

**PEOPLE COMMITTEE  
27 MAY 2021**

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**Minute of the Scottish Police Authority People Committee held on  
MS Teams on Thursday 27<sup>th</sup> May 2021.**

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Authority Members

Mary Pitcaithly (Chair)  
Alasdair Hay  
Fiona McQueen  
Catriona Stewart  
Martyn Evans (observer)

Scottish Police Authority

Lynn Brown, Chief Executive  
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

DCC Fiona Taylor, Deputy Chief Constable People & Professionalism  
Jude Helliker, Director of People & Development  
Nicky Page, Head of ER and Reward  
James Bertram, Health and Safety Manager  
Peter Blair, Head of Strategic Workforce Planning  
Jackie Dunbar, Chief Inspector Corporate Services Division

Observers (all left after item 9)

Derek Balfour, Unite  
Michelle Brewster, UNISON  
Stewart Carle, Association of Scottish Police Superintendents  
David Hamilton, Scottish Police Federation  
Tina Yule, HMICS

**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 meeting would be live-cast to the SPA Website for the public items.

Trade Union and Staff Association representatives were welcomed to the meeting and it was highlighted that, for this first meeting of the committee, colleagues would attend as observers however would have an opportunity to contribute to a discussion in the private session which would seek to agree an approach for TU/Staff Association colleagues' future participation at committee.

There were no apologies.

### **1.2 Declarations of Interest**

There were no declarations of interest.

### **1.3 Action Log Review (Actions transferred from Resources Committee Log)**

Members considered the actions which had been transferred from the Resources Committee log and would now be part of the People Committee work.

It was agreed that action RES-20210209-004 could be closed as the requested information had been included provided in the report submitted for agenda item 3.

Members noted the action log and the updates provided.

### **1.4 Decision on taking business in private (items 8 - 10)**

In accordance with paragraph 20 of the SPA Standing Orders, the Committee **AGREED** to consider items 8 - 10 on the agenda in private.

### **2.1 Health & Safety Report Quarter 4 2021 & YTD 2020/21 - 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 written report and during discussion the following points were raised and discussed;

- James Bertram advised attendees that the report covered both Q4 data and end of year statistics for 2021/21 along with a copy of the 3 Year Health & Safety Action Plan 2021 – 2024 which had been considered and approved by the Police Scotland Health and Safety Board and subsequently agreed by the Chief Constable.
- An overview of key areas of Health and Safety activity as detailed in the Executive Summary was provided.
- Explaining the written report had been submitted before recent policing response to the gatherings in George Square on the 15<sup>th</sup> May, the H&S Manager provided a verbal update was outlining the robust H&S planning in put place for public order incidents with

events being risk assessed from a health and safety perspective and close links exist between the H&S teams and the operational planning teams.

- Members heard that 47 reports of injury and 29 near miss reports had been received from officers who had been working at George Square. The committee welcomed an update that any Health and Safety organisational learning was being captured through a newly established Gold Group. The Chair recognised the valuable contribution and benefits from having such strong links between operational planning and H&S colleagues as efforts were made to keep everyone safe.
- An overview of the SCoPE statistics as contained in the submitted report was provided and it was recognised that COVID19 had impacted significantly on the data.
- Members agreed that the People Committee would benefit from more concise H&S reporting in future and agreed that the report should seek to provide evidence of trends and more meaningful analysis and insight.
- Members endorsed remarks made by the Chief Constable at the recent Authority meeting and agreed that no Police Officer of Staff Member should be assaulted or harmed whilst carrying out their job.
- In response to a question asking what themes had emerged from the recent cycle of H&S assurance activity and what actions were planned as a result, The Health and Safety Manager explained that a number of themes had emerged with some examples being completion of H&S paperwork and risk assessments and issues with estates. It was confirmed that H&S colleagues would consider and interrogate the collated data and planned to liaise with Divisional Commanders to develop action plans to address and resolve any highlighted issues. It was confirmed that the compliance levels were very high and as such, an assurance could be provided that no areas of major concern currently existed for the H&S Manager.
- A question was raised regarding the reported increases in incident levels compared to previous year (where COVID-related incidents had been excluded) and it was asked what analysis has been undertaken in respect of any underlying reasons. Members sought an understanding of what work was being done to get to the root causes of the increases and how the organisation planned to address policies and procedures to tackle the causes. The Health and Safety Manager assured Members that all incidents are reviewed by his team and that involved detailed analysis and identification of any trends to ensure measures could then be put in place to avoid any similar incidents happening again. The Health and Safety Manager explained he was confident the RIDDOR reporting was accurate however it had been identified there was an slight underreporting of near miss and accidents with effort having

