



Minutes of the People Committee held on Tuesday 29 August 2024 on MS Teams.

Board Members present:	Fiona McQueen (Chair) Paul Edie Tom Halpin Catriona Stewart
Board Member apologies:	Alasdair Hay
In attendance:	<u>Scottish Police Authority</u> Chris Brown, Deputy Chief Executive Resources Robin Johnston, Head of Legal (item 9.1 only) Jackie Kydd, Workforce Governance Lead Darren Patterson, Head of Workforce Governance Deborah Christie, Governance Support Officer <u>Police Scotland</u> Chief Superintendent Jordana Emerson Chief Superintendent Alan Gibson, Head of Learning Training and Development Stef Grzybowski, Early Careers Programme Lead ACC Stuart Houston, Assistant Chief Constable Professionalism & Assurance Dawn MacLean, Health and Safety Manager Tom McMahon, Director of Strategy & Analysis Katy Miller, Director of People & Development Nicky Page, Head of Human Resources

	DCC Alan Speirs – ACC Professionalism & Assurance <u>Forensic Services</u> Dr Vicky Morton, Chief Operating Officer <u>HMICS</u> Alan Wright <u>Staff Association and Trade Union Representatives</u> David Malcolm, Unison Brian Hamilton, Scottish Police Federation (SPF)
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1.1 WELCOME AND APOLOGIES

Fiona McQueen welcomed everyone to the meeting which was being held using MS Teams. Colleagues from Trades Unions, Staff Associations and HMICS were welcomed and the Chair reminded attendees 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 DECLARATIONS OF INTEREST AND CONNECTIONS

There were no other declarations of interest or connections.

1.3 MINUTE OF THE PEOPLE COMMITTEE 30 MAY 2024

Members approved the draft minute from the People Committee held on 30 November 2024 as an accurate record of the meeting.

1.4 ROLLING ACTION LOG AND MATTERS ARISING

Members reviewed the action log after committee discussions had taken place and the updates were agreed and noted. It was agreed however that the following actions would remain ongoing as the assurances being sought had yet to be provided.

There was discussion about Operational Base Line levels (OBL) and DCC Speirs explained that OBLs were in place as a guide and it was to be expected there would be variations in levels throughout the year. It is anticipated these OBLs will be considered and refreshed as part of the Revised Model of Policing work.

Update to ongoing action PC-20240530-003: DCC Speirs to provide an update on mandatory training to next meeting. This committee has

serious concerns about this and need details of the plan to ensure all training is completed as required and the timeline for this to be done.

Update to ongoing action PC-20231127-005: the Committee require a further update on the rollout of Surefire safety equipment and for this update to include assurances no officer will be deployed to Operation Moonbeam without being equipped with Surefire earpieces. This update will be required before the next committee and as soon as possible.

Update to ongoing action PC-20231127-004 - Sex Equality and Tackling Misogyny: Police Scotland to ensure performance measures capture all the activity in progress and evidence of impact. Members agreed to keep this action ongoing as there was insufficient evidence that arrangements are in place to effectively capture impacts and progress.

Members noted the action log, the actions to remain ongoing and the updates provided.

1.5 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. Attendees were informed that item 9 would be a Member only discussion.

2.1 WELLBEING ACTION PLAN AND HMICS FRONTLINE FOCUS IMPLEMENTATION PLAN – KATY MILLER

Members considered the paper which had been submitted to provide the Committee with oversight of the Health and Wellbeing Programme approach and action plan moving forward. In addition to the submitted report the following was discussed.

