy and Analysis  
Nicky Page, Head of Human Resources  
Damian Shannon, Health and Wellbeing Manager  
DCC Fiona Taylor, Deputy Chief Constable – Professionalism, Digital & Transformation

Staff Association and Trade Union Representatives

David Hamilton, Scottish Police Federation  
David Malcolm, UNISON  
Derek Balfour, Unite the Union  
Tina Yule, HMICS

### **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.

Authority Member Katharina Kasper was welcomed as an observer, Trade Union and Staff Association representatives were also welcomed.

There were no apologies.

The Chair advised that, as reported at the Authority meeting on the 23<sup>rd</sup> February, 3 new Assistant Chief Constables have now been appointed and the closure report for that recruitment process will be considered at the June meeting of the People Committee.

### **1.2 Declarations of Interest**

There were no declarations of interest.

### **1.3 Minute of the People Committee 30 November 2021**

Members AGREED the Minute from the People Committee held on 30 November 2021 was an accurate record of the meeting.

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

The committee heard that the development of performance benchmarking data was a matter which would be discussed at the next meeting of the Policing Performance Committee. An assurance was provided the Your Voice Matters Survey data would be included in this work and would be reported to this committee in due course.

The Health and Safety Manager advised attendees that some of the submitted updates did not match the correct action and it was agreed he would work with the teams to ensure this was corrected to give accurate updates which would be reflected in the next iteration of the action log.

**Members noted the action log and the updates provided.**

### **1.5 Decision on taking business in private (item 9 & 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. Health & Safety Report Q3 2021/22– James Bertram/Inspector Kirsty MacIntyre**

Members considered the report 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 published report the following was discussed;

- The Health and Safety Manager thanked SPA Workforce Governance colleagues for their input to this report and informed Members a collaborative approach to producing and improving the report would continue.
- The Committee considered a high level summary of the submitted Q3 report and welcomed the significant improvements to some reporting.
- A verbal summary was provided in respect of the Your Safety Matters work streams which highlighted that police assaults appear to be falling and this trend will be closely tracked.
- Members agreed the report still requires further work to meet the committee's expectations as previously discussed. Members asked that SPA Corporate Team continue to engage with Police Scotland colleagues to develop the report so that it is able to provide the Committee with the necessary assurances.
- The Committee sought clarity on whether the 'many years of work' reference in para 1.3 was in respect of specific H&S improvement projects or whether this was with reference to a planned maintenance programme. It was confirmed that it was felt there were still a number of significant H&S areas which require attention and time to roll out improvement activity however good progress was being made across the organisation and this would continue. Members agreed that the progress was good to see and this was very welcome to the committee given the importance of officer safety.
- In response to a question regarding the analysis of trends and how this was done given some limitations of the updates to SCoPE, the Health and Safety Manager confirmed he worked closely with the Analysis and Performance Unit (APU) Team to ensure as much trend analysis information could be reported to this committee and assured Members this data was as robust as it could be and checks and balances were in place to test the data.
- It was confirmed that analysis of the data had shown that there were no clear reasons for disproportionality in accident figures in D, Q and L Divisions. It was reported that the H&S Team will work with the Support Superintendents to review some of the repeat assaults and explore if any additional training is required. Work would also be done with supervisors to make sure effective debriefing takes place after incidents and to make sure a consistent approach to SCoPE data entry from all supervisors. The committee was provided with an overview of the training that is provided to local supervisors in respect of recording of accidents.

- Clarity was sought on when it was anticipated the amendments will be made to the recording system which will provide valuable data on causal/contributory factors as this would be key to informing preventative activity. Members heard that the request for the recording system to be updated had been made and feedback was currently awaited on timescales for completion.
- Members sought an assurance that, despite having changed FM Provider late last year, the organisation still had access the Fire H&S data of the previous provider and it was confirmed by the H&S Manager that the previous data was all available and would be uploaded to the new systems as soon as possible.
- Clarity was sought in respect of some RIDDOR statistics in the reports and it was explained that the RIDDORS on page 13 are specifically in relation to officer assaults. Members were assured that the reporting of RIDDORS was robust and the H&S Manager had no doubts the data was accurate.
- The Committee heard that Operation Talla H&S continued to be monitored through the Silver Command and Operation Talla H&S Group and learning would continue to be taken from these fora.
- Recognising that progress made in respect of the National Health & Safety Board's 3 Year Strategic Action Plan has been slower than anticipated due to the pandemic, it was confirmed there were no areas of concern for the H&S Manager and any matters which may needed reprioritised would be considered.
- The H&S Manager confirmed that the lessons learned report from the H&S aspects of the George Square incident will be brought to the June committee and this would provide the committee with the opportunity to be assured the learning has been taken and embedded across the organisation.