been put in to improving this and improved reporting was now being seen. The need to continually monitor the impacts of any actions taken was accepted as this would ensure the right solutions were put in place to keep people safe.

- Members welcomed the increased accuracy and rigour around the reporting and they felt that the message was clear that, should incidents be reported, the organisation will take matters seriously. DCC Taylor updated Members that there was an understanding within the organisation that Health and Safety was integral to organisational and operational activity. DCC Taylor explained that a clear escalation process was in place within the organisation which allowed any issues to be explored and solutions found.
- Recognising the absolute importance of Fire Safety and given the size and ageing state of some of the estate, an assurance was sought by the committee that Fire Safety would be appropriately prioritised across the organisation to ensure appropriate financial and estates planning were done. Members heard that a robust Fire Safety Risk Assessment was in place for all premises across the country and any actions that come out of these assessments were monitored. Members noted that that the situation was significantly improved than had been the case in previous years and an assurance was provided by the Health and Safety Manager that fire safety was very closely monitored. The Health and Safety Manager confirmed that fire safety would continue to be monitored daily by his team and he would report to the People Committee to ensure the committee was appropriately sighted.
- A question was asked regarding RIDDORS which were linked to Covid with clarity sought on confidence levels that these cases had been caught whilst at work and a further question was asked on how many deaths had been recorded as a result of catching Covid at work. The Health and Safety Manager confirmed there had been no deaths as a result of Covid being caught whilst on duty and that a robust approach had been taken to recording Covid cases which had resulted in high reported figures.
- In response to a question regarding impacts of any future Government changes to PPE guidance, it was confirmed that officers will still carry FFP3 masks as part of their kit and it would be at the individual officer's discretion when they decide to use it. It was also noted that officers may use this PPE when dealing with any asbestos.
- Responding to a question about the length of time individuals carry out custody observations and any issued this could cause, the Health and Safety Manager updated Members that his team work closely with HMICS and no recommendations had been currently made in terms of length rostered hours for custody observation duties.

- The Committee considered the 3 Year Strategic Action Plan and Members sought clarity on the rationale behind some of the scheduling. It was explained that the objective to 'ensure that Risk Assessments are embedded across the organisation' had been previously discharged but had been reopened to allow some areas to be addressed and result in all elements being in place. Members recognised the robust approaches in place with regards to risk assessments and welcomed the decision to revisit this specific area to ensure the areas of concern would be suitably addressed.
- The committee recognised the challenges in respect of benchmarking with other organisations given the different methods of capturing data.
- DCC Taylor provided an overview of the ongoing activity to further explore and better understand the key factors linked to officer assaults which was being progressed through the Your Safety Matters work stream. Members welcomed the suggestion that a more comprehensive update would be provided at a future committee to allow Members an insight into the important work to protect officers and staff.
- It was confirmed that work, which was paused due to Covid, to investigate circumstances surrounding Divisions/Departments consistently reported as having disproportionately higher incident levels had been restarted and would be included in a future report to Committee.

