



Minutes of the People Committee held on Wednesday 28 February 2023
via MS Teams.

Board Members present:	Fiona McQueen (Chair) Paul Edie Tom Halpin Michelle Miller
Board Member apologies:	Alasdair Hay
In attendance:	<u>Scottish Police Authority</u> Chris Brown, Deputy Chief Executive (Resources) Jackie Kydd, Workforce Governance Lead John Maclean, Workforce Governance Lead Darren Patterson, Head of Workforce Governance Deborah Christie, Governance Support Officer <u>Police Scotland</u> Susan Beaton, Head of People Health and Wellbeing James Bertram, Health & Safety Manager Peter Blair, Head of Strategic Workforce Planning Alexis Hunter, Head of Leadership and Talent Tom McMahon, Director of Strategy & Analysis Katy Miller, Director of People & Development David Page, Deputy Chief Officer Nicky Page, Deputy Director of People & Development ACC Alan Speirs – ACC Professionalism & Assurance

	<p><u>Staff Association and Trade Union Representatives</u> Derek Balfour, UNITE Michelle Brewster, Unison Lorna Cunningham, Scottish Police Federation (SPF)</p> <p><u>HMICS</u> Tina Yule, Lead Inspector</p>
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1.1 CHAIR'S OPENING REMARKS

Fiona McQueen welcomed everyone to the meeting which was being held using MS Teams with a special welcome to the new Director of People & Development who was attending her first People Committee meeting.

Colleagues from Trades Unions, Staff Associations and HMICS were welcomed and the Chair intimated that recent changes in personnel at the Scottish Police Federation means Members were welcoming Lorna Cunningham who has recently take up post as Deputy General Secretary.

Attendees were reminded 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.

1.2 APOLOGIES

Apologies were noted from Alasdair Hay and it was noted ASPS were unable to send a representative to the meeting.

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 7 - 11)

In accordance with paragraph 20 of the SPA Standing Orders, the Committee agreed to consider item 7 - 11 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 9.1 after which the last 2 items on the agenda will be Members PS attendees only.

2.1 MINUTE OF THE PEOPLE COMMITTEE 30 NOVEMBER 2022

Members AGREED the draft minute from the People Committee held on 30 November 2022 as an accurate record of the meeting.

2.2 ROLLING ACTION LOG AND MATTERS ARISING

Members reviewed the action log after committee discussions had taken place and the updates were agreed and noted.

Members noted the action log and the updates provided.

2.3 DECISIONS SINCE LAST MEETING

Members noted that no committee business had been considered between meetings of the committee.

3.1 Q3 WELLBEING REPORT 2022/23 – Susan Beaton

Members considered the paper which had been submitted to provide oversight of Police Scotland Health and Wellbeing activity during Quarter 3 of FY 2022/23. In addition to the submitted report the following was discussed;

- Members were taken through an overview of the report highlights.
- Recognising there is a significant amount of activity underway as part of the Health and Wellbeing Programme of work, Members sought an understanding of how the impact of this activity was measured and what work was being done to analyse and evaluate the effectiveness of approaches.
- It was explained this was an area of ongoing improvement and additional insight would be provided in future reports to the Committee. This commitment was welcomed by Members who agreed that enhanced reporting to this committee would provide the Authority with assurances in respect of the impacts of arrangements in place to support well-being of officers and staff.
- The Committee head of plans to ensure appropriate stakeholder engagement and consultation in order that the Occupational Health service provision is fit for purpose and includes what the organisation will require. Members agreed the support that was to be available to staff and officers needed to be suitable for everyone whether that was in Police Scotland, SPA Forensics or SPA Corporate.

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

PEOPLE-20230228-001: Future reporting to provide evaluation of wellbeing activity and an understanding of impact seen as a result of the wellbeing activity to provide assurances that the steps being taken to support the well-being of the officers and staff are having the desired effect or otherwise.

3.2 ILL HEALTH RETIREMENT AND INJURY ON DUTY REVIEW UPDATE – Chris Brown/ Jackie Kydd

Members considered the paper which sought to provide an update to the Committee on the review of the Ill Health Retirement (IHR) and Injury on Duty (IoD) processes that was initially reported to the Legal Committee. This update relates specifically to the handling / administration of these processes and summarises improvements made in these areas. In addition to the submitted report the following was discussed;

- Ill Health Retirement and Injury on Duty were confirmed as very important matters for the organisation and it was explained regular updates to this committee would provide oversight of the robust management of the matter.
- An area of focus has been to improve the experience for those involved in the process and this focus on service delivery standards will remain going forward to ensure the process was as swift as possible. Members welcomed comments from the Deputy General Secretary of the Scottish Police Federation (SPF) who advised that the steps already taken have delivered an improved process for SPF members. An assurance was provide that engagement with the SPF would continue on this matter to ensure feedback remains ongoing.
- Members asked that future reporting to Committee provide information on projections in respect of case numbers as this will give oversight that the arrangements continue to achieve desired outcomes and assurance that the optimal arrangements are in place for those involved.
- In response to a question about how the Authority would know if the process was delivering in line with the needs and expectations of those involved, it was explained that systematic feedback would be sought via SPF colleagues and this would also be done for any staff too. It was agreed analysis of this feedback would provide valuable insight and should be included in future committee updates.
- Members asked for a briefing that would explain the end to end IHR process for both Officers and Staff.