- Attendees discussed the links across different areas of wellbeing and were assured that thought was given to making offerings complementary where this was appropriate. It was also discussed that trauma impacts on individuals not only when experienced in the workplace but out with the workplace too and this should be part of the thinking and assurance was given that there was no distinction of whether the trauma was experienced at work or not.
- The pace of implementation was highlighted by the committee as something that they expected to be a priority and DCC Speirs provided an assurance this was at the forefront of planning across the entire organisation with the Executive working very hard to make it a priority.
- Attendees agreed there was a huge amount of work being done in this area which should be commended. The implementation plan was endorsed by the Committee and a further report to clarify anticipated delivery timelines/milestones along/what evidence of

improvement will provide the committee with assurance in respect of pace of progress and improvements are being seen by the workforce.

Members noted the report and agreed the following action.

PC-20240829- 001: Update to be provided to next committee that provides timelines and evidence-based measures.

2.2 FORENSIC SERVICES PEOPLE COMMITTEE REPORTING – VICKI MORTON

Members considered the paper which had been submitted to provide an update on the proposed reporting to SPA People Committee from Forensic Services, as referenced in Action PC –20240228-002. In addition to the submitted report the following was discussed.

- The Chair of the Forensic Services Committee commented this was, in his view, a sensible and proportionate approach to Forensic Services workforce committee oversight.
- The Chair of the Policing Together Oversight Group noted that the Forensic Services Inclusivity Programme sits out with the Policing Together Programme and sought an assurance this was a priority for Forensic Services. This assurance was provided with the Chief Operating Officer confirming it was a strategic priority for the organisation.
- The Committee is satisfied plans are in place to provide assurance reporting in respect of the Forensic Services workforce. The reporting will include workforce monitoring data, H&S Reporting and exception reporting on any other areas in accordance with the People Committee Terms of Reference. Members asked that the Trade Union voice is reflected where possible as this will provide the committee with a rounded understanding of views. The Chief Operating Officer assured Members the Forensic Services Leadership Team was committed to early and meaningful engagement with Trade Union colleagues.

Members noted the report.

2.3 HMICS REVIEW OF CULTURE IN POLICE SCOTLAND – ACTION PLAN – ACC STUART HOUSTON

Members considered the paper which had been submitted to provide the Committee with an overview of Police Scotland's planned improvement activity in response to findings of the HMICS Inspection of Organisational Culture. In addition to the submitted report the following was discussed.

- The improvement plan was considered with recognition that the plan spans across several business areas. Police Scotland have engaged with HMICS to make sure the planned actions will address the recommendations as required.
- Opportunities to benchmark against other Forces and organisations will be explored. The Committee was interested to understand more about the work being done with the Metropolitan Police to develop benchmarking and asked if there were any other opportunities to work with organisations out with policing. It was explained all opportunities will be explored to ensure that we are maximising the opportunities to share and learn best practice.
- It was confirmed that governance arrangements will be put in place to ensure visibility, coordination, progress and an understanding of impact of these actions.
- The Committee welcomed the commitment to ensuring the Staff Voice is part of the work and asked that this takes place at an early stage so that it can be part of the conversation to shape plans.

Members noted the report.

2.4 POLICING TOGETHER - SEX EQUALITY AND TACKLING MISOGYNY (SETM) IMPACT MEASURES – SUPT JORDANA EMERSON

Members considered the paper which had been submitted to provide an overview of recent work to streamline the Policing Together (PT) governance structure and outline progress towards refreshing the vision and 4 pillars of Policing Together. In addition, the paper provides an overview of engagement with stakeholders and staff associations and explains how this engagement informs PT activity. This update is in furtherance of action PC-20231127-004. In addition to the submitted report the following was discussed.

- Members considered an overview of the work in this area and noted the effort to streamline strategic oversight of Policing Together. This has resulted in SETM now falling within the wider Policing together remit and it is anticipated this will drive EDI priorities and re-align the internal governance structures so that an improved collaborative approach is in place across all PT workstreams.
- Although unable to share the dashboard with Members at the meeting, it was reported that good progress is being made with workshops being held to refine the approach.
- The Chair sought assurance that there was good engagement with Staff Associations and Trade Union colleagues and heard that this was taking place although opportunities to further improve the way in which this takes place could be explored to ensure as wide a contribution as possible.