### **Members noted the report.**

#### **3.1 Police Workforce Report – Q3 2021/22 – Peter Blair**

Members considered the report which had been submitted to provide an overview of changes in the Police Scotland workforce during the third quarter of year 2021/22. In addition to the submitted report the following was discussed;

- Members were provided with a summary of the key highlights of the submitted report.
- Members asked for an understanding of what the insights were from the workforce data and what actions were being taken and planned as a result. The Director of P&D explained that many questions regarding the data were being asked and data explored internally, for example 'what is being done to increase female representation at senior ranks?' and the P&D team were working closely with APU

colleagues to fully explore the reasons behind the data which will ensure the data drives insights.

- Members heard that work had been undertaken by DCC Taylor to explore the reasons behind the higher rates of females leaving the organisation than males and this would be reported to the committee when it had progressed.
- An assurance was provided that the prominent reason for outstanding Return to Work (RTW) interviews was linked to Covid19 absences and an amendment has been made to the SCoPE system that will eliminate the unnecessary production of duplicate forms. Further reassurance was provided that RTW interviews are being completed by line managers and this was an area of focus for review by People Partners.
- The Committee welcomed an assurance that effort was being made to ensure the higher than desired Re-Rostered Rest Days (RRRD) was being managed.
- Detail on the use of Modified Duties and the support provided to officers to ensure that they return to full duty was discussed and the Committee welcomed the assurance this was a supportive process which focused on helping people to get back to full duties if and when appropriate.
- A question was asked to establish if length of service within Divisions was being considered as part of any of the SWP work streams. It was advised that due to the upcoming changes to the commutation cap, length of service was to be considered as part of the overall tactical planning for the coming years. Members were assured there were no immediate concerns and work was being done to mitigate any risks in respect of the changes. The committee were advised that the organisation had a good grip of this matter which was being monitored and reported at a very senior level.

### **Members noted the report.**

### **3.2 Next Steps and timeline for development of Equality, Diversity and Inclusion (EDI) and People Strategies – Jude Helliker/Tom McMahon**

Members considered the report which had been submitted to provide an overview of planned next steps and the timeline for development of Equality, Diversity and Inclusion (EDI) and People Strategies. In addition to the submitted report the following was discussed;

- The Director of P&D reported that work is underway jointly between Police Scotland P&D and the Strategy and Analysis Team to plan and develop both the EDI and People Strategies which would be closely linked.

- Members heard that the focus was presently on the development of the EDI Strategy which was being led by the Director of Strategy and Analysis' team in partnership with P&D colleagues. The People Strategy will then be developed to take cognisance of the EDI Strategy. The Director of Strategy and Analysis confirmed that the committee would be sighted on the draft EDI Strategy in the near future.
- The associated timelines and sequencing of this activity were noted along with the intention to engage with key stakeholders. Members heard that a more co-ordinated approach to stakeholder engagement was being developed in partnership with SPA colleagues and the outcome would be a systematic approach to stakeholder engagement.
- Members asked if it had been considered whether the People Strategy should be a standalone document or if it should be linked to the Strategic Workforce Plan (SWP). The DCO explained that the strategies will set out the overall direction and they would link to and inform the Workforce Plan which will be a living document and will iterate and operate within the parameters set by the strategies.
- Members sought an assurance that the indicative timelines were achievable and were assured by the Director of Strategy and Analysis he was confident the teams would work hard and at pace to deliver what was required to meet these deadlines. Members welcomed this assurance given the importance of the work for the organisation.
- The joint SPA/PS evaluation of the People Strategy will be considered at the next scheduled meeting of the People Committee.
- The Committee sought an assurance that SPA workforce governance colleagues, Trade Unions and Staff associations would be involved in the development of the People Strategy and heard that while this strategy was still at design stage, the plan was that this engagement would take place.
- It was agreed the committee would be supportive of convening an additional meeting if required to consider the strategies when they were available and to ensure no delay to the overall governance process.