Members noted the report and agreed the following actions;

PEOPLE-20230228-002: IHR and IOD - Future reporting to committee to provide projections for case numbers.

PEOPLE-20230228-003 - IHR and IOD: Briefing to be provided to Members which gives an understanding of the end to end IHR process for both Officers and Staff

3.3 EXTERNAL REVIEW - EMPLOYMENT TRIBUNAL JUDGMENT - POLICE SCOTLAND IMPLEMENTATION PLAN UPDATE – ACC Alan Speirs

Members considered the paper which sought to provide the Committee with an update on progress following the Police Service of Northern Ireland's Independent Review of the Employment Tribunal Judgement. In addition to the submitted report the following was discussed;

- ACC Speirs provided an overview of the report and the work undertaken in response to the HMICS recommendations.
- Welcoming the strategic commitment from Police Scotland leaders seen through the establishment of a Strategic Oversight Group to take this work forward, the committee questioned how the improvements and changes in behaviour would be embedded throughout the organisation at every level. The ACC explained how the Policing Together initiative would focus the efforts across the organisation and join up all the strands of ongoing and planned activity to drive the changes and improvements required.
- Members how the organisation would know that progress was being made and what plans were in place to measure the impact of Policing Together. The ACC explained he would anticipate the changes being reflected in the overall numbers of grievances and complaints. The Director of P&D added that her ambition is to introduce a cultural dashboard which would provide a range of metrics to support the oversight of improvements in this area.

Members noted the report and agreed the following action;

PEOPLE-20230228-004: Policing Together - Update to be provided to Committee which explains the timeline for refreshed approach to reporting in respect of grievances and for more insightful reporting of the impacts being seen as a result of improvements in the way the organisation deals with grievances.

4.1 Q3 WORKFORCE REPORT 2022/23 – Peter Blair

Members considered the paper which provided an The purpose of this paper is to update the SPA People Committee on the review of Police Scotland Workforce MI and data and provide visibility on the data landscape assessment already undertaken. In addition to the submitted report the following was discussed;

- Members considered a verbal overview of the report and the key areas in respect of the organisations workforce were noted. Increased stability was noted in respect of officer turnover rates.
- Further clarity was sought on the approach to managing TOIL and RRRDs and it was explained both aspects continued to be closely

managed. It was agreed additional information on the associated costs of TOIL buy out would be reported going forward.

- Commenting on the average length of service of officers, Members asked if there were any practical steps that the organisation could take to increase the length of time officers stayed in the service to mitigate against the loss of the professional experience and to improve the value gained from the investment in training. It was explained work was underway to improve the exit interviews so that as much insight can be gained to lengthen the time officers remain with the force.
- An assurance was sought that effort was being made to mitigate against missed review dates for those on modified duties and it was explained that more rigour would be introduced to this area and that training was planned to ensure managers were being more proactive in their management of review interviews.
- The Committee would like to better understand the arrangements in place to manage review dates for those on modified duties.
- It was agreed that future reporting of trends would be improved by including analysis over a longer term.
- The Director of P&D provided Members with an update on her intention to refresh the current reporting to committee to provide improved insights going forward through the use of dashboards and strategically aligned measures and it is intended that this refreshed approach will give oversight of past data but also an understanding of anticipated future trends and how these will impact on the planned activity across the teams.

Members noted the report.

4.2 WORKFORCE MI DEVELOPMENT AND IMPROVEMENT PLAN – Tom McMahon

Members considered the paper which sought to provide an update on the review of Police Scotland Workforce MI and data and provide visibility on the data landscape assessment already undertaken. In addition to the submitted report the following was discussed;

- Members heard that the committee's appetite for better data and improved analysis and insight was shared within Police Scotland.
- Members heard that a review is underway to explore and understand the use of data by the organisation, the availability of data and what scope exists for automation.
- A commitment was provided to provide this committee with improved reporting in the Q1 reports and work continues to achieve that outcome.
- Members welcomed the update and the commitment to strengthen what is reported to this committee.

Members noted the report.