Members noted the report.

2.5 STAFF VOICE VERBAL UPDATE – TOM MCMAHON

Members considered a verbal update from the Director of Strategy & Analysis. The following was noted.

- There had been a significant uplift in participation levels since the last survey and just over half the workforce had responded.
- The data will be used to drive action and this is in line with the Chief Constable's commitment to do so.
- A report will be presented at an extra meeting of the People Committee to consider the details of the survey as soon as the analysis work has been completed.

Members noted the verbal update and the timeline for further committee consideration of the survey results. The following action was agreed.

PC-20240829- 002: Date to be agreed for an extra meeting of the People Committee so that Members can consider the survey results before the Authority Meeting in November

2.6 CREATING A POSITIVE WORKPLACE REPORT – KATY MILLER

Members considered the paper which had been submitted to provide the Committee with a progress update on the holistic grievance review 'Creating a Positive Workplace'. In addition to the submitted report the following was discussed.

- Mediation opportunities to support the early resolution of workplace issues have been increased throughout the organisation and there is evidence of increasing use of this approach.
- Steps are being taken to drive a further reduction in time taken to conclude grievances.
- Over 800 front line managers have completed the training and this has resulted in good confidence levels from managers that they have the skills to deal with grievances.
- In response to a question about how people can be assured that the mediation offered is independent and fair in nature, the Director of People & Development explained that it will always be a challenge to reach a state where people are able to trust the process. The training is extensive and reviews are ongoing. The process to allocate grievances so that it is done fairly is robust and should it be the case that an external provider is required then that will (and has been) done. The Committee was assured these arrangements would mitigate any issues around unfairness.

Members noted the report.

2.7 FAIR WORK UPDATE – JOHN MACLEAN

Members considered the paper which had been submitted to provide an annual assessment on Fair Work. In addition to the submitted report the following was discussed.

- An annual assessment of Fair Work was discussed and Members were pleased to hear good progress is being made towards embedding Fair Work principles across Police Scotland and the Scottish Police Authority.
- The focus for 2024/25 will be on delivering Fair Work areas for development through the People Strategy and Strategic Workforce Plan whilst also continually improving the approach to assessing impact.

Members noted the report.

3.1 Q1 WORKFORCE DASHBOARD AND NEXT STEPS – KATY MILLER

Members considered the paper which had been submitted to provide the Committee with an update on the Police Scotland workforce as at Q1 of financial year 2024/25. In addition to the submitted report the following was discussed.

- The Director of People & Development highlighted some good progress and acknowledge further work is still required which remains ongoing.
- The Committee is pleased to see the continuing work to develop the dashboard the need for evidence of impact and progress in what will be the final product was re-stated.

Members noted the report.

4.1 Q1 YEAR HEALTH AND SAFETY REPORT – DAWN MACLEAN

Members considered the paper which had been submitted to provide a strategic overview in relation to health & safety within the Scottish Police Authority (SPA) and Police Scotland. In addition to the submitted report the following was discussed.

- Members heard that the work to encourage consistent reporting of officer assaults was being seen in the data and this was a welcome improvement that allowed changes to be made where necessary to ensure officer and staff safety and improve practices. The work to ensure robust approaching across all divisions will continue.

