



Minutes of the People Committee held on Wednesday 30 November 2022 via MS Teams.

Board Members present:	Fiona McQueen (Chair) Paul Edie Alasdair Hay Michelle Miller
Board Member apologies:	Tom Halpin
In attendance:	<u>Scottish Police Authority</u> Chris Brown, Deputy Chief Executive (Resources) John Maclean, Workforce Governance Lead Darren Patterson, Head of Workforce Governance Karen Morgan, Governance Support Officer <u>Police Scotland</u> James Bertram, Health & Safety Peter Blair, Head of Strategic Workforce Planning Kirsty Garrick, Head of People Engagement Partnering Tom McMahon, Director of Strategy & Analysis David Page, Deputy Chief Officer Nicky Page, Temporary Deputy Director of People & Development Damian Shannon, Health & Wellbeing Manager <u>Staff Association and Trade Union Representatives</u> Derek Balfour, UNITE

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	<p>David Hamilton, Scottish Police Federation (SPF) Chief Supt Suzie Mertes, Association of Scottish Police Superintendents (ASPS)</p> <p><u>HMICS</u> 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. The Chair reminded attendees that, after each paper had been presented, Authority Members would be able to ask questions and thereafter Staff Associations and Trade Union colleagues would be invited to provide any perspectives they feel would be helpful to the discussion.

Apologies were noted from Tom Halpin.

1.2 DECLARATIONS OF INTEREST OR CONNECTIONS

There were no other declarations of interest or connections.

1.3 MINUTE OF THE PEOPLE COMMITTEE 31 AUGUST 2022

Members AGREED the draft minute from the People Committee held on 31 August 2022 as an accurate record of the meeting.

1.4 PEOPLE COMMITTEE ACTION LOG REVIEW

Following a session on 17 November to consider Your Safety Matters and the career progression and associated barriers experienced by female officers, the action in that regard can be closed. Although purpose of the briefing was to brief Members, the Chair agreed that consideration would be given to how Staff Associations and Trade Union views and perspectives could be considered as part of any future briefings sessions.

Members noted the action log and the updates provided.

1.5 DECISION ON TAKING BUSINESS IN PRIVATE (ITEM 5 - 7)

In accordance with paragraph 20 of the SPA Standing Orders, the Committee agreed to consider item 5 - 7 on the agenda in private.

2.1 Q2 WORKFORCE REPORT 2022/23 – Nicky Page

Members considered the paper which had been submitted to provide the Committee with an update on Police Scotland workforce as at the end of Q2 of financial year 2022/23. In addition to the submitted report the following was discussed;

- Members were taken through an overview of the key highlights from the report and updates were provided on officer/staff numbers, leavers/turnover, sickness absence, TOIL and RRRD and modified duties.
- An assurance was sought that, in spite of the high turnover levels, there was sufficient experience available to support probationary constables as they start their careers as officers with Police Scotland. The T/Deputy Director of People & Development explained that a number of steps are taken to mitigate the impacts

of a high officer turnover but that this was a challenge for the organisation.

- Members heard the increase in staff numbers had been predominantly in the C3 business area and this was to rebalance staff numbers post Covid.
- Recognising the significant operational pressures and future challenges that are expected impact the Force, a question was asked regarding what plans were being put in place to address the high levels of Re Rostered Rest Days (RRRD) and to ensure this was managed down to ensure those officers who were due time off actually get it. The T/Deputy Director of People & Development confirmed that steps have been taken to reduce RRRD levels over the coming months and a reduction had already been seen since October.
- Members heard that work had been done internally to explore any additional steps that can be taken to further manage RRRD. The work highlighted that a significant determining factor on the levels of RRRD was officers being called to attend court. Discussions have taken place with partners from the court system to understand how collaborative effort can seek to reduce the need for rest days to be changed and officers are only called to attend court when necessary. DCO Page explained new IT solution being developed to improve court duty scheduling and it was anticipated this would be tested from Q1 next year.
- Other areas (e.g. scheduling of training days to avoid travel on rest days) are being reviewed to understand what changes can be made to current arrangements to support a reduction in unnecessary RRRDs.
- Clarity was sought on what would be seen as an acceptable level of RRRDs to have across all officers and it was explained that this may not be a global figure for all officers but the issue may be more effectively addressed by taking different ranks and targeting the approach which would take cognisance of the varied challenges across ranks.
- Recognising there will always be a certain level of sickness absence for any organisation, the Chair asked what the ambition for levels of sickness absence was. The T/Deputy Director of People & Development explained her aim is return to pre-Covid absence levels as an initial baseline.
- The Chair requested that future reporting to this committee include details of the steps that are being taken to drive absence levels down and tracking of whether the interventions and initiatives are having the desired impact. It was highlighted the wellbeing reporting does already include some of the work being done but additional information can be provided.

