

PEOPLE COMMITTEE
02 SEPTEMBER 2021

Minute of the Scottish Police Authority People Committee held on MS Teams on Thursday 2ND September 2021.

Authority Members

Mary Pitcaithly (Chair)
Alasdair Hay
Fiona McQueen
Catriona Stewart

Scottish Police Authority

Chris Brown, Deputy Chief Executive
Darren Patterson, Head of Workforce Governance
Jackie Kydd, Workforce Governance Lead
John Maclean, Workforce Governance Lead
Deborah Christie, Governance Support Officer

Police Scotland

DCO David Page, Deputy Chief Officer
Kirsty Garrick, Head of People Engagement Partnering
Susan Beaton, Head of People Health and Wellbeing
Jennifer Allen, Workforce Planning and Design Manager
Inspector Kirsty MacIntryre, Your Safety Matters Secretariat
James Bertram, Health and Safety Manager
Jackie Dunbar, Chief Inspector Corporate Services Division

Staff Association and Trade Union Representatives

Derek Balfour, Unite
Ch Supt Suzie Mertes, Association of Scottish Police Superintendents
James Thomson, Scottish Police Federation
Tina Yule, HMICS
Brian Jones, Scottish Police Federation

Les Graham, University of Durham (item 8)

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-cast to the SPA

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

Apologies were noted from PS Director of P&D Jude Helliker and Michelle Brewster.

1.2 Declarations of Interest

There were no declarations of interest.

1.3 Minute of the People Committee 27 May 2021

The Chair requested the attendee list be updated to reflect DCC Taylor's participation in the meeting.

Fiona McQueen requested the draft be updated to reflect that her question (on page 7) in respect of whether any targets existed was with reference to not only female officers but across all protected characteristics for both officers and staff.

Members AGREED to the changes above and subject to these changes being incorporated, AGREED the Minute from the People Committee held on 27 May 2021 was an accurate record of the meeting.

ACTION: PEOPLE-20210902-001: Draft to be updated to;
- include DCC Taylor in the list of participant and
- to reflect that the question (on page 7) in respect of whether any targets existed was with reference to not only female officers but across all protected characteristics for both officers and staff.

1.4 Action Log Review

Members agreed to keep Action PEOPLE-20210527-001 open as the update provided did not provide the Committee with the requested information.

Members agreed to keep Action PEOPLE-20210527-003 open as the information provided did not provide the Committee with the requested information.

Members noted the action log and the updates provided. It was agreed to keep PEOPLE-20210527-001 and PEOPLE-20210527-003 ongoing.

1.4 Decision on taking business in private (items 7 & 8)

In accordance with paragraph 20 of the SPA Standing Orders, the Committee **AGREED** to consider items 7 and 8 on the agenda in private.

2.1 Health & Safety Report Quarter 1 2021/22 - James Bertram/ Inspector Kirsty MacIntyre

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 information provided in the paper, he highlighted the following additional points;

- It was explained that effort had been made to reduce the amount of statistics within the report to simplify the report but with the addition of Your Safety Matters information and some of the data required to explain the current trends the result had been quite a large report again.
- Members heard that Health & Safety has now moved under the ACC Professionalism and Assurance portfolio.
- The HSE have stated that RIDDOR reporting should continue until the Government declare the pandemic is over which may be some years away.
- The HSE have also supported a move by Police Scotland to reduce physical distancing to 1 meter within the workplace and James Bertram advised Members he believes it is likely that physical distancing will be removed altogether in the next month or so in line with Government guidance.
- Members were reminded that a significant amount of work goes in to reviewing accidents, RIDDORs and trends and close links with officers and staff who suffer repeat assaults explores how they are supported and if there are any reasons for this happening in the first place.
- Members considered a comprehensive overview of the Your Safety Matters activity as detailed in the report at section 6 and heard that work was underway with corporate comms colleagues to improve the reporting of assaults with significant improvements already being seen in the reporting.

In discussion the following matters were raised:

- The Committee Chair thanked colleagues for the work to improve the report and confirmed that she hoped continued work would allow further improvements to give the Committee the level of detail and insight required as robust data and good analysis will provide this committee with an evidence base upon which assurances can be taken.
- Regarding the disorder in and around George Square on the 15th May, which led to a significant number of officer assaults being recorded, the Committee Chair asked for an update on when this Committee could expect a report on the organisational learning to

be brought forward as the ways in which the organisation would consider the learning to inform activity to reduce officer and staff assaults going forward was of particular interest to Members. It was confirmed that James Bertram would work with colleagues in G Division to develop a paper which would be brought to the People Committee to share the learning.

