



Minutes of the People Committee held on Wednesday 31 May 2023 via MS Teams.

Board Members present:	Fiona McQueen (Chair) Paul Edie Tom Halpin Alasdair Hay Michelle Miller
Board Member apologies:	Nil
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> Peter Blair, Head of Strategic Workforce Planning ACC Emma Bond, Locally Policing North and C3 Heather Cunningham, Head of Recruitment, Promotion and Selection Alexis Hunter, Head of Leadership and Talent Peter Jones, Health & Safety Assistant Manager Katy Miller, Director of People & Development David Page, Deputy Chief Officer Nicky Page, Deputy Director of People & Development

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	<p>Damien Shannon, Head of Health and Wellbeing Lorna Watson, Your Safety Matters Secretariat</p> <p><u>Staff Association and Trade Union Representatives</u> Derek Balfour, UNITE David Malcolm, Unison Emma Louise Smith, 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. Colleagues from Trades Unions, Staff Associations and HMICS were welcomed.

Attendees were reminded that, after each paper had been presented, Authority Members would be able to ask questions and thereafter Staff Association and Trade Union colleagues would be invited to provide any perspectives they feel would be helpful to the discussion.

1.2 APOLOGIES

There were no Member apologies to note.

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 - 9)

In accordance with paragraph 20 of the SPA Standing Orders, the Committee agreed to consider item 7 - 9 on the agenda in private.

2.1 MINUTE OF THE PEOPLE COMMITTEE 28 FEBRUARY 2023

Members AGREED the draft minute from the People Committee held on 28 February 2023 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

No committee business had been considered between meetings of the committee.

3.1 YEAR-END HEALTH AND WELLBEING REPORT – Katy Miller/ Damien Shannon

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

- The Director of People & Development introduced this item by reflecting on the report and stating the ambition of the team to take an approach to health and wellbeing that is proactive, preventative and person centred to take account of an employee physical, psychological, social and financial wellbeing. Members were invited

to note that while all elements of this approach will require planned and sustained effort so that it was successfully embedded throughout the organisation, it was understood that effort must be made to ensure Police Scotland and this committee are able to consider evidence that will assure them whether the actions being taken are the right thing to be doing for colleagues across the organisation. The Director recognised this as a significant challenge for the teams but stated her commitment to the immediate and longer term work.

- The Director of P&D also explained to Members the intention to focus on insights and analysis to ensure that themes and trends are considered as new preventative measures are shaped and developed.
- The Committee heard that work to improve the overall approach will be driven nationally while being informed locally to ensure good outcomes, for example through work to address the stigma attached to mental health challenges for the workforce.
- Members were taken through an overview of the report highlights by the Health and Wellbeing Manager.
- The Committee discussed at length the report with areas of focus including: what will be done to reduce stigma of seeking help for mental health conditions and how these barriers can be broken down in the organisation, how lived experience should be used to effectively shape help for officers and staff, the shift to a preventative focus with Health and Wellbeing being part of regular conversations, proactive engagement with colleagues and a recognition that work and home cannot always be separate considerations.
- The Committee Chair commented on valuable learning and insights from the recent joint PS/SPA Trauma and Mental Health event at which powerful lived experiences were shared and shared her view that while an internal focus was important, the organisation should seek to ensure a dual internal/external focus is in place to scan for all possible help that is available to officers and staff. The Director of People & Development agreed that this holistic approach would be part of the planning and a report to outline how this would be achieved would be made available to the committee.
- Recognising there is a significant amount of activity underway and in the planning stage as part of the Health and Wellbeing Programme of work, Members repeated the committee's ambition to understand the impact of this activity.
- Members agreed that the work would benefit from early engagement with Staff Association and Trade Union colleagues and it was noted this was indeed the planned approach.

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

PEOPLE-20230531-001: Report to be brought to August Committee meeting which,

- Provides an overview of the joined-up approach being taken by the organisation to ensure those who require support may access the appropriate/best help both internally and externally.
- Provides details of the steps that will be taken to track progress and measure impact and how this activity will be reported to the Committee going forward.

