

<b>Meeting</b>	<b>SPA People Committee</b>
<b>Date</b>	<b>30 November 2021</b>
<b>Location</b>	<b>Video Conference</b>
<b>Title of Paper</b>	<b>Bi-annual Strategic Workforce Plan (SWP) Update</b>
<b>Presented By</b>	<b>Jude Helliker, Director of People and Development</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Appendix A – Rural and Remote SLWG Terms of Reference</b>

**PURPOSE**

The purpose of this report is to provide Members with an overview of activity relating to the national workstreams referenced in the Strategic Workforce Plan.

## **1. BACKGROUND**

- 1.1 The Strategic Workforce Plan for Police Scotland was presented to the Scottish Police Authority on 22 January 2021 where it was formally adopted.
- 1.2 This document outlined an unfunded resource gap relating to National Services equating to just over £20.56 million. There was also a further £34.84 million of resources identified within Local Policing which were not approved by the regional ACCs, who instead suggested capacity could be found within the service instead. This was to be the focus of the eight national workteams identified throughout the development of the plan as separate pieces of work that required to be undertaken within the three year period.
- 1.3 Within the SWP, the increase in officers sought related specifically to deployable resource – this would cover instances where a role has been converted to staff and frees up the officer for operational duty.
- 1.4 This resource gap was over and above the budget deficit, which was at that time given as standing at £44 million (inclusive of net £8 million COVID-19 costs) for 2020/21.
- 1.5 The SWP outlined that these projections did not include:
  - any workforce impacts in OSD of the Scottish Government refreshed Road Safety Framework;
  - any workforce impacts in Professionalism & Assurance as a result of the Dame Elish Angiolini review of Complaint Handling;
  - any anticipated workload impacts in C3 either of widening digital contact channels for the public as a result of the Public Contact and Engagement Strategy, or as a result of increased call handling times due to the Contact Assessment Model;
  - any workforce impacts in CJSD post-COVID, including the revised Lord Advocates Guidelines on custody disposals, the use of technology for practices such as virtual court appearances, and increased remote monitoring/supervision; or
  - any workforce impacts in OSD as a result of the RDU project.

- 1.6 Specifically, that plan was not designed to nor did it explore scenarios for the reduction in service that would be required should the additional funding not be available. The workforce plan is instead an articulation of what Police Scotland considers to be necessary resource levels to meet the future demand placed upon it. It also stated that if either funding reductions transpired, or if the additional resourcing identified within the plan was not able to be provided, careful consideration of how benefits accrued are utilised, where our priorities lie, what service impacts would result, and what appetite our stakeholders have for such reductions would require to be undertaken.

## **2. FURTHER DETAIL ON THE REPORT TOPIC**

- 2.1 The SPA Board approved the revenue and capital budget for 2021/22 on 24 March 2021. The Scottish Government provided a £60m uplift in core revenue funding, as well as an additional £15m of one-off funding to support the impact of COVID-19. When combined, the total funding allowed the SPA to set a balanced revenue budget with no operating deficit.
- 2.2 This however meant no additional funding was available to address the anticipated growth identified in the plan, with strategic decisions therefore required from the Executive on what initiatives would be prioritised and which would need to be halted. The outputs of those conversations have yet to be finalised.
- 2.3 Proposals on the ownership of the eight workstreams designed to create capacity in the workforce that were referenced in the plan were first debated at the CFPB which met on 2 March 2021. This was to enable the SWP function to focus on its assurance and monitoring duties. Updates on the current position are provided as follows.

### **Modified Duties**

- 2.4 This workstream was established to build on ongoing work to implement a new method to review and discuss the deployment options and management of officers who require modified duties. The SRO for this is Director Helliker.
- 2.5 The high level benefit of this intervention was to have more accurate information on deployability options for modified officers and staff, assurance that appropriate support has been offered as

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part of the rehabilitative process, and to ensure clear pathways existed in relation to retention or ill health retiral where an officer is considered by medical practitioners to be permanently unable to perform the full duties of a Police Constable.