- Noting the outstanding action in respect of investigation of areas consistently reporting disproportionately higher incident levels, Members sought an update on plans to improve the reporting. It was explained that a new process has recently been introduced which result in every crime record being cross referenced with a H&S record and this should be reported in the next quarterly update and it is anticipated this will result in better alignment of the data. It was further explained that, while there will always be anomalies in the reporting, the processes that have been put in place should provide more robust reporting however the exact timescale for this to be seen was not yet clear with some early improvements anticipated to be seen in the Q2 Report. Members requested clarity on the timeline for the incident reporting levels will give an accurate reflection incident numbers.
- In response to a question regarding Fire Risk Assessments and Fire Safety, it was agreed that future reports would include some data in in this regard. Members were assured that a significant amount of activity was ongoing with close partnership working between Police Scotland and SFRS.
- Members noted that whilst the current committee reports highlight the significant activity underway, they do not provide a rounded understanding of the following; data over time, aspirations for the future data and the interventions planned to achieve these with details of how impacts are measured, areas of concern, trends and improvements. The Health & Safety Manager advised he had discussed the requirement to report on data over time with the analysts and while all the available trend data is currently being reported, the expectation is this will be a richer set of data at the end of this financial year when an additional year worth of data is available.
- Members heard from Brian Jones, SPF who reported close working between himself and Police Scotland H&S colleagues and he welcomed the developing and improving picture in terms of reporting with the work to further improve to continue.

Members noted the report and agreed the following actions;

PEOPLE-20210902-002: Committee to consider lessons learned report in respect of the policing of George Square incident and for this report to

provide assurances that the lessons learned will be used to inform activity which will reduce assaults on officers and staff going forward.

PEOPLE-20210902-003: Future reports to clearly identify areas of concern, resulting planned action, and how impact is being measured, using analysis of data to understand causes of incidents and inform preventative interventions, and to track resulting performance improvement over time.

PEOPLE-20210902-004: Future H&S Reports to Incorporate assurance update in respect of fire safety and provide timeline for when it is anticipated that incident reporting levels will offer an accurate reflection of actual incident numbers.

2.2 Wellbeing Q1 - Susan Beaton/ Chief Inspector Jackie Dunbar

Members considered the report which had been submitted to provide a review of Q1 2021/22 Wellbeing performance and activities. In addition to the information provided in the paper, the following points were highlighted;

- Chief Inspector Jackie Dunbar provided the Committee with a high level overview of the paper. Recognising Members' request for a dashboard to be incorporated into this report, CI Dunbar apologised this was not yet include but her expectation was it would be included in the Q2 report as it was in the final stages of development.
- Members heard that the Police Scotland internal governance arrangements would support an organisation wide approach to wellbeing activity and services and it was explained that the your Voice Matters staff survey would go some way to shape what services/initiatives would be provided going forward.
- An update was provided that responsibility for Wellbeing now sits with Susan Beaton.

In discussion the following matters were raised:

- Members welcomed the planned review of existing activities from an organisational needs perspective and heard that lots of state holder engagement was planned to ensure the review takes cognisance of their views and expectations in terms of wellbeing provision. It was noted this committee would have a further opportunity to better understand the activity at an information session planned for later in the month.

- The Committee Chair explained that the committee was very keen to better understand the impacts of all of the wellbeing activity and asked that the review work to be undertaken address ways in which this can be measured and reported to the Committee.
- Reflecting that lockdown restrictions had created a change in the vulnerabilities of communities, and increases in some types of crimes have been seen, a question was asked in respect of the wellbeing of officers and staff who are having to deal with and being exposed to harrowing situations both cumulative or one off events and clarity was sought on how proactive the organisation is in terms of providing support to officers and staff. Members heard that a very proactive approach was being taken and through the tactical wellbeing group these areas of concern were being explored and steps taken to support officers and staff where required. It was highlighted that one area of recent focus was to support officers and staff who had been involved in some areas of cybercrime along other areas where additional support may be required.
- In response to a question regarding wait times for Occupational Health and TRiM referrals, Members were advised there were no current issues and assured that demand was being met within appropriate timescales but that part of the planned review work would seek to identify any improvements which could be made in this area.
- The Committee Chair thanked colleagues for this report and welcomed plans to cross reference the data with the results of the Your Voice Matters Survey.
- James Thompson, SPF welcomed the report and told the committee he looked forward to continue to work with colleagues in the Wellbeing team to explore areas in which the available support can improve.
- Ch Supt Suzie Mertes, ASPS advised the committee she was supportive of this ongoing work and wellbeing was one of the priorities for her in her role as the President of ASPS.

Members noted the report.

3. People Management Information Report Q1 – Jen Allen

Members considered the report which had been submitted to provide an overview of changes in the Police Scotland workforce during Q1 2021/22. In addition to the information provided in the paper, the following points were highlighted;

- It was confirmed that the recent June intake of 180 probationers had been excluded from the report in error and were therefore not reflected in the dashboard and the correct FTE figure should be 17,230.92.

