

Meeting	SPA Resources Committee
Date	15 June 2020
Location	Videoconference
Title of Paper	Strategic Workforce Planning Update
Presented By	Jude Helliker, Director of People and Development Peter Blair, Head of Strategic Workforce Planning
Recommendation to Members	For Discussion
Appendix Attached	No

PURPOSE

The purpose of this report is to update the SPA Resources Committee on progress toward the development of the Police Scotland Strategic Workforce Plan (SWP).

Members are invited to discuss the content of this paper.

1. BACKGROUND

- 1.1 A detailed programme of future work covering a period of 12 months was agreed at the Executive Planning Day on 7 November 2019 and reported at the SPA Board on 27 November 2019. This detailed the structure of the future draft plan at macro and micro levels, the approval structure at each level, and a timeline for production of a completed plan for Police Scotland approval in November 2020.
- 1.2 A SWP Project Board has been established to provide a disciplined focus on governance, monitoring and support for the project. The Authority is represented on this Board.
- 1.3 As noted in the last paper report in March, Stages 1 and 3 of the plan are complete.

2. FURTHER DETAIL ON THE REPORT TOPIC

Stage 4 – Drafting

- 2.1 The development of local area plans began at the start of February, with a deadline date for submissions of 31 March. These plans included all Local Policing Divisions as well as specialist national areas such as C3, OSD, and SCD.
- 2.2 As part of the weekly checkpoints held with HR Business Partners (HRBPs) on the status of the draft plans, a confidence level of “medium to high” was given as of close of business 11 March reported. This indicated that areas were engaging with the process and were committed toward delivery within the time prescribed, although support would continue to be provided by both the HRBPs and the project team over the remaining weeks of the phase.
- 2.3 An emerging concern was raised however regarding urgent business continuity work that multiple Support Superintendents, responsible for completing the drafts, had been tasked with in relation to the COVID-19 outbreak. As the situation with the pandemic escalated this meant a number of areas were impacted, with resources diverted to responding to the crisis. This was referenced at the Resource Committee on 17 March, where it was recognised that it would be reasonable to anticipate some slippage in the wider plan due to these circumstances but that the project team should make all efforts to document and minimise the impact wherever it was practicable.
- 2.4 The Project Board on 18 March agreed that communications should be issued to all local planning areas, confirming they should submit whatever they were able to complete by 31 March and advise what

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work, if any, remained outstanding. This was to allow the team to estimate the degree of effort remaining across each area and quantify the impact this would have on the wider plan.

- 2.5 All areas complied with this request, and submitted their draft local level workforce plans in advance of that agreed deadline. Confirmation of this was provided to members and attendees of the Project Board on 6 April, and it was agreed at the Project Board on 22 April that this stage could therefore be considered as complete.

Stage 5 – Interrogation

- 2.6 Stage 5 involves the interrogation of all local area plans for robustness and full adherence to the 6-Step Methodology, as prescribed by Audit Scotland and the Authority's auditors Scott Moncrieff.
- 2.7 Support was to be provided by staff from the Demand and Productivity Unit (DPU) to test and assure all demand data used to evidence conclusions drawn in local area plans. Failure to apply this level of rigour would critically compromise the credibility of the final product in the eyes of stakeholders.
- 2.8 It was confirmed on 18 March that due to commitments in light of Operation Talla this level of support could not be provided in the short term, with an expectation this would be the case for at least the entire month of April. Further engagement with the project team however resolved this and it was agreed that, while their COVID-19 commitments would remain of the highest priority, it would be possible to provide support by a proportion of the team as of week commencing 13 April.
- 2.9 The project took this into account, as well as completing a high level assessment of each draft plan to understand in what areas further work was needed, as part of an impact assessment which was presented at the Project Board on 22 April. This review indicated different degrees of progress across the drafts, with some at a mature final draft stage and others requiring more work to reach a point where they could be meaningfully scrutinised.
- 2.10 A tranced approach to the stage was therefore proposed and agreed as follows:

Tranche 1: Full drafts submitted which can be reviewed immediately;

Tranche 2: Mature drafts with further work needed, requiring one or two weeks of effort;

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Tranche 3: Work in progress drafts with gaps required up to three weeks of effort.

- 2.11 The target date for the review of all Tranche 1 drafts was Friday 29 May, and was completed on schedule. This initial target was to ensure there is sufficient capacity to progress with the review of the final two tranches in June.
- 2.12 Despite COVID-19 commitments local plan authors in those tranches have remained committed to the process and progressing their drafts, taking on board initial feedback given as part of the high level review in early April. All Tranche 2 drafts have been submitted by local plan authors and their detailed review has begun. Tranche 3 drafts are also being returned with a view to starting their review in the second week of June.

