



People Committee

30 May 2024

Minutes of the People Committee held on Wednesday 28 February 2024 via MS Teams.

Authority Members present:	Fiona McQueen (Committee Chair) Paul Edie (Committee Member) Tom Halpin (Committee Member) Michelle Miller (Committee Member) Jane Ryder (Item 2.3) Catriona Stewart (Item 2.3) Katharina Kasper (Item 2.3)
Committee Member apologies:	Alasdair Hay
In attendance:	Scottish Police Authority (SPA) Jackie Kydd, Workforce Governance Lead John Maclean, Workforce Governance Lead Karen Vallance, Governance Support Officer Forensic Services Dr Victoria Morton, Chief Operating Officer Police Scotland ACC Emma Bond Katy Miller, Director of People and Development Nicky Page, Deputy Director of People and Development Dawn MacLean, Health and Safety Manager Stuart Burns, People and Development Governance Advisor Superintendent Shaheen Baber (Items 1-3.4)

	<p>HMICS Tina Yule, Lead Inspector Mark Hargreaves, Assistant Inspector Jill Harper, Lead Inspector</p> <p>Staff Association and Trade Union Representatives Lorna Cunningham, Scottish Police Federation David Malcolm, Unison Chief Supt Rob Hay, Association of Scottish Police Superintendents</p>
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1. STANDING ITEMS

The Committee Chair opened the meeting and welcomed all Members and representatives from SPA, Police Scotland, Forensic Services, Staff Associations and Trade Unions.

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.

Attendees were informed by the Chair that Staff Association and Trade Union colleagues will join us for items up to and including 8.1 after which the last item on the agenda will be Members and the required SPA/Police Scotland attendees only.

The Committee **RESOLVED** to:

- **NOTE** apologies from Alasdair Hay.
- **NOTE** no declarations of interest or connections.
- **ADOPT** the minute of 14 November 2023.
- **ADOPT** the minute of 27 November 2023
- **AGREE** the action log, with the caveat that actions PC-20231127-003, PC-20231127-004, PC-20231127-005, and PC-20230829-003 remain open.
- **AGREE** that, in accordance with paragraph 20 of the SPA Standing Orders, the Board would consider items 7-10 in private for the reasons set out on the agenda.

2. WELLBEING AND INCLUSION

2.1 Q3 WELLBEING REPORT

Members considered the paper which provided oversight of Police Scotland/SPA Health and Wellbeing activity throughout Q3 2023/24. Katy Miller (KMiller) highlighted a number of key points as detailed in the paper.

In discussion the following matters were raised:

- Members were informed that the inhouse occupational health system will assist in producing trends and patterns, help with risk assessment and understanding whether any additional controls are required.
- Referring to action PC – 20231127 – 002, Members reiterated the request for improved reporting in trends and patterns in addition to receiving evidence and assurance of appropriate workload management for officers and staff. KMiller advised whilst narrative could have been provided, further work was required in respect of officers to gather evidence.

The Committee **RESOLVED** to:

- **NOTE** the report.

2.2 ILL HEALTH RETIREMENT REVIEW CLOSURE REPORT

Members considered the paper which provided a review of the Ill Health Retirement and Injury on Duty award processes, following quarterly updates over the last 12 months. Jackie Kydd highlighted a number of key points as detailed in the paper.

- The Committee Chair confirmed Members were keen to see more data on the length of process, targets, common themes and preventative work. KMiller confirmed that further analysis on these issues would be included in future reports. Members were provided an overview of the recent trial of fast-track applications and heard it had made significant positive changes which helps those affected. The majority of cases relate to psychological injury rather than physical. Members heard an independent evaluation was being undertaken which would also look at preventative work.
- Members were assured there was consistent application of the policy.
- The Committee noted they looked forward to receiving regular reports on the process, articulating standards and outcome measures.

The Committee **RESOLVED** to:

- **NOTE** the report.

2.3 HMICS REVIEW OF CULTURE IN POLICE SCOTLAND

Members considered HMICS review of culture in Police Scotland. Mark Hargreaves highlighted a number of key points as detailed in the paper.

In discussion the following matters were raised:

- Members welcomed the review, agreeing it would provide the Chief Constable with an independent overview and provide the Poling Together Oversight Group with a core reference. The Committee noted the action plan from Police Scotland would be equally important to the initial report.
- Members raised concerns about the emphasis of resource potentially impacting both the findings and work to address the recommendations. HMICS advised that resources were a casual factor in some findings, and it was found pressure on teams and individuals impacts on their attitude to culture in terms of capacity and willingness. However, HMICS agreed that resources shouldn't be a factor or barrier in addressing the findings.
- Members sought further comment on the findings relating to training of new recruits and questioned whether new recruits feel equipped to challenge behaviours. HMICS reported values and willingness to challenge was seen as a key component of training, but it was less well received once officers were on the frontline. HMICS advised further support was required for front line management.
- Members sought further comment on the disconnect of management style and behaviours between senior and middle management. HMICS advised feedback indicated there was an expectation middle management held one to ones, but they weren't having their own. Feedback also detailed there is a perceived disconnect from senior managers of what's happening on the ground and pressures on senior managers are significant. The Committee heard priorities change as officers move through the ranks, but this was a feature of most hierarchal organisations.
- Members sought comment on prioritisation and pace and heard whilst normally a response is expected in three months, it was not unreasonable that Police Scotland requested four months due to the scale. HMICS confirmed they would engage with Police Scotland on progress and an- action plan was expected by April. The Committee noted this would be presented at the next meeting in May.
- Members were informed ACC Houston was coordinating response to all recommendations, with the starting point being looking at

existing strategies, dashboards and commitments, to then identify gaps.