PEOPLE-20230531-002 Trauma and Mental Health: Committee to consider an update report that provides details of the outcomes from the SPA/PS psychological trauma roundtable event.

3.2 ILL-HEALTH RETIREMENT AND IOD UPDATE REPORT – Jackie Kydd

Members considered the paper which had been submitted to provide an update to the Committee on the review of the Ill Health Retirement (IHR) and Injury on Duty (IoD) processes since the last Committee meeting. In addition to the submitted report the following was discussed.

- Members considered an overview of the latest position and heard that the consideration of cases was currently tracking as taking 6/7 months and it was the intention to seek to continue to reduce this timescale as much as possible.
- The Committee Chair asked that this continue to be report to the committee as it would remain an area of interest for Members given the importance for all those impacted. Future reports should provide Members with an understanding of any insights and trends and planned actions.

Members noted the report and agreed the following action:

PEOPLE-20230531-003: Ill Health Retirement (IHR) case data to be analysed with causal factors, insights and trends to be reported to the Committee. Report to provide details of what work is in place and planned in response to the findings.

3.3 BI-ANNUAL EQUALITY, DIVERSITY AND INCLUSION - Katy Miller/ ACC David Duncan

Members considered the bi-annual Equality, Diversity and Inclusion (EDI) employment update to Committee. The report covers the period from 1

October 2022 – 31 March 2023. In addition to the submitted report the following was discussed.

- The Chair reflected that as the papers for this meeting had been submitted prior to the recent statement made by the Chief Constable in respect of institutional discrimination in policing, Members would be seeking understand what would be different following the comments by the Chief and how the committee will see these changes taken forward.
- ACC Duncan who leads the Policing Together Portfolio of work explained to Members that the Chief's comments not only identified the challenges facing Police Scotland but also highlights the progress made. The change that will be seen going forward, is the recent announcement by the Chief will give new impetus to the work already underway through the Policing Together portfolio.
- ACC Duncan provided a brief overview of the report and restated the commitment to further improve the reporting to the Committee so that there was appropriate and meaningful oversight of trends, insights and evidence of improvement for the workforce.
- In response to a question about whether work was planned to systematically review all the past and current activity to identify areas in which discrimination may be present, ACC Duncan confirmed work to assess this would commence soon and at pace with a prioritisation exercise would be completed first to make sure priority areas were addressed.
- Members sought clarity on what oversight would be in place for the improvement activity and it was confirmed by the ACC that the existing governance structure would be in place with regular updates being provided to this committee.
- Higher resignation rates of staff to officers were raised as an area of interest, and it was noted by Members that further detail would be provided to give a better understanding of any specific reasons for this being the case. Adding to this, the Director of P&D explained that part of the planned activity with exit interviews and resignations was to improve the quality of data and insights that was collected from leavers so that the organisation can understand why people are leaving, and once these drivers are identified, plan interventions to fix problem areas. Members welcomed an assurance that effort would be made to capture feedback from individuals before they resigned or decided to leave as this would also be important information to make changes and improvements.
- The Committee discussed the need to have a clearly stated objectives in place for activity to ensure a tracking of whether objectives are being met and if not, how changes can be made to better progress towards the aims.

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- Members also asked that consideration be given to how the information would be reported and how the Committees and Board can effectively scrutinise the impact of the activity.
- Recognising the importance of all equality, diversity and inclusion work it was agreed that there would be a need to prioritise the work going forward to ensure a focus on delivering against objectives for the areas that are highest priority.
- Regarding vetting, it was agreed that the committee would consider the findings of work that is being done to understand the reasons for failures in vetting requirements and what, if any trends can be identified. It is the intention that, through a proactive approach, these vetting requirements which may be creating a barrier for applicants can be identified and where possible addressed.
- An assurance was sought that all the different areas of the organisation would be aligned to the overall objectives of Policing Together. ACC Duncan assured the Committee that the Policing Together portfolio was committed to ensuring the work will be done in a joined-up way and this will be regularly tested to ensure it remains linked across the portfolios of activity. The DCO explained that consideration would be given to greater involvement of senior civilian staff as this should bring consistency due to the nature of policing means that officers may often move to other areas at short notice with a loss of corporate memory for that project. It was explained this would go some way to ensure better stickability.
- The Committee welcomed a commitment from Trade Union colleagues who would be keen to work with PS colleagues to ensure the work to improve the quality of information taken from Exit Interviews is as good as it can be.