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- The percentage increase in female officers was noted and a breakdown of the actual number of female officers was requested.
- Members considered some additional information from both ASPS and SPF colleagues which provided additional context and insight on the matters that had been discussed.
- The DCO explained that part of Operation Swan would seek to address some long standing issues with strategic solutions and 'On Call duties' and RRRD were included in that work.

Members noted the information contained within the report and agreed the following action;

PEOPLE-20221130-001: Future reporting to the committee to include details of the steps that are being taken to drive absence levels down and tracking of whether the interventions and initiatives are having the desired impact.

2.2 BI-ANNUAL STRATEGIC WORKFORCE PLAN (SWP) UPDATE – Tom McMahon

Members considered the paper which to provide Members with a bi-annual update on the Strategic Workforce Plan (SWP). In addition to the submitted report the following was discussed;

- It was explained by the Director of Strategy & Analysis that much of the activity in recent months had been driven by the Forces' response to recommendations from the HMICS inspection.
- He confirmed a Workforce Strategic Assessment was being developed and that would be brought forward to the February meeting of the People Committee.
- Work to develop a refreshed Strategic Workforce Plan due for 2024 was confirmed ongoing. Commitment to provide members of this committee with visibility of that work was given by the Director of Strategy & Analysis. This engagement would take place before the formal consideration of a paper at the February committee.
- The Director of Strategy & Analysis confirmed the work to refresh the SWP would be aligned to the People Strategy and the refreshed approaches to Training and Pay and Reward.
- Members welcomed the report and agreed that there is a greater than ever need for robust workforce planning given the upcoming financial challenges and changing landscape for policing and the people of Scotland.
- An assurance was provided by the Director of Strategy and Analysis that Police Scotland are committed to developing the refreshed SWP in partnership with Staff Associations and Trade Union colleagues.

Members noted the report.

3.1 Q2 WELLBEING REPORT 2022/23 – Nicky Page

Members considered the paper which sought to provide details of Police Scotland Health and Wellbeing activity during Quarter 2 of Financial Year 2022/23. In addition to the submitted report the following was discussed;

- Attendees discussed the ways in which TRiM is used to support officers and staff and it was highlighted that this was not only a one off service but could be used through self-referral or a line manager referral at any time.
- Welcoming the reduction in numbers of people waiting on their Ill Health Retirement cases to be considered but recognising more work was required in this regard, Members asked for an assessment of what the target turnaround time would be for this process. It was explained that this process would always take a significant degree of time given the multiple partners involved and sharing of medical information that needed to be coordinated. It was suggested by the T/Deputy Director of P&D that a 6 months turnaround time would be the aim and a reasonable timeline. Members sought an assurance that steps had been put in place to drive down the turnaround time. The T/Deputy Director of People & Development explained that as much as possible was being done by Police Scotland to clear the backlog but at this time she did not have the data to project when the current backlog would be cleared. It was agreed this would be modelled and included in the next committee report to provide Members oversight of how the situation was improving.
- The Chair commended the level of support available and the mix of initiatives in place to support the Forces' officers and staff. She asked how the organisation is able to know which of the initiatives is working as intended and how the effectiveness of each approach is being measured to give confidence in the effectiveness of the approach. The Chair suggested a paper could be brought to a future committee meeting which would allow a discussion on how the effectiveness of the various wellbeing initiatives in place across the organisation can be measured.
- Attendees recognised this paper provided some good examples of a changing culture in which it is encouraged to ask after the wellbeing of colleagues and staff. Some examples of where this approach is being seen were provided from the SPF perspective and the proactive approach was commended as being particularly beneficial across the organisation. It was recognised that much more work was required but that significant progress has been made which should be commended albeit whilst not allowing any complacency to impact on efforts.

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- The Chair explained that during recent the Resources Committee consideration of the year to date budget and forecast position, an area of focus there was the overspend on Police Officer overtime and, recognising the importance of officer wellbeing, a request was made for additional detail to be provided to this committee. It was agreed a report would be provided to the next committee to address that information request.

Members noted the report and agreed the following action;

PEOPLE-20221130-002: Future report to committee which will include modelling for when it is anticipated the turnaround time of IHR cases are anticipated to be at the optimal time.