**Members noted the report and agreed the following action;**

**PEOPLE-20210527-001: Update to be provided to committee which gives details of the findings of the work to investigate circumstances surrounding areas which have disproportionately high incident levels. Update to include details of actions taken to address any issues that were identified.**

## **2.2 Annual Wellbeing Q4 end of year report 2020/21 – Jude Helliker/ CI Jackie Dunbar**

Members considered the report which sought to provide a review of the 2020/21 wellbeing performance and activities, the continued response to COVID-19 and which included proposals for next steps to continue to mainstream the wellbeing agenda. In addition to the written report and during discussion the following points were raised and discussed;

- Members were taken through the report by Chief Inspector Dunbar. The Committee noted the progress update and considered details on the uptake of core wellbeing services.
- The increase in digital was recognised and it was agreed this made services more accessible which was welcomed.

- The Committee Chair thanked colleagues for the report and welcomed the efforts to embed an accessible wellbeing focus across the organisation. Members agreed that they would be keen to see future reports provide improved insight into workforce wellbeing to enable an assessment of progress against wellbeing aims and to inform organisational response to improvement.
- Members noted some challenges that had been experienced in terms of some aspects of wellbeing service delivery during Covid and specifically in terms of Occupational Health consultations and delays with Hepatitis B vaccinations and an assurance was sought and assurance that this activity was getting back on track with the assurance provided.
- A question was asked if any data was available on specific groups (for example those who identify as having a hidden disability) within the organisation and CI Dunbar shared a sample of the new dashboard which was being developed and would seek to provide additional anonymised information which could be shared with the Committee to provide a richer picture.
- The Committee explored the reduction in Employee Assistance Programme (EAP) contacts compared to the previous year was assumed to relate to reduced demand due to homeworking and it was noted this would continue to be closely monitored and the available support would continue to be promoted to staff.
- In response to a question regarding shift working, it was confirmed that this would be form part of the Strategic Workforce Planning.
- The Committee Chair requested an update for the Committee which would give Members an understanding of the progress made against recommendations made following a recent Internal Audit Wellbeing report and for this additional information to provide understanding of key areas of work and any challenges being faced with any outstanding actions to be highlighted.
- Members recognised the good progress made in what was an important area of work for the organisation.

**Members noted the report and agreed the following action;**

**PEOPLE-20210527-002: Future reports to provide improved insight into workforce wellbeing to enable an assessment of progress against wellbeing aims and to inform organisational response to improvement.**

**PEOPLE-20210527-003: Update to be provided which gives Members an understanding of the progress made against recommendations made following a recent Internal Audit report on Wellbeing. Information to provide understanding of key areas**

**of work and any challenges being faced and outstanding actions to be highlighted.**

### **3. Annual People Management Information Report – Jude Helliker/Peter Blair**

Members considered the report which had been submitted to provide an update on Police Scotland workforce as at the end of the Financial Year, 2020/21. In addition to the written report and during discussion the following points were raised and discussed;

- Members were taken through the dashboard with key areas highlighted. Areas which were specifically highlighted were; increased recruitment in preparation for COP26, distribution of officers across divisions and departments, officer rank ratios and plans to review this, length of service, gender profile, officer and staff leavers, workforce availability and absences, sickness absence and TOIL and Re Rostered Rest Day balances and modified duties.
- The Committee Chair stated that the Committee would like to have a better understanding of any issues in these areas and to understand the work being done to ensure it is closely managed. Jude Helliker explained to Members that as part of the work to ensure resources are effectively deployed, it was necessary to record any officers who have any modifications which can be either temporary or permanent modifications. Members were advised that increased numbers of officers on modified duties compared to last year was due to improved recording. The Director of P&D confirmed this was one of the work streams under the strategic workforce planning project and when the work was more mature it would be included in an update to the Committee.
- The Committee discussed TOIL and Re Rostered Rest Day (RRRD) management and noted the work done to manage both. Peter Blair explained that work was underway to better manage the number of RRRD and ensure this is managed robustly going forward.
- Members asked if any targets were in place with regards to the numbers of female officers in the organisation. The Director of P&D explained that no specific targets had been set but assured Members the ambition was to have a workforce which was more representative of society and effort would continue to achieve this balance with significant effort having already been seen by the recruitment teams.
- In response to a question about how the organisation was taking account of possible changes and impacts linked to pension changes, Members were advised that scenario planning was being undertaken to consider the potential impact of the recent pension remedy on forecast retirements and this would be discussed with colleagues in

the Scottish Police Federation. The Head of Strategic Workforce Planning confirmed that he was confident Police Scotland were in a position to manage and mitigate risks in this regard.

