



Minutes of the People Committee held on Thursday 29 May 2025 on MS Teams.

Board Members present:	Tom Halpin (Chair) Paul Edie Alasdair Hay Angela Leitch
Board Member apologies:	Nil
In attendance:	<p><u>Scottish Police Authority</u> Chris Brown, Deputy Chief Executive Resources Jackie Kydd, Workforce Governance Lead Eric Leggat, Solicitor John McNellis, Head of Finance, Audit & Risk Deborah Christie, Governance Support Officer</p> <p><u>Police Scotland</u> Dawn MacLean, Health and Safety Manager Nicky Page, Chief Officer, Human Resources Damian Shannon, HR Lead - Wellbeing DCC Alan Speirs – Professionalism & Assurance</p> <p><u>Forensic Services</u> Vicki Morton, Chief Operating Officer</p> <p><u>HMICS</u> Maggie Pettigrew</p>

	<u>Staff Association and Trade Union Representatives</u> Rob Hay, ASPS David Threadgold, Scottish Police Federation (SPF) David Malcolm, Unison
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1.1 WELCOME AND APOLOGIES

Tom Halpin welcomed everyone to the meeting which was being held using MS Teams.

No Member apologies noted. Apologies from the Director of People & Development noted.

Colleagues from Trades Unions, Staff Associations and HMICS were welcomed and 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.

Authority Member Angela Leitch was welcomed to the Committee. Angela brings with her, a wealth of experience and knowledge and will add great value to the work of this committee.

1.2 DECLARATIONS OF INTEREST AND CONNECTIONS

There were no other declarations of interest or connections.

1.3 MINUTE OF THE PEOPLE COMMITTEE 25 FEBRUARY 2025

Members approved the draft minute from the People Committee held on 25 February 2025 as an accurate record of the meeting.

1.4 DECISIONS TAKEN SINCE LAST MEETING OF THE COMMITTEE

In accordance with the Authority's Corporate Governance Framework, urgent approvals, under standing orders, can be done by correspondence.

1.4.1 ACC RECRUITMENT PROCESS APPROVAL

In March, the committee approved, on that occasion, a change to the Recruitment Process for an Assistant Chief Constable post.

Due to the nature of the appointment, to a specific portfolio, rather than a broad general assessment process, it was proposed that the recruitment process would be best suited to be led by Police Scotland under the direction of the Director of People and Development, on that occasion

1.4.2 H&S POLICY CHANGES APPROVAL

In April, changes to the H&S Policy and Fire Safety Policy were approved by correspondence. Given the dependency on approval of the policies to progress the rollout of the wider revised procedures/guidance a request was made by Police Scotland for the matter to be considered before today's committee meeting.

1.5 ROLLING ACTION LOG AND MATTERS ARISING

Members reviewed the action log. The updates were noted and actions proposed for closure agreed.

1.6 DECISION ON TAKING BUSINESS IN PRIVATE (ITEM 6 & 7)

In accordance with paragraph 20 of the SPA Standing Orders, the Committee agreed to consider item 6 & 7 on the agenda in private and these items would be Member only discussions.

2.1 Q4 2024/25 WELLBEING REPORT & ACTION PLAN UPDATE – NICKY PAGE

Members considered the paper that had been submitted to provide an update against the new Health & Wellbeing (HWB) plan for quarter four 2024/25. In addition to the submitted report the following was discussed.

- Members considered a summary of report highlights and attendees discussed points across several different areas of wellbeing.
- Police Scotland were invited to comment on how the organisation is planning to improve the wellbeing index scores and specifically, to drive better experiences for our workforce in the 'rest & recharge' areas. Members asked about any link between 'rest & recharge' and the challenges with Re-Rostered Rest Days (RRRD) balances.
- A selection of the ongoing work to improve the wellbeing index was provided in the report and the Force Mobilisation Model was cited as a specific piece of work that will help address disruption of RRRD so that officers are able to take rest time when needed. The Committee heard that the inclusion of the base-line data has added an extra level to the survey and will provide a basis upon which progress can be measured – this will be done both nationally and locally. Robust management of RRRD levels is a continuing commitment of Police Scotland. An assurance was provided that close monitoring and management will continue but, there will always be operational pressures that will impact.
- The Committee was interested to explore any workforce impacts from the roll out of the Force Mobilisation Model (FMM) and specifically how the rollout may have impacted on specialist departments (e.g. Officer Safety Training) and how this has been managed/mitigated, it was agreed a further briefing would be

provided so that the committee could be assured the arrangements were appropriate.