- The Committee Chair highlighted it was not a wholly Police Scotland as recommendation 11 expected joint outcomes between SPA and Police Scotland.
- Members questioned whether 600 contacts was an acceptable number for the type of review but heard there was no comparison as the approach had not been done before. Notwithstanding, HMICS were content with the number who wanted to provide comment and the response was qualitative to better gain perceptions.
- Staff association and Union representatives all welcomed the report, confirming their members recognised some aspects. Emphasis was placed on focus being on training and development.
- The Committee Chair confirmed the Committee looks forward to receiving further reports and assurance on effectiveness of actions.

The Committee **RESOLVED** to:

- **NOTE** the report.

2.4 SEX EQUALITY AND TACKLING MISOGYNY IMPACT MEASURES

Members considered the report which detailed the sex equality and tackling misogyny impact measures for 2024/24. ACC Emma Bond (ACCBond) highlighted a number of key points as detailed in the paper. In addition, ACC Bond provided an overview of the development of the action plan and how it is used to map against activity within Policing Together and Violence Against Women and Girls work to identify additional gaps. Survey findings have identified areas of focus and work continues to build an evidence base on these plus their underlying causes. Delivery Group meetings are focussed on monitoring business as usual work which has identified a lack of progress for females from Sergeant to Inspector rank. Work continues to identify the cause. Recruitment and engagement with first line supervisors also remain a focus of the Delivery Group. ACCBond committed to outcome measures being more clearly defined and presented to the Committee, as per action PC-20231127-004.

In discussion the following matters were raised:

- Members sought clarity on whether the work was still in discovery phase and heard that phase was in relation to ACCBonds role as Chair. The Committee were informed work continues at pace, aligning with day-to-day business and the impact is being noticed.
- Members noted a disproportionately low number of officers can access flexible working and questioned how this was being addressed. The Committee heard there was a balance to be struck between those wanting flexible working versus organisational needs

but there was a commitment to look at it. KMiller advised that part time working aligns with ONS statistics, but more work was required to understand why applications were being refused and whether part time working impacts progression. Ongoing work will look at more nuanced data in areas such as geography and ranks.

- Staff association representatives commended the approach undertaken, noting it aided work on culture change.

The Committee **RESOLVED** to:

- **NOTE** the report.

3. STRATEGY POLICY AND PLANNING

3.1 PEOPLE STRATEGY AND STRATEGIC WORKFORCE PLANNING – IMPLEMENTATION PLANS

Members were provided a verbal update on Police Scotland's implementation plan for the People Strategy and Strategic Workforce Plans. KMiller advised implementation plans for both would be provided to the next meeting. Dashboards will look at areas such as leadership and wellbeing as well as detailing the outcomes of the plans which will pull together various pieces of work being undertaken.

The Committee confirmed they looked forward to receiving plans as outlined, in the May meeting.

The Committee **RESOLVED** to:

- **NOTE** the update.

3.2 Q3 WORKFORCE REPORT

Members considered the paper which provided an overview of Police Scotland workforce at end of Q3 2023/24. KMiller highlighted a number of key points as detailed in the paper.

In discussion the following matters were raised:

- Members were advised the length of time to hire was inclusive of vetting periods which created challenges on timescales. With a competitive recruitment market, focus would be on candidate experience rather than the whole recruitment process.
- Members questioned whether there was a target absence rate and heard there would not be one figure due to differences in roles across the organisation, however there would be an aspirational number to align against strategy. Members also heard there were differences in absence rates across departments and analysis of this would be included in the strategic workforce implementation plans.
- The Committee requested future reports include further details on absence.

The Committee **RESOLVED** to:

- **NOTE** the report.
- **AGREE** the following action:

Future reports to include further detail on absence.

PC – 20240228- 001

3.3 Q3 POLICY ASSURANCE REPORT

Members considered the paper which provided an update on Police Scotland's approach to the prioritisation and assurance of People Policy. KMiller highlighted a number of key points as detailed in the paper.

Members were assured all policies are legally compliant, but work continues to ensure all are consistent in tone and accessibility. People and Development continue to work with Policing Together to identify gaps and reprioritise.

The Committee **RESOLVED** to:

- **NOTE** the report.

3.4 FORENSIC SERVICES PEOPLE UPDATE

Members considered the paper which provided an update on recent People activities across Forensic Services. Vicki Morton highlighted a number of key points as detailed in the paper.