- Concern was raised in respect of the length of time taken to complete back to work interviews after an absence and Members were advised of work being taken to address timescales for completion of return to work interviews as this had been identified as an area for improvement. It was noted this issue had been highlighted due to the better data available in the dashboard. The progress made in respect of data analysis was recognised by the Committee Chair as was the need for improved analysis and insight, given links between the data and the strategic workforce plan.
- Clarity was requested on difference in staff numbers compared to the position at end the previous quarter and it was agreed this would be provided by correspondence.

**Members noted the report and agreed the following action;**

**PEOPLE-20210527-004: Clarity to be provided on the reasons behind an decrease in the number of police staff.**

#### **4. Workforce Equality and Diversity Report – Nicky Page**

Members considered the report which had been submitted to provide updates on the following matters; Equality, Diversity and Inclusion (Employment) Framework, the E&D Mainstreaming and Equality Outcomes progress report 2019 - 2021, the Joint Equality Outcomes for Policing 2021, the Standard Entrance Test review and Workforce Monitoring update. In addition to the written report and during discussion the following points were raised and discussed;

- Members considered a verbal overview of the paper which outlined work carried out and underway in respect of the Equality, Diversity and Inclusion (Employment) Framework, the E&D Mainstreaming and Equality Outcomes progress report 2019 - 2021, the Joint Equality Outcomes for Policing 2021, the Standard Entrance Test review and Workforce Monitoring update.
- The collaborative approach to the work and the strong engagement was welcomed by the Committee as this gave confidence that wide range of groups would be include.
- Members welcomed the report and the summary of the contents provided and recognised this was being taken very seriously by the organisation however it was accepted it was a very complex area.
- An update was provided on activity seeking to address underrepresentation of women and other protected groups with a specific focus at senior ranks. It was highlighted that there would



be clear benefits to identifying and disaggregating protected characteristic data from the Your Voice Matters survey.

- In response to a question regarding what alternatives to the Standard Entrance Test (SET) had been considered as viable options, Members noted the work being done by an HR consultancy to develop a modernise SET.
- An update was provided that Carer Accreditation was being sought and an update would be provided to committee as soon the outcome of the process was known.
- The potential impact of lack of system investment in respect of Outcome 5 (workforce insights) was highlighted to the Committee however an assurance was given that while this could be seen a barrier in some areas but there was sufficient workforce monitoring information available with challenges having been worked through to get the required data.
- DCC Taylor highlighted that the new e-Recruitment system had been a significant step forward for the organisation and would provide more robust data.
- DCC Taylor also updated the Committee on the drive and commitment to the Equality Diversity and Inclusion work and the absolute ambition that Police Scotland be truly reflective of society. Members noted a review to embed EDI within all training products, including probationer training/staff induction; work with Diversity Staff Associations seeking to understand and address specific barriers; and establishment of an Independent Advisory Group.
- Members welcomed the clear commitment being demonstrated by Police Scotland in this area and agreed it was clear this was a priority for the organisation. Members offered to support the future work in any way that may help.

### **Members noted the report.**

#### **5.1 Strategic Workforce Planning Implementation Update – Jude Helliker**

Members considered the report which had been submitted to provide an update on implementation of the Police Scotland Strategic Workforce Plan. In addition to the written report and during discussion the following points were raised and discussed;

- Members received an overview of the submitted paper with a summary provided of the key elements of each work stream being progressed under the Strategic Workforce Plan. The overview covered Modified Duties, Shift Pattern Review, Operational Base Level Review (OBL), Annual Leave Policy and Practice Review, Review of Terms & Conditions for Police Staff, Rank Ratio

Harmonisation and Rural and Remote Recruitment and Retention Review.