- Members considered a detailed summary of the report and key areas were highlighted by Jen Allen.
- It was agreed that future reports to committee would report SPA Corporate and SPA Forensics data to provide the committee oversight of these distinct areas.
- In response to a question regarding the lack of some information which had previously been in the report (age, length of service, analysis of reasons for absence and length of absence) it was explained that the absence data would be added back in to future reports now that the identified error in the protocols had been remedied but it was not possible to include this in time for the Q1 reporting cycle. It was confirmed that age and length of service would be added to the future reports.
- Members agreed the age and length of service was of significant value to the committee especially given the upcoming changes to pensions and asked what was being done to model potential impacts given the upcoming pension changes in 2022. Members were assured that there was a focus in this area and work to project possible impacts was underway. It was agreed that information on changes to projected retirements, and potential impacts would be included in future reports to committee.
- As assurance was sought that re-rostered rest days (RRRD) and TOIL are being actively managed to ensure sufficient rest given the importance of staff and officers getting appropriate time off. Members heard that there was a strong grip on the management of RRRD and TOIL with some focused and coordinated work to ensure balances are reduced where possible. Members were advised that some challenges can exist due to a culture of some officers preferring to keep their RRRDs to use them to bring forward retirement dates but this was something that was carefully managed. Suzie Mertes highlighted that ASPS encouraged its members to get sufficient rest for their wellbeing but it was the ambition to see a balance being struck between the individual and the organisation to achieve a mutually satisfactory outcome.
- Members agreed that there was a requirement for improved analysis of data and for future MI reports to consider median, mode, mean and range, and the examining of trends over time.
- Recognising the significant levels of Annual Leave that remained to be taken, an assurance was sought this was not an area of concern. Jen Allen explained that this was not an area of concern at this stage and was actively managed and reported thought the year.
- In summarising the discussions, the Chair commented that across the H&S, Wellbeing and MI reporting, there was a common requirement for the reports to be refreshed so that they start to better highlight key insights as a result of data analysis and that they identify areas of assurance and areas of concern with details of action being taken

in response. Members agreed this would give the committee robust data from which they could take assurances and further interrogate areas of concern. The Chair requested that Police Scotland colleagues work with SPA staff, on Members' behalf to develop the reports.

Members noted the report and agreed the following actions;

PEOPLE-20210527-005: Future Reports to;

- To consistently include SPA Corporate and SPA Forensics.
- Provide further analysis of data, considering median, mode, mean and range, and examining trends over time.
- to re-include information provided previously (incl. but not limited to age and Length of Service)
- To provide information on changes to projected retirements, and potential impact, as a result of pension remedy.

PEOPLE-20210902-006: PS team to work collaboratively with SPA colleagues to ensure that future committee reports highlight key insights as a result of data analysis, that they identify areas of assurance and areas of concern and action being taken in response.

4. Smarter Working Verbal Update – Susan Beaton

Members considered a brief verbal update in respect of future plans for smarter working. The following key points were noted;

- A discussion paper will be taken to the Police Scotland SLB w/c 6th September.
- Homeworking has been extended 'till 31st December this year and that is in line with the plans to minimise the number of people in the workplace and to mitigate any risks to Op Urram staff contracting Covid. Guidance has been issued to managers to support preparation for staff returning to the workplace in the New Year.
- Members heard that a proposal for a 'temporary informal home working process' will be considered which will allow clarity for people on what will be expected from 1st January onwards. It was explained that a key part of the planning work will be to gather some data that is not based on forced home working as has been the case over the past period.
- Members noted a paper would be brought to the next meeting of the People Committee.

Members noted the verbal update.

5.1 Q1 2021/22 P&D activity update aligned to 2021/24 People and Professionalism Delivery Plan – Kirsty Garrick

Members considered the report which had been submitted to update the Committee on the delivery of progress made by P&D in Q1 against activities articulated in the People and Professionalism Delivery 2021-24 and to provide an opportunity for discussion about deliverables, challenges and any necessary mitigations. In addition to the written report and during discussion the following points were raised and discussed;

- Members considered a summary of the submitted report and noted the planned activity in this area.
- Commenting on the absence of a specific EDI outcome for each element of objective 4, a question was asked about how Equality, Diversity and Inclusion would be fully embedded across the activity. An assurance was provided that EDI would underpin every area of work that would make up this plan and it was agreed the text would be reconsidered and updated if necessary to ensure a clear articulation of approach.
- Members agreed that they would expect to see the equalities outcomes embedded into how the strategy is to be delivered and welcomed an assurance that this was the intention.
- Clarity was sought on the future reporting and it was explained that the People Strategy would be considered at the November People Committee and thereafter there would be biannual reporting on annual delivery plans.
- It was confirmed that there were no current concerns in terms of being able to attract new recruits to the organisation however should this be the case, proactive, targeted steps would be taken to address any issues.
- Members sought an understanding of what was being done to link the recruitment process to the talent management activity and the accelerated promotions programme and what was being done to ensure all elements were linked recognising the need to embed EDI in all of this activity. It was explained that there was a joined up approach and the head of Leadership Talent would drive this activity forward. Members encouraged colleagues to consider reporting details of what the ambition is for the future to help evidence progress or otherwise in specific areas.

Members noted the report.

6. Chief Constable's Commitments – Kirsty Garrick

Members considered the report which had been submitted to provide the an update regarding work undertaken to deliver against the Chief Constable's Commitments 2020/21 and to provide awareness in relation to the Chief Constable's Commitments 2021/22. In addition to the written

report and during discussion the following points were raised and discussed;

- Members noted that the commitments had recently been communicated to the workforce.
- The Committee heard that although some areas had been carried over this did not mean progress hadn't been made but it was that these matters remained a focus for the Chief Constable.

Members noted the report.

The remaining items were taken in private.

End.

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