- The committee received an assurance that if an officer is required to attend an event where there may be a requirement for safety earpieces, the necessary audiometry equipment will be available to them.
- The internal audit of ill health retirement and injury on duty was commended as a worthwhile piece of work and clarity was sought on what learning had been taken/actions carried out following the exercise and if the audit would be repeated. Members were told that internal processes had been improved to better support people at an earlier stage, prior to their circumstances meaning they must enter the formal process. This continuous improvement will evolve with feedback from those involved and Staff Associations/TUs. There are no plans to repeat the audit currently however this will be kept under review. Members welcomed comments from Staff Associations which provided insight, observations and examples of where they have seen improvements in the ill health retirement and injury on duty processes.
- In conclusion, it was noted that the available data and insights continue to improve which means there is better organisational understanding of the impact of interventions to support our people. This allows for improved reports to come to this committee and demonstrate evidence of impact to the Authority. Members request that future reports provide improved understanding of how Police Scotland measure the effectiveness of the steps taken to support our workforce. It was confirmed that plans were in place to ensure a collaborative approach between P&D and the Employee Assistance provider is at the heart of this evaluation.

Members noted the report and agreed the following action.

2.2 ILL HEALTH RETIREMENT AND INJURY ON DUTY – NICKY PAGE/JACKIE KYDD

Members considered the paper which sought to provide the Committee with an update on ill health retirement and injury on duty approvals made by the Authority under the delegated approval to the Chief Executive. The paper also outlined findings of the analysis of causal factors behind Police Officer Injury on Duty awards in response to action PC – 20240530- 001. In addition to the submitted report the following was discussed.

- The Committee commend the joint Police Scotland/SPA work that has driven improvements in the time from start to finish of this process. It is recognised this can be a stressful situation for those involved and there should be no unnecessary delays.
- Members asked what was being done to reduce incidences of unwanted/unfavourable treatment and it was explained that the

analysis of causal factors has been shared with the Health and Wellbeing team to allow, where possible, further targeted proactive interventions.

- Future analysis of Injury on Duty casual factors is to be mainstreamed into future reporting to this committee with any trends that are identified to be reported on a regular basis.
- The Committee was pleased to hear that lessons have been learned and the importance of clear and regular communication throughout cases is understood by Police Scotland.
- Following discussion, the Chair re-stated this committee's position that no assault on any officer is acceptable.

Members noted the report and agreed the following actions

3.1 Q4/YEAR END WORKFORCE STRATEGIC DASHBOARD – NICKY PAGE

Members considered the paper which sought to provide the Committee with an update on the Police Scotland workforce as at Q4 of financial year 2024/25. In addition to the submitted report the following was discussed.

- An overview of report highlights was provided and Members were reminded that this report is aligned to the 6 organisational strategic outcomes.
- The Chair advised that, during discussion at the March Authority meeting, further information was requested to provide assurance in respect of flexible working arrangements for our officers and it was agreed this should be progressed through the work of the People Committee. A briefing that was provided by PS colleagues explained that further work is required to better understand how current flexible/PT working aligns to business & demand requirements (e.g. to ensure sufficient nightshift and weekend coverage) with a view to enabling us to reduce the financial and associated wellbeing impacts of having to increasingly rely on overtime to fill business critical gaps in business areas such as Contact, Command & Control Division to ensure we are able to keep our communities safe. It was explained that a short life working group, reporting into the Director of People & Development is now being stood up which will assess the current effectiveness of flexible working policy, guidance and practice, identifying areas to strengthen understanding of the organisations evidence/data base and opportunities for improvement. That group will provide recommendations to senior management for sustainable flexible working solutions aligned to demand whilst fostering a supportive and adaptive working environment. This committee is interested Timeline for this to be reported to the People Committee so that we can add it to the workplan.

- Members asked what future work to address the overall upward trend in psychological disorders absences was planned and if any of this would be reported to the committee. It was explained that the focus of the work in this area would be on the prevent and mitigate space with earlier interventions along with effort to change the culture around seeking support and accessing support.
- In response to the next steps for My Career and how a lack of engagement is to be addressed, the committee heard that discussions were ongoing about whether My Career will be taken forward and if not, what a replacement would look like. It was explained that the solution must support the organisation to support and develop the workforce.
- The committee is interested to understand the reasons for why officers may not be available for operational deployment so that they can understand what the optimal availability is. It was explained that the data may not exist to provide a definitive response on this but effort will be made to provide some useful information that will provide the committee with assurances the situation is being effectively managed.
- In response to a question about any impacts that the number of officers on modified duties has on the Force Mobilisation, it was explained that the current process allows for local divisions to decide if they can absorb the need for modified duties locally; and within budgeted establishment – the next stage is to explore options more widely if no suitable role exist locally. If redeployment is not possible then the case will move to capability or ill health retirement. To ensure compliance with the Equalities Act, this is always done on an individual case by case basis.
- Clarity was sought on the future for Special Constables and what the future strategy was in this regard.
- The Committee is keen to see future reports evolve with richer data with better data being sought in several areas including workforce profile by protected characteristic; year on year trend analysis; police officer and police staff data. A new team of analysts will support this area of continuous improvement.

