

PEOPLE COMMITTEE
30 NOVEMBER 2021

Minute of the Scottish Police Authority People Committee held on
MS Teams on Tuesday 30th November 2021.

Authority Members

Mary Pitcaithly (Chair)
Alasdair Hay
Fiona McQueen
Catriona Stewart

Scottish Police Authority

Jackie Kydd, Workforce Governance Lead
John Maclean, Workforce Governance Lead
Darren Patterson, Head of Workforce Governance

Deborah Christie, Governance Support Officer

Police Scotland

Susan Beaton, Head of People Health and Wellbeing
James Bertram, Health and Safety Manager
Peter Blair, Head of Strategic Workforce Planning
Jude Helliker, Director of People and Development
Alexis Hunter, Head of Leadership and Talent
Inspector Kirsty Macintyre
Nicky Page, Head of Human Resources

Staff Association and Trade Union Representatives (all left after item 8.1)

David Hamilton, Scottish Police Federation
David Malcolm UNISON
Ch Supt Suzie Mertes, Association of Scottish Police Superintendents
Tina Yule, HMICS

Other Attendees

Gill Imery, HMICS (item 2)

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. Trade Union and Staff Association representatives were welcomed to the meeting.

Apologies were noted from Chris Brown, Deputy Chief Executive, DCC Fiona Taylor and DCO David Page.

1.2 Declarations of Interest

There were no declarations of interest.

1.3 Minute of the People Committee 02 September 2021

Members AGREED the Minute from the People Committee held on 02 September 2021 was an accurate record of the meeting.

1.4 Minute of the People Committee 25 October 2021

Members AGREED the Minute from the People Committee held on 25 October 2021 was an accurate record of the meeting.

1.5 People Committee Action Log Review - For discussion

Members agreed to keep Action PEOPLE-20210527-006 open as the written update did not provide the information and assurances that are being sought by the committee. The Committee request detail on how progress to achieve the objectives of the SWP work will be monitored and reported.

Members noted the action log and the updates provided. It was agreed to keep PEOPLE-20210527-006 ongoing for the reasons discussed and stated above.

1.6 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. HMICS Thematic Inspection of Police Scotland Training and Development - Phase 2 – Gill Imery

Members considered the HMICS Publication which had recently been published. In addition to the published report the following was discussed;

- Her Majesty's Chief Inspector of Constabulary, Gill Imery provided Members with a summary of her key findings as contained in the published report and provided an overview of the key recommendations.
- Members considered a summary of the recent events which Gill Imery stated, had it made it clear to her that issues of equality, diversity and inclusion were more important than ever both in policing and in wider society.

- The good progress made by Police Scotland, since the initial inspection, was recognised by the Chief Inspector of Constabulary. Both the Leadership training and the Police Scotland/ Scottish Police Authority joint equality outcomes were cited as evidence both organisations having a good understanding of what is required to achieve equality goals.
- Members were advised that 542 responses had been received to an online survey which had been carried out as part of the inspection work and this had provided some valuable insight. It was recognised this was a small number of people compared to the overall workforce and the results therefore did not reflect the experience of everyone but the data was nevertheless important.
- In response to a question asking if there had been any evidence that individuals were reluctant to engage in a meaningful way given an apparent concern about saying the wrong thing on these important and sensitive issues, Gill Imery explained that she believed the important thing was to continue to engage and to keep the public confidence issues at the forefront of discussions to ensure the message that policing by consent depends on everyone across all diverse communities being able to feel that Police Scotland is a police service for them. The Chief Inspector of Constabulary expressed the view that she feels there could have been more overt messaging from both Police Scotland and the Authority during the Black Lives Matters protests of 2020, to make sure both organisations are discussing other matters in a way that is reflective of the overall context of events taking place in world around us.
- Gill Imery stated that she was confident Police Scotland's senior leaders understood the importance of evaluation and taking best practice from other areas. She continued that the progress made between Phase 1 of the HMICS Inspection and Phase 2 is, in her view, significant with work now required to ensure the training flows through the organisation and down the ranks in order to have a greater impact on day to day experiences.
- Members welcomed the assurance from Gill Imery that she was in no doubt the Chief Constable and Force Executive were committed to create an organisation that is welcoming and truly inclusive despite being aware of the real challenges to achieving this.
- Members asked what, in the view of HMICS, would evidence that good progress had been made in terms of Equality and Diversity and Gill Imery advised that the shared Equality Outcomes agreed by Police Scotland and the Authority should be used to measure success as they are well set out and the activities to move towards the outcomes were clearly identified. Members agreed this was helpful as it would be a tangible way by which the Committee could track assess progress.