In discussion the following matters were raised:

- Members heard recruitment takes on average 4-6 months, inclusive of vetting. The new organisational structure had provided progression opportunities for internal staff which has resulted in backfill challenges. Members sought assurance that the Forensic Services People Board were managing the risk and heard the People Board analyse any vacancy impacts plus opportunities to make quicker decisions on backfill. The People Board discuss recruitment decisions on fortnightly basis to minimise any delay, and support is provided from a dedicated Police Scotland recruitment team.
- Members welcomed the inclusion and roll out of the Police Scotland-led Your Leadership Matters Programme to complement the in-house Forensic Services leadership activities.
- The Committee Chair welcomed the introduction and requested future reports include outcome measures and evidence for assurance.

The Committee **RESOLVED** to:

- **NOTE** the report.

- **AGREE** the following action:

Future reports to detail outcome measures to provide evidence and assurance.

PC – 20240228- 002

4. HEALTH AND SAFETY

4.1 Q3 HEALTH AND SAFETY REPORT

Members considered the paper which provided a strategic overview in relation to health & safety within the SPA and Police Scotland. Dawn Maclean (DMaclean) highlighted a number of key points as detailed in the paper.

In discussion the following matters were raised:

- Members were advised the RPE Equipment Sub-group have representation from staff sides and trade unions.
- The Committee requested future reports provide more comparative data, in place of statistical commentary.
- Members questioned where injuries to people who are in custody are reported to and heard they are reported as a third-party incident to the Health and Safety board.

The Committee **RESOLVED** to:

- **NOTE** the report.
- **AGREE** the following action:

Future reports to provide more comparative data, in place of statistical commentary.

PC – 20240228- 003

4.2 CERTIFICATE OF ASSURANCE PROCESS

Members considered the paper which provided an overview of a revised Health and Safety Certificate of Assurance process. DMaclean highlighted a number of key points as detailed in the paper. Will report back on any findings.

Members sought clarity on whether there is confidence that senior leaders are discussing and highlighting the relevant health and safety issues. Members heard work is ongoing to create a forecast which will identify any improvements or gaps to provide assurance to senior leaders.

The Committee **RESOLVED** to:

- **NOTE** the report.

4.3 3-YEAR STRATEGIC ACTION PLAN

Members considered the paper which provided closing updates regarding the Health and Safety Strategic Action Plan 2021-24 and outline the Health and Safety Strategic Action Plan 2024-27. DMaclean highlighted a number of key points as detailed in the paper.

In discussion the following matters were raised:

- Members were informed 2021-2024 red and ambers were mainly due to difference approaches and work still to be done will be identified and addressed within the action plan.
- The Committee Chair reiterated the requirement for future reporting to provide time bound objectives.

The Committee **RESOLVED** to:

- **NOTE** the report.

5. LEARNING AND DEVELOPMENT

5.1 MYCAREER EVALUATION

Item withdrawn.

5.2 BI-ANNUAL LEADERSHIP AND TALENT REPORT

Members considered the paper which provided an update on the progress of the delivery of Leadership and Talent development interventions from July to the end of December 2023. KMiller highlighted a number of key points as detailed in the paper.

Staff association representatives noted they welcomed the iterative process to leadership work and provided a different perspective on training, stating it was felt online training wasn't always the optimum solution. A blended model of in person and online was encouraged. The Committee requested a paper be provided to a future meeting on the steps taken to mitigate against issues around training from EDI perspective. KMiller agreed to the request and confirmed Your Leadership Matter evaluations could be included.

The Committee **RESOLVED** to:

- **NOTE** the report.
- **AGREE** the following action:

Paper to be provided on steps taken to mitigate against issues around training from EDI perspective.

PC – 20240228- 004

6. RECRUITMENT

6.1 RECRUITMENT AND PROTECTED CHARACTERISITC IMPACT REPORT

Members considered the paper which highlighted data, insight and current actions in relation to police office recruitment. KMiller highlighted a number of key points as detailed in the paper.

In discussion the following matters were raised:

- Members noted it was encouraging to the data, and the sustained levels of BAME recruits was welcomed.
- Members raised concern regarding the drop in female recruitment and were informed an independent recruitment MOT had been undertaken which had provided a number of findings. Members also heard a drop could be attributed to the brand of policing (not Police Scotland specifically), and different recruitment competition within different geographical locations. Notwithstanding, Members questioned why rates were so different from three years ago and were told more work was required to understand the change. The proportion of female applicants is the same as those being recruited successfully so focus would be on attracting applicants. The Committee Chair asked if there was a discriminative point of view that the organisation is accepting that policing is not for woman. KMiller confirmed there was not and comparison within the paper to the NHS was an outcome of the independent MOT.
- Members were advised that reform funding had been applied for to increase recruitment branding and advertising.
- Members questioned how Police Scotland will recruit more part time working if recruitment and training is a lengthy process. KMiller responded that the first iteration of the strategic workforce plan was to understand the current state and future work would look at applicant timing and training.
- Members sought clarity on whether the bar was too high on fitness assessments if females are failing and heard fitness tests are reviewed to ensure the minimum requirement is appropriate. Members were informed fitness was tested during probation but there was no further fitness testing in the course of a whole career unless a specialist role has a requirement for it.

The Committee **RESOLVED** to:

- **NOTE** the report.