- 2.6 A cleanse of the modified duties data was undertaken and a significant improvement has been seen in the quality of the data contained within SCoPE in terms of the categorisation of modifications and review information. A Task Force has now been established under the Head of Engagement and People Partnering which will focus specifically on reviewing the processes and procedures and the management of all officers who have been on modified duties for in excess of 12 weeks.
- 2.7 New functionality has also been added to the SCoPE system to improve the deployability options for officers. As a result of this 650 officers on modified duties can now be deployed in some capacity for major events of mass mobilisation.
- 2.8 A detailed report on the work undertaken to date and clear action plan on how this will be further progressed was presented by Director Helliker to the September Strategic Leadership Board. This included:
- A new occupational health contract to include funding of wider clinical interventions to encourage an early return to work and/or an early return to full operational duties
  - Immediate referrals to OH in MS or psychological cases for early intervention
  - Prioritised redeployment for all Divisional vacancies
  - People Partners and Support Superintendents to review Deployable status to ensure consistency of approach
  - Consideration of additional investment in quicker treatment
  - Utilisation of FMAs to progress IHR applications to final point before SMP certification to expedite the process.

### **Shift Pattern Review**

- 2.9 Remote and rural areas in L and N Division have highlighted challenges with the current five shift pattern in use, and suggested that a four shift pattern could be utilised to provide more resilience on each shift while also reducing the impact on officers having to change shift patterns to meet demand or work overtime.

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- 2.10 Work has started within L Division to consider a new shift pattern for rural areas of Argyll which will release supervisors and improve coverage. This will be managed through BAU arrangements and be overseen by the Working Practices Review Board (WPRB). The SRO for this is ACC Mairs.
- 2.11 In the longer term, Local Policing Improvement are looking at a broader review of shift patterns and this will be brought to the Executive in due course as part of the Local Policing Improvement ongoing work. However this piece of work is out with the scope of the problem referenced in the SWP, which related only on those rural areas which commented on a specific localised problem.

### **OBL Review Workstream**

- 2.12 Operational Base Levels (OBL's) are used by the Service to set the response policing staffing levels required to address demand while maintaining officer safety. Currently however, there is confusion over whether OBL's should be demand based or reflect safe working levels.
- 2.13 The SRO for this piece of work is ACC Williams with the aim of agreeing a definition for OBL's in order to support a broader and consistent understanding within the service. It is the intention of this group that OBLs be set for all divisions, including national divisions, as a defined reference point for the number of officers that are required to be on duty in each area to meet business as usual demand. This will be calculated using an evidence based, patrol plan methodology and using Process Evolution software.
- 2.14 A terms of reference was agreed for the group on 19 August 2021, where it was agreed that the review would be piloted in one division per region across the country. A pilot in a national Division is also being assessed with engagement taking place and contact will now be made with the proposed pilot divisions.
- 2.15 As the RDU have been focusing on resource planning for Operation Urram, with all the associated criticality in terms of timescales, this has impacted on the capacity of the team to focus this work in the short term.

## **Annual Leave – Policy and Practice Review Workstream**

- 2.16 The SWP analysed annual leave as part of the Force level analysis and identified that there was a clear spike across the Service in annual leave among both Officer and Staff groups during July, and a trough in the month of November.
- 2.17 As such this national workstream was established to undertake a review of annual leave policies and establish a regular monitoring and reporting system to ensure leave is best applied in response to demand. A workshop on 20 August 2020 with statutory staff representative bodies indicated support for management of consistent leave levels, in favour of local management within nationally-set parameters.
- 2.18 The recently formed People and Development Performance Board will manage these issues through improved data analysis and direct liaisons with Divisions through People Partners and the RDU. Reports on Annual Leave and RRRD's now form parts of the monthly dashboard suite that is distributed across the Force including presentation at Corporate Finance and People Board and Strategic Leadership Board. Resource Deployment Unit representation has now been added to the Terms of Reference for the Performance Board. The suite of dynamic dashboards also allows senior managers to view monthly trends at any time via the Power BI Portal.
- 2.19 As such it was reported to the October Corporate Finance and People Board that this workstream is now considered as complete and the ongoing monitoring of trends considered as a BAU activity monitored via the Performance Board.