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- An update was provided on progress against the Health and Safety Workplan.
- The rollout of Surefire Earpieces was highlighted by the Health & Safety Manager as a priority for the organisation, specifically for Operation Moonbeam. The Chair expressed concern and disappointment that not all officers who need Surefire earplugs have them. She sought clarity on when the frontline officers who still do not have the safety equipment will have it. The Health & Safety Manager explained that this was an area of operational policing that has been identified as a risk and which the HSE would be likely to consider an enforcement issue however the equipment was not being used by all officers to reduce the risk. It was confirmed that there has been lots of communications to officers about the importance of Surefire but this hasn't seen the required rollout. In response to a suggestion this was not about communication but it was a matter of poor enforcement and an assurance was sought that no officer would be deployed to Operation Moonbeam without having the Surefire safety equipment.
- DCC Speirs confirmed that he would ensure this assurance was provided to the committee from the team who were developing planning for Operation Moonbeam.
- DCC Speirs also undertook to provide a briefing to Members as soon as practicable with details of the Surefire Rollout and any reasons for officers not having the safety equipment.
- Concern was expressed about the high levels of staff who have not completed their Fire Awareness Training on the Moodle platform. The Health & Safety Manager agreed that this was not acceptable and undertook to provide a report to the Committee which will explain the steps to be taken so that this is completed by everyone in the organisation as required. The update should include timelines and evidence that the training is now up to date for those who need it.

Members noted the report and agreed the following actions which are fully reflected in ongoing actions on the rolling log.

Update to ongoing action PC-20240530-003: DCC Speirs to provide an update on mandatory training to next meeting. This committee has serious concerns about this and need details of the plan to ensure all training is completed as required and the timeline for this to be done.

Update to ongoing action PC-20231127-005: the Committee require a further update on the rollout of Surefire safety equipment and for this update to include assurances no officer will be deployed to Operation Moonbeam without being equipped with Surefire earpieces. This update will be required before the next committee and as soon as possible.

Update to ongoing action PC-20231127-004 - Sex Equality and Tackling Misogyny: Police Scotland to ensure performance measures capture all the activity in progress and evidence of impact. Members agreed to keep this action ongoing as there was insufficient evidence that arrangements are in place to effectively capture impacts and progress.

ACTION PC-20240829- 003: Update to be provided on steps that will be taken to address a shortfall in those who have completed the mandatory fire awareness training on Moodle.

5.1 HM INSPECTORATE OF EDUCATION - INSPECTION OF MODERN APPRENTICESHIPS – CHIEF SUPERINTENDENT ALAN GIBSON/ STEF GRZYBOWSKI

Members considered the paper which had been submitted to provide an overview of the review by His Majesty's Inspectorate of Education (HMIE) into Modern Apprenticeship provision within Police Scotland. In addition to the submitted report the following was discussed.

- It was noted that a representative from HM Inspectorate of Education was not able to attend the meeting due to long term absence from work.
- Members considered an overview of the background to the review, the areas considered, and the outcome.
- Members commended the work and agreed this was a positive piece of work.

Members noted the report.

5.2 SENIOR OFFICER RECRUITMENT PROCESS – JACKIE KYDD

Members considered the paper which had been submitted to set out the recommended optimum process and arrangements for the appointment of police officers to the rank of Assistant Chief Constable and above by the Scottish Police Authority. approval is requested to delegate the implementation of any required senior officer recruitment to the Chair. In addition to the submitted report the following was discussed.

- Members considered the paper which provided details of a process which will support the Authority's committed to a transparent, competitive and robust assessment and recruitment process to attract and appoint the best candidates to any vacant positions.
- It was suggested that due to the high-profile nature of the roles, consideration should be given to extending the media exercise so that other senior officer appointments (an not only the Chief Constable post) would include this exercise.

PC-20240829- 004: Consideration to be given to media exercise being included in future DCC recruitment processes.

Members approved the recruitment process and associated steps for the recruitment of senior officers and delegated implementation of the process outlined to the Chair of the Authority with the support of the Chief Executive.

6.1 PEOPLE COMMITTEE PRIORITIES AND OUTCOMES – FIONA MCQUEEN

Members considered the paper which provides reflections on areas of Committee focus over 2023/24 and outlines priority area of focus and target outcomes for the period 2024/25. In addition to the submitted report the following was discussed.

- The Chair provided a summary the approach to identifying these priorities and assured attendees that this list was not exhaustive and priorities may flex as the year progresses.

Members noted the paper.

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