- Attendees heard that although race and sex had been the characteristics set out in the Terms of Reference for this inspection, the focus in these specific areas is hoped to identify areas of good practice that can be shared across other protected characteristics and it was hoped the report findings would be useful for consideration in respect of other protected characteristic groups.
- Attendees agreed that Police Scotland had shown some strong examples of getting things right in some important areas with clear strong messaging having been demonstrated, for example, in the recent 'Don't be that Guy' campaign.
- The Director of People & Development stated that Police Scotland welcome the report and welcome the acknowledgement of the work that has been progressed by the Strategic Oversight Board and the recognition of the commitment from Police Scotland Force Executive to this area of activity. Members heard that the recommendations in the report would now be considered by Police Scotland and further engagement with HMICS colleagues was planned.
- Members noted the People Strategy continued to develop and heard that 'Truth to Power' sessions had provided valuable insights which would be considered as part of the work to establish a wide range of views.
- Jude Helliker explained there is a commitment to listen to lived experiences of colleagues and advised this was an important part of how the organisation would understand how colleagues are impacted.
- On behalf of the Committee, the Chair thanked Gill Imery for attending to discuss what they agreed was a balanced and helpful report.

Members noted the report.

3.1 Health & Safety Report Q2 2021/22 – James Bertram

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 submitted report the following was discussed;

- The Health and Safety Manager took Members through a summary of the key highlights of the submitted report.
- Inspector Kirsty Macintyre provided an overview of the recent progress in respect of the Your Safety Matters work streams.
- It was confirmed that Operation Urram data was still being collated and reviewed and would be formally presented at the next People Committee however, at present, there were no known significant injuries that have been reported.

- Members recognised some of the additional information that had previously been requested has now been incorporated into this report and thanked colleagues for this.
- Members asked about the psychological impacts of repeated assaults on an individual officer and queried what had been done to better understand these impacts and to explore how and if it affected the actions of the impacted officer. It was explained that repeat victimisation is an area of great interest to the Your Safety Matters team and significant effort was being put in to developing the wellbeing support package available to repeat victims which should provide the necessary support for those who need it both in terms of the victim and their family. The committee was assured this was an area of focus for the H&S Team who have been reviewing the statistics and then linking back with divisions as appropriate to assist officers on individual cases. Members welcomed the assurance this work would continue and it was anticipated this would be reported, in more detail to a future committee with any trends also to be reported.
- Following the Custody Audit, Members questioned if any concerns existed about possible risks to officers and staff that were linked to the ageing estate. The Health and Safety Manager explained that the detailed audit of custody had resulted in a number of actions for the Estates Team to address and this was being progressed as quickly as possible to make the improvements and mitigate risks. It was advised that when this work has been carried out a significant improvement in the standards of custody suites can be expected to be seen.
- Exploring the previous assertion that there had been an under reporting of accidents, Members sought clarity about how that conclusion had been reached. The Health and safety Manager explained that the delta between the SCoPE accident reports and the officer assault crime figures had identified that not all accidents were being reported however this gap has now started to be successfully reduced and targeted effort to change reporting behaviours continued to ensure the reported statistics were as accurate as they could be. It was confirmed there was no suspected under reporting of RIDDORS and the RIDDOR report was known to be very robust.
- Members heard that based on the crime report figures, the number of officer assaults had decreased slightly albeit the figures remained above the 5 year average.
- The Committee sought an assurance that the necessary mitigations had been taken to manage H&S risks which may be arise from the change in Hard FM contract management. It was confirmed that assurances would be sought from the new supplier in terms of Fire Safety management as to how they will manage the risks and

supply the data. The Health and Safety Manager explained that while discussions were at an early stage, he was not aware of any significant issues in this regard.