PEOPLE-20221130-003: Measurement of effectiveness of wellbeing initiatives to be added to Committee Work Plan so that a discussion can take place at a future committee on how this can be done.

PEOPLE-20221130-004: Further analysis to be provided to the People Committee which will provide information in respect of officer wellbeing and the impacts of high levels of officer overtime being carried out. Details of any divisional trends to be provided.

3.2 BI-ANNUAL EQUALITY AND DIVERSITY REPORT – Nicky Page

Members considered the paper which provided 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). In addition to the submitted report the following was discussed;

- Members questioned how the organisation plans to be able to assess the impacts of actions taken and how the organisation would know when an activity resulted in an improvement. The T/Director of People & Development explained she would work closely with the Director of Strategy & Performance and the APU to support the activity to assess impact.
- The Truth to Power Sessions were highlighted as being useful in continuing to give individuals the opportunity to speak about things that matter to them. The feedback from sessions would be used to shape how leaders better understand lived experiences of staff and it was confirmed the intention is these sessions will continue to take place as they were valuable sources of workforce insight.
- A request was made for a briefing note to be provided, which would give Members a better understanding of the role of the Special Constable and for the briefing to include some details of what groups make up the current cohort of Special Constables.

- Reflecting on recent reports of worrying cultural issues in other uniformed organisations in the United Kingdom, a question was asked whether this type of narrative had been seen in the discussions taking place as at Police Scotland EDI events. The T/Director of People & Development reported that it had been experienced at recruitment events in some of the questions being asked. It was explained that the inclusion agenda was to be a significant focus of the leadership development activity across the organisation and this was being considered as part of the planning work.
- Attendees were reminded that some of the challenges being faced are likely to be as a result of misperceptions and opinions that have been based on false information.

Members noted the report.

3.3 SCOTTISH GOVERNMENT RACE COMMITMENT – Nicky Page/ John Maclean

Members considered the paper which provided the Committee with background information in relation to the Scottish Government Race Commitment and invited the committee to consider and endorse that Police Scotland/ Scottish Police Authority sign up to this commitment in recognition of the fact that work has already progressed, or is being progressed, to meet the intention of the commitment. In addition to the submitted report the following was discussed;

- This piece of work has been jointly produced between Police Scotland and the SPA.
- The ambition of the organisation in this area will be integrated into the next Strategic Plan.

Members noted the paper and agreed to support the proposed approach to sign up to the Scottish Government Race Commitment.

3.4 BI-ANNUAL YOUR VOICE MATTERS UPDATE – Nicky Page/ Kirsty Garrick

Members considered the report which sought to provide an update on the activities at both an organisational and divisional level in response to the 'Your Voice Matters' wellbeing & engagement survey. In addition to the submitted report the following was discussed;

- Members considered a verbal summary of some of the initiatives as detailed in the written report.
- The Committee asked for some additional information on how the issue of hindrance stressors was being addressed and how the 'It's The Little Things...' campaign supported divisional commanders and

area managers to make improvements for their local staff. It was explained that this was done at a local level and was simply that people could ask for whatever they think could improve their work experience, e.g. cutlery or outdoor furniture for break times. Members welcomed the update that this initiative had been well received across the organisation with a number of small but important changes improving lived experiences of officers and staff.

- Commenting on the reporting of 'complete/not complete/not on track' status, the Committee Chair asked if this could be further enhanced with the addition of timescales for completion to future reports. It was confirmed this was part of the planned discussions for the next Steering Group (Jan 2023) and this information would be clearer in the next report.

Members noted the report.

4.1 Q2 HEALTH & SAFETY REPORT 2022/23 – James Bertram

The purpose of this report is 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 consider a summary from the Health and Safety Manager who summarised some of the key data as presented in the report and in addition to the BAU activity, other initiatives that had been established in response to emerging issues were highlighted to Members.
- Members welcomed the additional information now provided in the assurance reporting which had been developed in response to Members feedback.
- One recent development not included in the written report was that good progress has been made towards introduction of hearing protection earpieces for officers working in noisy environments. The first devices are anticipated to be in use over the coming months and will ensure appropriate protection for officers and improve the ability to hear information on the airwave radio.
- Recognising the significantly improved reporting of assaults, clarity was sought by Members on when the true baseline for assault data would be known. The H&S Manager explained that work was still underway by the Your Safety Matters team who have been focusing on closing the reporting gap between crime figures and SCoPE reported assaults and it was hoped this would produce a clear baseline figure in the near future. The Committee welcomed this work as it was such an important area of focus.

Members noted the report.

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