## **Workforce Agreement for Police Staff Workstream**

- 2.20 A review of contractual terms and conditions of police staff members was recommended in the SWP as this would ensure adequate levels of flexibility and deployability per demand in this group, preventing the use of officers in civilian roles purely due to operational flexibility. This was particularly pertinent to the C3 and CJSD business areas.
- 2.21 It was anticipated that training towards such 'omni-competence' would result in a more widely skilled and widely deployable

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workforce with transferrable skills and more varied career pathways for staff.

- 2.22 Work undertaken by the Head of ER and Reward Nicky Page on a Workforce Agreement was taken for approval to the September JNCC, where it was proposed that some alteration of wording was required following their Stewards consultation. This is currently subject to ballot. It is anticipated that once final agreement is reached this will form an agreed provision for the organisation, which will have the most significant impact on C3 and Custody. The SRO for this workstream is Director Helliker

### **Rank Ratio Review**

- 2.23 The SWP identified that rank ratios are a challenge for Local Policing divisions, with particular issues in the number of Sergeants flagged consistently in local workforce plans. This was mirrored in the Dame Elish Angiolini report, which recommended that Police Scotland should consider the workload of the sergeant rank at the front line, and the supervisory ratio of sergeants to constables in order to create sufficient capacity for management, coaching and mentoring duties.
- 2.24 The Chief Constable has directed that the 1:5:40 model, introduced in 2016, remains as a guiding principle across the organisation. As such a review has taken place to identify which sub-divisional areas were in excess of that supervisory ratio at the Sergeant to Constable level so that they can be invited to consider options to bring that level it back into compliance.
- 2.25 This includes rebalancing resources across the division or addressing any over-representation of Inspectors in their areas, and ensuring compliance with the 2022/23 Budget Strategy which states that "budget holders should seek to hold their budget requirement flat across the DCC/DCO portfolio" and "should in the first instance consider rebalancing existing budgets within their own area to fully or partially absorb the pressure before presenting for consideration across the ACC or DCC portfolio".
- 2.26 All Commanders with a sub-divisional area showing a sergeant supervisory ratio of above 1:8 were invited in September to review their supervisory ratios, supported by SWP workforce dashboards, and provide recommendations. Due to ongoing pressure as a result of major operations only 3 of the Divisions have managed to

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provide completed returns with the others still working on these supported by SWP. It is anticipated that these will now be ready for analysis by end December 2021. The workstream lead is ACC Mairs.

### **Rural and Remote Recruitment and Retention Review Workstream**

- 2.27 This area has now been picked up by ACC Hawkins who is running a Short Life Working Group with broad representation to resolve the ongoing issues.
- 2.28 Terms of reference is attached at Appendix A.
- 2.29 In term of work being undertaken so far, a draft Sustainable Policing Strategy has been circulated for members to feedback and other ongoing actions include:
- A review of reward mechanisms
  - Releasing additional officers for remote and rural locations through middle office review
  - Review of risk in relation to remote and rural policing
  - Fair and equitable proposals to be developed in relation to estate policy
  - Discussions (without prejudice) to take place regarding requirements of Remote and Rural policies/procedures

### **Skills Mix**

- 2.30 The main focus of any workforce planning activity is the right person with the right skillset in the right role. Many of the local plans on considering this suggested that they could replace officers with members of staff for a number of posts where police skills were not required.
- 2.31 The main areas highlighted in this process included the likes of Concern Hubs, Operational and Events Planning Teams, Intelligence Functions, and Training, Learning and Development. All Divisions commented on the number of officers currently deployed in roles not requiring warranted powers, and the desire to release them for operational activity as that would go a significant way to alleviating existing pressure points and resourcing increased demand in other areas such as cyber.