- Members noted the commitment to the SWP being a mechanism and system and practice of ensuring effective workforce planning for Police Scotland. Members heard that the plan would seek to address, capacity, capability, resilience and efficiency within the workforce with and overarching theme of diversity.
- In response to a question regarding the OBLs and what methodology was being used to calculate workload within the organisation The Director of P&D explained that the Demand and Productivity Unit (DPU) which was developing the methodology with some good demand information now being held in respect of Local Policing and work underway to develop the demand data for national divisions. It was explained that the demand data was still maturing but good progress was being made.
- The Committee Chair welcomed the establishment of the Strategic Oversight Board and requested that SPA staff be invited to participate in the meetings as it would be helpful to the committee.
- It was agreed that a minimum of bi-annual progress reporting to the committee was appropriate and it was recognised there was a need to work jointly with the Resources Committee given the clear links to financial planning but to be mindful to avoid duplication where possible.
- The Committee Chair sought clarity on when the next iteration of the plan would be developed. DCC Taylor explained that it was not currently known when this would be developed and the current focus was on delivering against some of the strategic objectives. DCC Taylor explained that as part of the efforts to deliver, it may become clear in time, when the next iteration will be available.
- The Committee Chair welcomed this update however noted that Members' concerns in relation to the maturity of the planning had been of sufficient concern that a refreshed plan would still be expected before the 3 years had passed.
- Noting the complex nature of some of the work and the interdependencies, it was requested that future updates to the People Committee include an overview of the various work-stream owners, a timeline for key activities to be completed and for any challenges to be highlighted to the committee members.
- The SPA Chief Executive explained that she has asked the Deputy Chief Executive, Resources to work closely with the Director of P&D and the Chief Financial Officer to ensure a joined up approach across the People and Resources committee and to ensure both committees remain appropriately sighted on key strategic issues.
- DCC Taylor reinforced her clear instructions were that identified owners must be in place for these work streams, project

management methodology must be wrapped around delivery with milestones, benefits and timelines to be clear.

- Members thanked colleagues for the update which was very helpful and informative especially for new Committee members.

**Members noted the report and agreed the following action;**

**PEOPLE-20210527-005: Discussion to take place between Director of P&D and Deputy Chief Executive, Resources to agree appropriate SPA representation at the SWP Strategic oversight Group.**

**PEOPLE-20210527-006: future update to the committee to provide an overview of the SWP work-stream owners and a timeline for key activities to be completed.**

## **6. People & Development Annual Delivery Plan End of Year Closure Report – Jude Helliker**

Members considered the report which had been provided to update the Committee on the delivery of the People and Development Annual Delivery Plan 2020/21 (Year 3 of the 2018-2021 People Strategy) 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 were provided with an overview of the a report outlining completion of activity under the 2020/21 People Strategy ADP, noting activities subject to slippage or requiring to be re-profiled, and congratulated Police Scotland on the extent of delivery, despite the impact of COVID.
- It was confirmed that a new People Strategy was being developed and this would be informed by results of the Your Voice Matters survey and would reflect some of the key themes from this survey.
- The Director of P&D explained that the new People Strategy would be shared with Stakeholders and would then be subject to internal governance in advance of being approved by the SPA Board with a likely timetable for this being autumn 2021.
- The Committee Chair congratulated the team for having delivered all that they had during the past year which was impacted by Covid and in particular commended the efforts to successfully move the People Direct services operating model to 7-day a week during the pandemic thus better serving the needs of the organisation and increasing our ability to provide a comprehensive, professional HR front-line service.

**Members noted the report.**

## **7. People Committee Work Plan**

Members noted the current workplan and noted that it would be updated with bi annual SWP updates as agreed at item 5.1.

**Members noted the workplan.**

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

Approved