Members noted the report and agreed the following actions:

PEOPLE-20230531-004 Recruitment and Protected Characteristic Impact: Report to be brought to the Committee which,

- Provides analysis of data and insight into disproportionate impact on protected characteristics throughout the recruitment process. (As per discussion at committee this should include vetting and assurances that no groups are being unfairly impacted.)

PEOPLE-20230531-005: Assurance to be given to committee that follow up discussions have taken place with Staff Associations and Trade Union colleagues to explore trends and patterns in the reasons given by those who have exited the organisation.

3.4 SEX EQUALITY & TACKLING MISOGYNY UPDATE – ACC Emma Bond

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Members considered the report which had been submitted to provide an overview and update of the progress made by the Sex Equality and Tackling Misogyny Working Group. In addition to the submitted report the following was discussed.

- Members considered a summary of the report provided by ACC Bond.
- Members discussed the report at length and sought and received an assurance that the work to review procedures and processes would seek to identify and address discriminatory behaviours from both individual and institutionally. The Committee discussed at length and challenged the approach to be taken to deliver some of the change necessary.
- In response to a question about whether individuals can feel confident they will be listened to if they raise concerns, ACC Bond stated that she believed the organisation is listening and the proactive nature of the SETM Survey demonstrates this. The ACC gave an assurance that she would personally provide evidence of the progress to this committee to give Members confidence the organisation is genuinely listening.
- The Committee heard that several 'quick wins' were believed to be possible and through relatively small changes, positive impacts will be possible in a number of areas. Members hoped these early changes will be made at pace to ensure the workforce can see changes are happening.
- The Committee heard concerns that the Trade Union voice had not been heard as effectively as could have been the case and agreed it would be beneficial if the Trade Unions and Staff Associations along with non-statutory staff organisation were part of the conversation to drive the improvements.
- The Chair requested that future updates to the committee give oversight of the anticipated timelines for the work and an understanding of how progress and impact will be tracked and reported.

Members noted the report and agreed the following action:

- PEOPLE-20230531-006: Paper to be provided to the Committee which,
- Gives overview of the planned programme of work in this area
 - Provides a timeline for the activities.
 - Provides details of how progress and impact will be tracked

3.5 BI-ANNUAL YOUR VOICE MATTERS UPDATE - ACC Emma Bond

Members considered the report which had been submitted to provide an update on the organisational response to our Your Voice Matters wellbeing & engagement survey. This paper outlines the position and relevant

updates in relation to the 18 ambitions developed which comprise the organisational implementation plan. In addition to the submitted report the following was discussed.

- Members considered a summary of the report provided by ACC Bond.
- The new format, reflecting Members feedback was welcomed.

Members noted the report.

4.1 Q4 AND YEAR-END WORKFORCE MI REPORT - Peter Blair

The purpose of this paper is to present People data and insights to Committee Members. In addition to the submitted report the following was discussed.

- Members considered a summary of the report provided by Head of Strategic Workforce Planning.
- The changes in reported officer numbers was highlighted with a baseline of 16,600 officers now in place.
- The improved management of TOIL was discussed and Members were assured that there was a focus on wellbeing as the TOIL continues to be managed.
- The committee discussed the presented data at length and explored areas which included leavers, diversity, protected characteristic and a reliance on overtime. The Committee Chair explained that the focus of this committee will remain on the impacts on health and wellbeing of the workforce and future reporting should provide assurances in this regard.

Members noted the report.