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- 2.32 A number of projects are ongoing in these areas – in particular Force Middle Office Review, Intelligence Review, and the PPU Review.
- 2.33 To allow a platform for the change in staff category a paper has been drafted for the Organisational Demand and Design Group (ODDG) which will explore the issues and opportunities with a view to getting agreement of the process that would be required to be followed to allow such changes. It is anticipated that the paper will be submitted to the November meeting of this group as strategic decisions are needed before any progress can be made. The SRO for this workstream is ACC Tim Mairs.

### 3. Review of SWP

- 3.1 As agreed, the first review of the SWP took place during the summer of 2021, six months after the publication of the plan. This consisted of all business areas reviewing their original submissions and prioritising their resourcing bids against risk and demand.
- 3.2 All of these revisions and re-prioritisation of resourcing bids were reviewed at the Organisational Demand and Design Group workshop on 30 August 2021 at which agreement was reached on the highest priorities for investment.
- 3.3 In October 2021 the ODDG presented options for investment in priority areas including Cyber, PPU and Digital Forensics.

### 4. FINANCIAL IMPLICATIONS

- 3.1 There are no financial implications associated with this paper.

### 4. PERSONNEL IMPLICATIONS

- 4.1 There are no personnel implications associated with this paper.

### 5. LEGAL IMPLICATIONS

- 5.4 There are no legal implications associated with this paper.

### 6. REPUTATIONAL IMPLICATIONS

- 6.1 There are no reputational implications associated with this paper.

**7. SOCIAL IMPLICATIONS**

7.1 There are no reputational implications associated with this paper.

**8. COMMUNITY IMPACT**

8.1 There are no community impact implications associated with this paper.

**9. EQUALITIES IMPLICATIONS**

9.1 There are no equalities implications associated with this paper.

**10. ENVIRONMENT IMPLICATIONS**

There are no environment implications associated with this paper.

**RECOMMENDATIONS**

Members are requested to:

Discuss the information contained within this report.

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## Appendix A - TERMS OF REFERENCE

**TITLE:** REMOTE AND RURAL SHORT LIFE WORKING GROUP

**CHAIR:** Director of People and Development

**VICE/INTERIM CHAIR:** ACC Local Policing North

**MEMBERS:** ACC Local Policing West  
Head of Recruitment and Selection  
Head of Strategic Workforce Planning  
Head of Human Resources  
Head of People Engagement Partnering  
People Partner, West  
Head of Estates  
Estates Transformation and Change Lead  
Chief Superintendent, N Division  
Chief Superintendent, L Division  
Scottish Police Federation Representative (s)  
Trade Union Representative (s)  
Association of Scottish Police Superintendents Representative (s)

### **PURPOSE:**

In seeking to deliver through the Strategic Workforce Planning Rural and Remote work stream, this SLWG will provide oversight, support, advice and direction to ensure the delivery of a sustainable policing model for remote and rural communities across Police Scotland.

### **REMIT:**

1. Ensure strategic governance, accountability and responsibility for the development of options to deliver a sustainable policing model for remote and rural communities.
2. Identify and develop best practice to enhance the allocation of posts to remote and rural locations across Police Scotland in line with the Strategic Workforce Plan.
3. Identify and develop best practice to enhance recruitment and promotions to remote and rural locations across Police Scotland.
4. Identify and develop best practice to enhance accommodation in remote and rural locations across Police Scotland.
5. Develop, promote and implement the use of allowances and reward mechanisms for people being posted to remote and rural locations across Police Scotland.
6. Review the actions from the previous SLWG to ensure any that remain outstanding but relevant are progressed.

**SECRETARIAT:** Local Policing North Staff Officer will oversee administration and maintain Action/Decision Log in support of the interim Chair.

**FREQUENCY:** Fortnightly.

**REPORTING TO:**

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