COVID-19 – Re-Planning

- 2.13 In light of the comments by Authority Vice Chair at the Public Audit and Post-Legislative Scrutiny Committee in February, it was understood that there was no appetite for a reduction in the quality of the SWP. As part of the re-planning process over the last month consideration was given to the impact of COVID-19 on the organisation and the changes it will bring on future ways of working. This was to mitigate the risk of producing an aggregated plan based on old working practices that would fail to have the required level of credibility with external stakeholders.
- 2.14 At the Project Board on 22 April, a number of options to re-plan in light of Operation Talla and environmental changes were discussed. It was agreed the plan should be reviewed to incorporate new strategic directions and organisational learnings, and for further diligence to be done on what this would mean for project timescales.
- 2.15 Further engagement at the SPA Resources Committee on 23 April has underlined the expectation that delivery of a final product by November 2020, despite likely quality impacts, was the preference of the Chair.
- 2.16 The direction of the project team therefore has been that the November 2020 target for approval should be retained, and given the extra time required for Stage 5 due to COVID-19 based delays this will mean the time allocated for later stages will be compressed.
- 2.17 With Stage 5 due to complete by the end of June, Stages 6 and 7 will then follow during the month of July. This will represent a two month

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extension to the original timelines. It was proposed to the 22 May Project Board that this time would be recouped as follows:

Stage	Task	Original Timeframe	Revised Timeframe	Target date
Stage 8	Second Level Approval	Four weeks	Two weeks	14/08/2020
Stage 9	Scrutiny	Four weeks	Three weeks	04/09/2020
Stage 10	Aggregation	Eight weeks	Six weeks	30/10/2020
Stage 11	Governance	Twelve weeks	Two weeks	30/11/2020

2.18 As part of this exercise the Project Board raised an action for the SPA Head of HR Governance to engage with the Authority over their interpretation of timelines in the November 2019 submission to the SPA Board, and bring the project end date back in line to what was documented at that time. This would mean less compression of activity in Stages 10 and 11 in line with the dates provided above.

2.19 It was also agreed at the Project Board that the timelines were such that it would not be possible to incorporate final and formal learnings from Operation Talla in the aggregated plan, although any learnings identified by local areas as part of their drafts can be incorporated over the summer months.

Stage 2 – Prioritisation Framework

2.20 Stage 2 involved compiling all the data from the Risk Assessment templates of Stage 1 into a single table, allowing a triangulation of risks according to an agreed set of criteria. As such the delay behind their completion meant that the beginning of Stage 2 was also delayed to the same date. However as this work was not on the project critical path it has had no direct impact on the wider project timelines.

2.21 The Prioritisation Framework was presented at the Senior Leadership Board (SLB) on 15 April. After further discussion on 17 April between the Chief Constable and the DCC's/DCO, T/CS Alan Wright was nominated to support the Head of Strategic Workforce Planning in further assuring and endorsing the individual submissions. To avoid impacting the project critical path, and mitigate the key person risk previously highlighted, this has been progressed via a separate workstream.

Key Risks and Dependencies

- 2.22 Engagement continues with the SPA representative on the Project Board to ensure that the Authority is better informed and is able to have confidence in the process. This became a key risk following the Public Audit and Post-Legislative Scrutiny Committee (PAPLS) on 27 February 2020, where representatives from the Authority suggested that Police Scotland were taking advice from the NHS on workforce planning rather than emphasising that the 6-Step Methodology being utilised is prescribed by Audit Scotland and SPA auditors Scott-Moncrieff as best practice in the public sector.
- 2.23 At the March Project Board an action was raised to progress the establishment of an SWP Oversight Group featuring the SPA, Scottish Government, HMICS, staff associations and other stakeholders. This will ensure that the Scrutiny Panel (Stage 9 of the project plan) is in a mature and stable position, enabling informed decision making at that point in time when approved and evidence-based local area plans will be compared, and assuring sufficient 'top down' strategic alignment to that evidence base. The first meeting of this group was held on 7 May 2020.
- 2.24 Work also continues to ensure the dependencies in later stages will be successfully managed. The team are in close contact with the Strategy & Innovation team, with the project making use of the National Strategic Assessment that underpinned the Strategy Refresh. This is being used as part of Stage 5 so that local area workforce plans can be assessed against this and the numerous Local Policing Plans agreed with the respective Local Authorities.
- 2.25 In Stage 10 the project will also draw on information provided by the Change PMO in terms of what projects are in the pipeline, when they will deliver, the predicted workforce impact in terms of productivity and capacity, and a view from Portfolio Assurance on the confidence levels behind these projections. Discussions have already taken place on the likely timescales behind this ask, which will now need to take into account the impact of the COVID-19 outbreak on the Change Portfolio.