- Emphasising the importance of Fire Safety, the committee reflected on the outstanding action for updates to committee to identify areas of concern, resulting planned action, and how impact is being measured. It was confirmed work was on track for this detail to be incorporated in the February Q3 Report to the Committee.
- It was advised that progress was being made to further improve the type of detail included in Police Reports to give the COPFS as much information regarding the victim impacts when officers have been assaulted. Engagement will continue to further improve.
- In response to the update that the challenges faced with recording data were causing difficulty in establishing casual and contributory factors which could then inform preventative activity, the Committee Chair questioned when it was anticipated these issues would be resolved. Colleagues explained that it was not known when the required amendments would be made to SCoPE. The Committee Chair suggested that, should it be of any benefit, the committee would support any effort to clarify the timescales for these important improvements to SCoPE.

Members noted the report.

4.1 Bi-annual Strategic Workforce Plan (SWP) Update Report – Jude Helliker

Members considered the report which had been submitted to provide the Committee with an overview of activity relating to the national workstreams referenced in the Strategic Workforce Plan (SWP). In addition to the submitted report the following was discussed;

- Members considered a presentation that gave a summary of the SWP Process Overview and a high-level timeline of completed and planned activity. Members were reminded that the SWP is being considered as a dynamic and iterative plan which will continue to evolve over time.
- Members were provided with a high level update on the progress made across the following work streams; Modified Duties, Shift Pattern Review, Operational Base Level reviews, Annual Leave Policy and Practice review, Workforce Agreement for Police Staff, Rank Ratio review, Rural and Remote Recruitment Retention review and Skills Mix review.
- In response to a question, Members were assured that EQHRI impacts assessments are always carried for any policy change.
- An assurance was sought that the work to review shift patterns would capture elements beyond only remote and rural areas. It was

explained that currently Area Commanders are able to design their own shift patterns which provides the flexibility to address some local needs and it was further explained this would have been done following engagement with relevant stakeholders. The current review would seek to address some issues that had been identified in L and N Division and other future work planned by the ACC, Local Policing East may take this work wider to review all shift patterns across the Force however to do so now, was out with the Terms of reference for this review. The committee welcomed the local empowerment that was currently in place as this was how local needs can be best addressed.

- Acknowledging the dynamic nature of the Workforce Plan, but emphasising the need to monitor progress, another request was made for outcomes to be articulated and progress towards these outcomes reported. This has already been requested and is reflected in action PEOPLE-20210527-006 and as the detail had not been provided, Members agreed at the action log review to leave action PEOPLE-20210527-006 ongoing. Members requested that work be done to develop how the progress will be reported to the Committee in order that assurances can be provided to the Board.
- Regarding modified duties, Members were assured that wherever possible, individuals are be redeployed in the organisation if they have been identified as not able to carry out all the specific duties of a specific role. It was explained that all available options are explored before Ill Health Retrial is considered and the size of the organisation meant there were often many opportunities available for this.
- Members asked how common it is for the 1:8 Sergeant to Constable ratio to be exceeded and were advised that the vast majority of cases were less than 1:8 but some outliers did exist and a small percentage exceeded the 1:8 ratio. Members noted that this would be assessed as part of the review. Members heard that the optimal rank ratio would be considered as part of this review work and that work would involve engaging with the all relevant colleagues and stakeholders.

Members noted the report.

4.2 People Management Information Report Q2 – Jen Allen

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

- Members were taken through the key highlights of the tabled report.

- Members were advised that the report now included SPA Forensics and SPA Corporate which had not been the case in previous reports.
- It was clarified that the data excludes officers who were detached and presently working on projects out with Police Scotland and the SPA. It was agreed that future reports will articulate more explicitly where FTE data excludes detached officers who are currently working outside of Police Scotland and the SPA.
- In response to a question asking if there were any targets set for sickness absence levels it was explained that this was not the case but would be considered in the future and when the Covid recovery period was over.
- An assurance was sought that work was being done to understand and plan for the impacts of the upcoming pension changes. Members were assured that close partnership working between P&D and Finance/Pension colleagues had been under way. It was confirmed that a number of dashboards had now been created to inform discussions with Scottish government colleagues on what different scenarios could mean for the Force. Members welcomed the assurance that this will be closely tracked and reported.
- Members questioned how this data was being used to inform work to support people and inform wellbeing activity across the organisation. It was explained that this data was available to those of Superintendent rank and above and HR professional too which allowed business areas to proactively interrogate the data and understand the reasons and the patterns that are relevant. Members welcomed an update that this data was beginning to be used on a day to day basis across the organisation and beginning to inform the interventions to be taken.
- Members asked when the discussions between SWP and E&D teams would take place, regarding a move to GDPR compliant dashboarding of other protected characteristics of the workforce and it was explained that these were ongoing but the ambition was to have this in place by the end of March 2022.
- It was agreed that the next report would contain some analysis of turnover by length of service and gender.
- The Committee heard that while Re-Rostered Rest Days (RRRD) was one measure of workload it should be considered along with other factors to provide a complete picture. Members heard that further interrogation would be required to fully explore the reasons behind the RRRD.
- The Committee noted work ongoing to explore and understand any underlying trends in respect of modified duties and this was part of a SWP work stream.