4.2 STRATEGIC WORKFORCE PLANNING AND PEOPLE STRATEGY DEVELOPMENT – VERBAL UPDATE - Katy Miller

- Members considered a verbal summary provided by the Director of People and Development.
- Good progress is being made and partnership working between P&D and Strategy & Performance teams would continue as the People Strategy, Strategic Workforce Plan and Dashboard Reporting develops.
- The commitment to final products being presented to Committee in September was restated with feedback from recent workshop discussions being valuable in understanding Members' expectations for the final products.

Members noted the report.

4.3 FAIR WORK ANNUAL ASSESSMENT – John Maclean

Members considered the paper which had been submitted to provide details of the inaugural Fair Work Annual Assessment for policing. In addition to the submitted report the following was discussed.

- Members considered a summary of the report provided by the SPA Workforce Governance Lead who confirmed that Staff Associations and Trade Union colleagues had been part of the engagement to develop this approach and they were supportive of the approach.
- Members welcomed the report and commended the collaborative approach to this activity.

Members noted the report.

4.4 VOLUNTEERING UPDATE – ACC Emma Bond

Members considered the paper which provided information on the current position of Volunteering in Police Scotland. In addition to the submitted report the following was discussed.

- Members considered a summary of the report provided by ACC Bond.
- This report was provided in response to an earlier request made by the Committee on planned activity in relation to the volunteering strategy.
- There were no questions or comments.

Members noted the report.

5.1 Q4 AND YEAR-END H&S REPORT – Peter Jones

Members considered the paper which provided a strategic overview in relation to health & safety within the Scottish Police Authority (SPA) and Police Scotland. The paper invited Members to approve the refreshed Health & Safety Policy. In addition to the submitted report the following was discussed.

- Members considered a summary of the report provided by the Assistant Health & Safety Manager.
- Members were invited to approve the refreshed Health and Safety Policy which details the arrangements in place required to achieve the organisational commitment to safeguarding employees (and others who could be affected by our activities).
- There were no questions or comments.

Members noted the report and approved the joint SPA/Police Scotland Health & Safety Policy.

5.2 BI-ANNUAL YOUR SAFETY MATTERS REPORT – Inspector Lorna Watson

Members considered the report which provided a bi-annual update outlining activity undertaken under the Your Safety Matters end-to-end strategic review of all issues related to the prevention of violence and abusive behaviour against police officers and police/SPA staff, to ensure they are effectively trained, equipped and supported while carrying out their duties. In addition to the submitted report the following was discussed.

- Members considered a summary of the report provided by the Your Safety Matters Secretariat.
- Given the safety of officers and staff remains a priority area for this committee, an assurance was sought and received that officers and staff had no issues in accessing training that was mandatory for their Health and Safety.
- The ongoing commitment to officer and staff safety was commended by Members.

Members noted the report.

6.1 ASSURANCE PAPER ON PROCESS FOR SELECTION FOR ACTING/TEMP RANKS – Katy Miller/ Heather Cunningham

Members considered the report which sought to provide assurance on the application of an open and transparent process for selection of acting and temporary promotions. In addition to the submitted report the following was discussed.

- Members considered a summary of the report provided by the Head of Recruitment, Promotion and Selection which outlined the current situation in terms of the process and management of acting and temporary ranks in Police Scotland.
- The Committee focus in considering this matter was to be assured that the process was fair and transparent, and it was confirmed that the arrangements evidence an open and transparent process is in place.

Members noted the report.

6.2 YOUR LEADERSHIP MATTERS (YLM) PHASE 2 UPDATE – Alex Hunter

Members considered the paper which outlined the progress of Your Leadership Matters (YLM) programme for Phase Two launch and described the implementation and delivery plan to the leadership population of Police Scotland, as well as an overview of the communications and engagement plan alongside this. In addition to the submitted report the following was discussed.

- Members considered a summary of the report provided by Head of Leadership and Talent.
- In response to a question about whether training was tailored depending on specific roles it was confirmed that the training is different for mid leaders and senior leaders given the differences in leading leaders, so while the principles are consistent, slight nuances are seen.

Members noted the report.

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