Internal Audit

- 2.26 An internal audit was completed by Scott Moncrief in terms of the project. Initial interviews took place the day after the establishment of the Project Board, as recognised in the audit report when it commented on the recent formalising of project management and governance arrangements.

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- 2.27 A number of recommendations were agreed by Police Scotland and were the subject of discussion at the Audit, Risk and Assurance Committee on 6 May. Updates are provided below:
- 2.28 Control Objective 1: The SWP project has robust governance arrangements in place, with regular reporting to each governance forum on progress, issues arising and follow-up of any agreed remedial actions.
- 2.28.1 A Project Board has been established and meets on a monthly basis or more regularly as required. A Strategic Oversight Group has also been established and had its inaugural meeting on 7 May 2020 with representatives from Scottish Government, SPA, staff associations, trade unions, HMIC(S) and senior Police Scotland Executive.
- 2.28.2 The Project Board reports into Change Board through highlight reports to Portfolio Management Group. Project updates are also provided at Corporate Finance and People Board, Strategic Oversight Group, and SPA Resources Committee. Progress on the Audit recommendations are supplied to Audit and Risk Board and the SPA Audit, Risk and Assurance Committee.
- 2.29 Control Objective 2: Sufficient sustainable and resilient capability and capacity exists within the SWP project team, with members having clearly defined roles, responsibilities and targets, with each role being appropriately defined and communicated
- 2.29.1 The management of this risk has continued to mature since the time of this audit, with reviewing and redistributing workload within the project team the primary mechanism for mitigation.
- 2.29.2 The Project Manager is leading on engagement with HRBPs, Local Plan Authors and the DPU over the updating and reviewing of draft plans. The May Project Board also agreed the spread of responsibility for engagement with key stakeholders, including Scottish Government and staff associations, to ensure workload is spread more appropriately.
- 2.29.3 In addition, support has been given by the Police Scotland Head of Strategic Workforce Planning and the SPA Head of HR Governance in reviewing a number of the drafts in advance of their submission to the DPU. The transfer of assurance work in Stage 2 to another workstream has also supported in reducing this demand.

2.30 Control Objective 3: The objectives of the project have been clearly articulated and translated into a SMART project plan that allocates timescales, actions and responsible owners

2.30.1 This has been developed using PRINCE2 "Planning Horizon" concept, capturing detail of upcoming stages and the individuals allocated to each task. This is used, similar to all Police Scotland projects, to track and manage progress

2.31 Control Objective 4: The project is delivered under a defined project management methodology that includes proportionate risk management arrangements

2.31.1 As outlined in the report, the response to this action is linked to the wider review into the Transformation Portfolio and in particular Section 4.2 – Inconsistencies in supporting documentation for governance boards.

2.31.2 The project plans to mirror any changes in activity that may follow as actions arising from that audit, which also has as its end date September 2020. Any action taken in advance of that will be complied with by the project to ensure there is no risk of introducing inconsistencies or silo working across the portfolio.

2.32 Control Objective 7: The project plan provides assurance that the key objectives are appropriately factored into the approach

2.32.1 The end date of April 2021 recognises full completion of this action can only be fully measured once the full Strategic Workforce Plan has been written and approved, with all significant phases complete. In the meantime however there are several steps along the way that will be taken to expand upon the level of expertise within the organisation in following the prescribed methodology.

2.32.2 Detailed feedback will also be given to plan authors as part of Stage 5 in June, particularly in areas such as providing the evidence to illustrate points relating to demand. It is recognised that as this is the first time Police Scotland have engaged with workforce planning using this methodology, some amount of adjusting and redrafting is to be expected at that time.

2.32.3 While the current scope of the project is the delivery of the first Police Scotland Strategic Workforce Plan, it has been widely documented that this plan was to cover an initial period of 3

years and that there would be a requirement for future revisions beyond that date.

3. FINANCIAL IMPLICATIONS

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

4. PERSONNEL IMPLICATIONS

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

5. LEGAL IMPLICATIONS

5.1 There are no specific legal implications associated with this paper.

6. REPUTATIONAL IMPLICATIONS

6.1 The failure to deliver a SWP will adversely affect Police Scotland's ability to meet its budgetary responsibilities, to fully maximise the opportunities presented by ongoing business change transformation projects, to effectively realign its workforce to meet future demand, impacting on SPA's and the public's confidence in Police Scotland.

7. SOCIAL IMPLICATIONS

7.1 There are no specific social implications associated with this paper.

8. COMMUNITY IMPACT

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

9. EQUALITIES IMPLICATIONS

9.1 There are no specific equalities implications associated with this paper.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no specific environmental implications associated with this paper.

RECOMMENDATIONS

Members are invited to discuss the content of this report.