4.3 HMICS IMPROVEMENT PLAN ON STRATEGIC WORKFORCE PLANNING – Tom McMahon

Members considered the paper which had been submitted to provide an update on planned next steps to address the actions raised in the HMICS Review of Strategic Workforce Planning and our proposal to bring the full development plan for the second Strategic Workforce Plan to SPA People Committee in summer 2023. In addition to the submitted report the following was discussed;

- This work continues to be developed with input from SPA colleagues who were thanked for their contributions.
- The commitment to drive this area of work forward was restated and that the work will be progressed to take cognisance of all the recommendations from HMICS.
- It was explained this will be a joined up approach across the organisation given not all elements sit within one team. Clarity was sought on how this will be achieved given the desire to work both strategically but also at a local level where appropriate and how local commanders would be able to influence. The Director of Strategy and Analysis explained that key learning had been taken from previous SWP work and it was understood there was a clear benefit and need to take local influence and view but to have the strategic grip at a central level to sit across all that work.
- DCO Page further assured the Committee the planned work would have a strategic focus, use demand led evidence to explore the optimal workforce mix and this would all be cognisant of the need to operate within increasingly tight financial constraints.

Members noted the paper.

4.4 SWP DEVELOPMENT PLAN (VERBAL) – Katy Miller

Members considered a verbal update and in addition to the update the following was discussed;

- It was explained that the intention was now to deliver the People Strategy and refreshed Strategic Workforce Plan together given the significant interdependencies and linkage and Members heard that work was being done to explore what opportunity existed to expedite the next iteration of the SWP so that both the strategic intent and commitment could be considered alongside the development of the People Strategy which would outline plans to shape and develop the workforce.

- A workshop was proposed to be held in the coming months to allow opportunity to explore and understand with Members and stakeholders what the plan would and would not include and to reach a shared understanding of the priorities for this work.
- Members found the update on the plans encouraging and looked forward to the opportunity to further discuss at the workshop.

Members noted the verbal update and the planned next steps.

4.5 PEOPLE STRATEGY DEVELOPMENT PLAN AND OVERVIEW PAPER – Tom McMahon

Members considered the paper which sought to update the Committee on the steps to refresh the People Strategy for Police Scotland. In addition to the submitted report the following was discussed;

- The Committee heard work continues to develop the People Strategy and this would be a priority area of activity for the Director of People and Development who confirmed the intention to engage with external Stakeholders as this work continues.

4.6 UPDATE OF P&D ACTIVITY AGAINST STRATEGIC PLANS – Nicky Page

Members considered the paper which updated the committee on the delivery of progress made by P&D in the current financial year against activities articulated in organisational strategic delivery plans for 2022-23 and to provide an update on those activities that were reported as ongoing at the closure of the 20/21 delivery plan which brought the 2018-21 People Strategy to a conclusion. In addition to the submitted report the following was discussed;

- It was recognised much of the activity reported in this report had been referenced in other updates to the meeting.
- In an update to the written report, it was explained Your Voice Matters activity was progressing and updates would be reported to the next committee and was being led by ACC Bond.

Members noted the report.

5.1 HEALTH & SAFETY REPORT QUARTER 3 2022/23 – James Bertram

Members considered the report which provided 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 considered a verbal summary of the report and key areas of work were highlighted. Members sought clarity on some of the reported statistics.
- It was explained that sufficient data to interrogate trends in officer injuries would be available towards the end of the calendar year and it was noted the committee would be very interested in that analysis.
- It was confirmed that the Health and Safety Executive (HSE) were content with the Legionella mitigation activity done at the Scottish Police College and a return visit would take place later this year to review the implementation of enhanced Legionella risk management across the police estate. The DCO provided an overview of the comprehensive work that has been done to ensure compliance in Legionella risk management going forward.
- Members discussed the prioritisation of estates maintenance work and the DCO explained that only H&S breaches or security issues were being fixed and all other requests were not able to be carried out. This has meant that some parts of the estate are not at the required standard. DCO Page explained the amount of money needed to maintain the current estate was significantly more than was available to the organisation and as such work was necessary to reduce the overall estate footprint.
- Acknowledging the challenges of estates maintenance spanned the interest of more than this committee, Members agreed a focus for this Committee was the detrimental effects poor quality buildings would have on officer wellbeing for those who work in buildings which are sub-optimal standard of repair.

Members noted the report.

6.1 LEADERSHIP AND TALENT – Alexis Hunter

Members considered the paper which had been submitted to provide an update to the Committee on the progress of the delivery of Leadership & Talent (L&T) development interventions and work of the 'Leadership Project'. In addition to the submitted report the following was discussed;

- Clarity was sought on the gender split of the accelerated Leadership Programme and it was noted as follows; Cohort 1 - 4 Males/3 Females; Cohort 2 - 5 Males/1 Female and Cohort 3 - Current split pre-assessment centre is 77% Male and 23% Females.
- The committee heard that effort was being made to encourage officers and staff to use the My Careers conversations to ensure they were having valuable conversations with their managers.
- Feedback would be gathered after the full year and qualitative and quantitative data would be considered in advance of any next steps.

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Members noted the report and agreed the following action;

PEOPLE-20230228-005: updates to be provided to give Committee details of both the uptake of reverse mentoring and the gender split of ALP participants

The following items were taken in private.

End.