**Members noted the content of the paper and noted the indicative timelines.**

#### **4.1 Wellbeing Report Q3 2021/22 – Damian Shannon**

Members considered the report which had been submitted to provide Members with a review of Q3 wellbeing performance and activities. In addition to the submitted report the following was discussed;



- Members were provided with an overview of the submitted report which provided an update on a number of areas of current wellbeing activity across the organisation.
- Members heard that anecdotally, the wellbeing provision for officers and staff during COP26 had been very well received and this was believed to be as a result of the very effective planning and strong engagement. Lessons learned will be shared with colleagues to ensure this can feed in to future planning for policing of large events both by Police Scotland across other forces.
- It was confirmed that a review meeting had taken place and an evaluation report was being finalised which it is hoped will provide valuable data insights for consideration by the Health & Wellbeing Manager.
- The committee also requested that partnerships with key stakeholders are considered where appropriate.
- As Police Scotland have recently signed up to the Royal Foundation Mental Health at Work Commitment for Emergency Services, Members asked how this commitment would be taken forward by the organisation. It was confirmed that Police Scotland was working with the relevant people to better understand how the commitment could be met by the organisation going forward.
- Concern was expressed that despite some restrictions having been eased so that physical meetings are possible, face-to-face Occupational Health meetings were still not taking place. It was requested that, should it be believed an individual would benefit from a face to face session, then Police Scotland should be pushing the supplier for this to be provided.
- Members were provided with an assurance that significant effort was being put in to progressing the backlog of Ill Health Retirements and some work was being done to explore the way in which this area of activity would be handled. The Director of P&D advised that additional resource had been allocated to clearing the backlog and she assured Members she was very actively involved at a very senior level with Optima, who provide the service to Police Scotland.
- Again, Members stated their desire to see more analysis and insights in future reports to the committee.

**Members noted the report.**

**4.2 Health and Wellbeing Programme Review - Statement of Intent – Damian Shannon**

Members considered the paper which had been submitted to provide details of the Health and Wellbeing Programme review statement of intent which outlines what the organisation will do and is doing at present to gain relevant, realistic and impartial recommendations which enable us 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 considered a brief overview of the paper.
- The Committee agreed that some greater clarity of objectives was required going forward and in considering the next steps, Members invited colleagues to consider the anticipated impacts on the workforce of any wellbeing support and how the impact would be measured.
- It was confirmed the benefits tracking would be part of this work stream and future updates to committee would provide sight of the impacts on wellbeing.

**Members noted the report.**

**5. Smarter Working Verbal Update – Jude Helliker**

Members considered a verbal update from the Director of P&D which included;

- The activity to develop new ways of working continues and will have a focus on exploring how we work and not where we work. Members heard that From 1 April Police Scotland will introduce an informal hybrid approach to Smarter Working which will build on the positive feedback received during the pandemic. This approach will allow the organisation to retain the positive benefits gained and remain equipped to deliver the best service as we move towards a more normal post-pandemic way of life. It was highlighted that this blended working approach will support the overall ongoing commitment to the health and wellbeing of the workforce.
- Members were advised that the formal instruction to work from home will be eased across the organisation on 1 April, however, given the high levels of Covid absence still being experienced and the virus still present in all our communities, a cautious approach is required.
- It was explained that conversations are taking place which will discuss the optimal approach not only for staff but an approach which supports the organisation. The committee was assured that Trade Unions and Staff Associations had been consulted through the development of the plans.
- Members agreed that they look forward to considering the longer term aims when this information is next presented to the committee and would welcome the opportunity to consider the benefits and dis-benefits of new ways of working.