Members noted the report and agreed the following actions

Action PC-20250603-001: Consideration to be given to how future committee reports can provide better insights across several areas including workforce profile by protected characteristic; year on year trend analysis; police officer and police staff data.

Action PC-20250603-002: Report to be considered which provides assurance to the Committee that the impact of Force Mobilisation Model (FMM) implementation on specialist departments (e.g. Officer Safety training) has been managed/mitigated.

PC-20250603-003 – In respect of non-deployable officers, a short briefing note is required to give breakdown of reasons why officers are not available for operational deployment.

PC-20250603- 004: Report to be considered at next People Committee that provides an understand of work currently being done in respect of Special Constables and to explain what the ambition is in this area. Report to provide trends analysis.

3.2 BI-ANNUAL POLICY ASSURANCE UPDATE - NICKY PAGE

Members considered the paper which sought to provide the Committee with an update on Police Scotland's achievements against the people policy priorities identified for delivery during the financial year 2024/25. It also provides the committee with information on the Policies and Procedures identified for review and development in 2025/26. In addition to the submitted report the following was discussed.

- The work to review the procedures and policies is done collaboratively with partners.
- The prioritisation of work is driven by both internal and external factors.
- The timeline for Uniform & Appearance Policy review will be confirmed on the action log update for the August committee.
- The Chair requested a written update on the relevant workforce policy aspects of the Supreme Court ruling on Sex & Gender.

Members noted the report and agreed the following actions

PC-20250603-005: Timeline for Uniform & Appearance Policy Review to be completed to be confirmed.

PC-20250603-006: Next Committee to consider a written update on relevant People related policy impacts resulting from the Supreme Court ruling on Sex & Gender.

3.3 PEOPLE STRATEGY & STRATEGIC WORKFORCE PLANS: YEAR ONE CLOSURE REPORT - NICKY PAGE

Members considered the paper which sought to provide the Committee with a status and progress update against all activity detailed in the 2024/25 People Strategy and Strategic Workforce Plans that were approved at People Committee in May 2024. In addition to the submitted report the following was discussed.

- Members noted the positive progress against the plan and appreciate the work that has been done in this area. It was confirmed that plans to address areas of slippage are in place.
- Attendees discussed the effort to understand competencies and behaviours that Police Scotland require to have a balanced workforce and it is anticipated future reports will provide details of this work.
- Members asked for an understanding of the learning that has been taken from year one and how this would be considered going forward and asked for this to be reflected in future reports to committee.
- Assurance was sought and received that the resource to deliver the year two and beyond is in place and, due to the restructuring, is better aligned than it has been in previous years.
- Assurance was sought and received that the SWP work is aligned to the delivery of Vision 2030.
- Members sought clarity on the timeline for future work and asked that it be included in a future update.

Members noted the report and agreed the following action

PC-20250603-007: Timeline for future Strategic Workforce Planning (SWP) work to be confirmed.

4.1 Q4 HEALTH AND SAFETY REPORT – DAWN MACLEAN

Members considered the paper which sought to provide a strategic overview in relation to health & safety within the Scottish Police Authority (SPA) and Police Scotland. In addition to the submitted report the following was discussed.

- Members considered an overview of the report.
- The Committee is supportive of the Health and Safety Manager's ambition to improve data capture; to affect positive change in the reduction of harm.
- It was agreed that future Committee reports will update the on impact of focused engagement to drive better reporting of accidents, incidents and Near Miss reporting.
- Members welcomed the assurance that the H&S Workplan remains on track as outlined in the 2024-2027 Strategic Plan.

Members noted the report.

5. AUTHORITY BENCHMARKING REVIEW OF AUDIT SCOTLAND REPORTS – JOHN MCNELLIS

Members considered the paper which sought to provide the Committee with a benchmarking review undertaken of recent Audit Scotland reports. In addition to the submitted report the following was discussed.

- Members considered a brief overview of the report which had considered two section 22 reports to the Public Audit Committee of the Scottish Parliament on the Water Industry Commission for Scotland (WICS).
- which explained that the most significant recommendations identified from the Audit are already in place at the Authority & Police Scotland. Where opportunities to enhance policies have been identified, this will be done.
- The most significant recommendations identified from the reports are already in place at the Authority & Police Scotland however, there were some areas where opportunities have been identified to enhance our policies.

Members noted the report.

The following items were taken in private.
End.