Members noted the report and agreed the following action;

PEOPLE-20211130-001: Future reports to:

- clearly articulate where FTE data excludes detached officers who are currently working outside of Police Scotland and SPA.
- include turnover and length of service by gender.

5.1 Wellbeing Q2 2021/22 – Susan Beaton

Members considered the report which had been submitted to provide a review of Q2 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 were updated that the February Committee would receive an update which would include a 'Statement of Intent' and this would explain how the various strands of work would be taken forward and how outcomes would be measured and impact evaluated.
- In response to a question, it was confirmed that face to face Occupational Health consultations had not yet resumed and the way forward for consultations would be explored.
- A UK wide shortage of Selected Medical Practitioners was reported and the impacts on the Ill Health Retirement (IHR) process noted. The Committee was updated that discussions were underway to explore what suitable alternatives could be available to be considered by Police Scotland to progress IHR cases. It was confirmed that legal advice was being sought to establish what options were viable and learning was being taken from the way that other UK Forces deal with IHR. It was confirmed that when all the information had been collated and a proposed way forward had been identified discussions would take place with Scottish Government colleagues.

Members noted the report.

6.1 Bi-Annual Equality and Diversity and Inclusion Report – Nicky Page

Members considered the report which had been submitted to update the Committee on delivery of the employment Joint Equality Outcomes for Policing 2021 (5-8) and associated performance reporting and Workforce Monitoring Equality and Diversity Monitoring. In addition to the submitted report the following was discussed;

- Members considered a brief overview of the key topics included in the submitted report.

- There were no questions or comments and Members agreed that the Committee Deep Dive session on this topic, which had taken place on Monday 29th November had been a very valuable opportunity for committee Members to gain additional insight and understanding of this area of activity.

Members noted the report.

7.1 Smarter Working Update – Nicky Page

Members considered a verbal update which included updates that;

- Home working has been extended, where possible, until the end of the current financial year and this was helpful given the recent and ongoing developments in respect of the new variant of Covid.
- The organisation is currently giving consideration to the next steps for Smarter Working and this will be done with a focus to ensure any gains and benefits from the new ways that people work should not be lost but whilst developing a sustainable approach for flexible working.
- There were no questions or comments.

Members noted the verbal update.

8.1 Leadership Development Update and update on audit & inspection recommendations – Alexis Hunter

Members considered the report which had been submitted to update the Committee on the progress of the delivery of L&T learning interventions, work of the 'Leadership Project' and progress against HMICS recommendations (Phase 1). In addition to the submitted report the following was discussed;

- Members considered a summary of the report highlights including progress updates in respect of; MyCareer, Police Leadership Development Programme, Accelerated Leadership Pathway, Introduction to Leadership Playbook, First Line Managers, Established Leaders, your Leadership Matters and the Senior Police National Assessment Centre.
- In response to a question regarding equality of opportunity and what confidence levels existed that the right people will get onto these courses, Members heard that these programmes are all subject to equality and impact assessments before they are rolled out. It was also explained that open, fair and transparent processes were in place for any courses that require a selection process.
- The committee was updated on what steps were being taken to ensure that barriers for protected characteristics were identified and mitigated against to make these courses more accessible. It was

explained that this work involved engagement with the various staff groups as relevant.

- Members heard of the steps being taken to ensure the Leadership and Talent management training was relevant to policing which is recognised as a unique environment. An assurance was given that the providers of the training have relevant experience of delivering leadership training in policing and have recently worked with the Met Police Force.
- The Committee welcomed an update that the training for first line managers would be rolled out in a reasonably short period of time and heard that c.400 had already completed the training.

Members noted the paper.

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

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