**Members noted the verbal update.**



## **6. Your Voice Matters' Organisational Insights and Implementation Plan Update – Kirsty Garrick**

Members considered the paper which provided an update on progress made against the organisational Implementation Plan and sought to share insights on the key themes identified from the local Implementation Plans. In addition to the submitted report the following was discussed;

- Members considered a summary of the paper and heard that the priority areas of wellbeing, Leadership, Behaviours, Hindrance Stressors and Enablers which had been agreed by the Force Executive had informed the detailed implementation plan.
- Members' attention was drawn to the update on free text comments as this information had now been included in the paper at the request of the committee.
- Members were advised that a meeting had taken place at which Police Scotland attendees were joined by Durham University representatives and Professor Duxbury with the discussions from that meeting to be considered by Police Scotland as the implementation plan is progressed.
- Members agreed the communications to the workforce in respect of the implementation plan was key as that would be the opportunity to link the steps being taken by the organisation as a result of the Your Voice Matters Survey and an opportunity to assure people that their voices being are being heard.
- The Committee noted a clarification that, although they had been sighted on the draft, the Scottish Police Federation did not agree to the implementation plan nor were they involved in their development. Members asked that opportunities to ensure all stakeholder views are represented whenever appropriate and possible be considered and the Director of P&D assured the committee that Police Scotland would continue to work with as closely as possible with Staff Associations and Trade Union colleagues in the future.

### **Members noted the report and noted the refreshed and combined action which had been updated on the action log.**

*Actions PEOPLE-20211025-001 and PEOPLE-20211025-003 these have been combined into a new action PEOPLE-20220228-001 and an update was provided that the 'free text has been provided, the progress and metrics update will be provided at the next meeting'.*

### **7.1 MyCareer and Leadership Pathways post-evaluation report – Alexis Hunter**

Members considered the paper which had been submitted to provide an update on the MyCareer Proof of Concept Evaluation Report. In addition to the submitted report the following was discussed;

- Members were provided with a brief overview of the evaluation report and noted the findings will help shape the national roll-out, which will go live on 1 April 2022.
- The current focus was to provide 'get ready' sessions for staff and these would continue in the coming weeks to make sure those who needed to be ready would be prepared in time.
- The Committee discussed what further steps would be required to change the culture within the organisation to ensure this new approach was a success and to encourage buy in from staff. It was acknowledged that this was expected to take some time but the planned training sessions would help people to understand how to best take this new approach forward and how people will be supported.
- The Committee welcomed an update that the setting of objectives for individuals would be included as part of future developments after the go live date.

**Members noted the report.**

### **7.2 Police Leadership Development Programme (PLDP) 6 Month Pilot Evaluation – Alex Smith**

Members considered the paper which had been submitted to provide the Committee with an update on the Police Leadership Development Programme (PLDP) 6 month Evaluation Report. In addition to the submitted report the following was discussed;

- A brief summary of the report was provided and Members considered an overview of the evaluation. It was noted that the learning from the pilot thus far had now been put into action.
- The Committee noted that a further update would come to this committee following the conclusion of the pilot.
- It was explained that this Police Leadership Development Programme was the suggested replacement for the Police Diploma which is the current prerequisite for promotion and this would require a change in current legislation and Scottish Government colleagues were sighted on this.

**Members noted the report.**

**8. Strategic Workforce Planning - DCO David Page - (*This item was taken after item 4.2*)**

Members considered the report which sought to provide an update on the proposed refresh of the Strategic Workforce Plan. In addition to the submitted report the following was discussed;

- The DCO provided an update on the work to refresh the Strategic Workforce Plan which will build on the current plan, look to more formally focus on the resourcing models that require to be deployed, within budget, to meet service demand.
- Members heard that an important part of the workforce planning activity would be to identify areas where there is demand for additional resource to meet service demand that sits outside of our current funding.
- It was noted that work will be carried out to ensure baselines were established and that this would support the measurement of deliverables.
- The Committee welcomed the update and noted the linkages to other areas of activity across the organisation.
- Clarity was sought on the timeline for these next steps and DCO Page explained that this level of detail would be available in April. The DCO confirmed his team would engage with SPA colleagues as the work to refresh the approach to workforce planning progressed.

**Members noted the report.**

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