

Meeting	SPA Resources Committee
Date	12 November 2020
Location	Video Conference
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.

2. FURTHER DETAIL ON THE REPORT TOPIC

Stages 7 to 8

- 2.1 As noted in the last update in September, Stage 7 of the plan completed on 20 August. As was verbally confirmed at the last Committee in September, Stage 8 then concluded on 26 August.

Stage 9 – Scrutiny Panel

- 2.2 This stage was the second application of “top down” strategic fit assessment for local level plans. Following submission of all Second Level Approved local plans, papers were collated to allow the sitting of the Scrutiny Panel. This group sat on 27 August, where the DCCs and DCO heard from ACCs on the direction of their plans and discussed the organisation wide blockers and enablers each faced.
- 2.3 In terms of Local Policing, the key themes that emerged from the drafts were that divisional requests, which are out with the remit of the Divisional Commander or Assistant Chief Constable (e.g. a growth in establishment) were not approved at this time.
- 2.4 Instead it was suggested further capacity could be generated from within the current headcount by more collaboration in areas such as Concern Hubs, Operational / Events Planning Teams / Intelligence Functions / Training, Learning and Development / Firearms Licensing. All Divisions commented on the number of officers currently deployed in roles not requiring warranted powers, and the desire to release them for frontline operational activity.
- 2.5 Further comment was also made on demand data, with many areas suggesting that the information available to them was not yet as reliable or comprehensive as ideally hoped, and that “professional

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judgement" continued to play a part in the projections of future resource requirements.

- 2.6 Further discussion on the project followed at the Executive Planning Day on 4 September. At this, direction was given to establish a range of national workstreams that seek to increase capacity and fit the current workforce to demand, including:
- A programme looking on the staff mix of the service, whereby officers can be released from non-operational technical or administrative tasks which do not require warranted powers and replaced by police staff
 - shift pattern reviews
 - annual leave policy and practise reviews
 - OBL reviews (currently underway already in the form of a short life working group)
 - review of procedures around Modified Officers
 - remote & rural recruitment and resource allocation review
 - review of Terms and Conditions for staff members to promote greater flexibility
- 2.7 It was confirmed by the SWP Project Board on 21 September that Stage 9 could be considered complete as of 4 September.

Stage 10 – Aggregation

- 2.8 In line with the requirements of the Audit Scotland Public Sector Workforce Planning Guide, the Local Functional Area Plans will be used to underpin the final SWP.
- 2.9 Requests for information were issued to supporting functions during the month of August, with returns being submitted in line with the prescribed timescales. This included, but was not limited to, activity within projects and programmes that impact on workforce efficiencies and benefits; the current and projected financial operating environment; risks with an identified workforce cause or impact taken from the corporate risk registers; and DPU activity to further build demand data beyond the local policing sphere, including any dashboard developments.
- 2.10 Information was also been provided by the respective teams working on the Transforming Corporate Support Services (TCSS) Programme and the Cyber Strategy. This avoided duplication of effort, and utilised the extensive work already done in these areas.
- 2.11 A refresh of current workforce data has also been carried out by the SWP team, ensuring the plan will use sanitised 31 March 2020 data.

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- 2.12 The aggregation phase completed on 30 October in line with the timelines set out in the Correction Plan.

Stage 11 – Governance

- 2.13 This stage will begin as soon as the draft has been finalised, and begins with the sharing of the aggregated plan with Project Board members. Project Board members will consider the plan in early November, and decide whether the plan can be approved for submission to the Senior Leadership Board on Wednesday 11 November for initial discussion.
- 2.14 It is intended after this the plan will be socialised with staff associations and trade unions, ahead of final sign off by the Executive for the end of November.
- 2.15 The sequencing of this activity is reflective of the Correction Plan which reduced the time available to integrate feedback on the draft, truncated the governance pathway, and required extraordinary meetings to facilitate the timeline.

SPA Workshop – 2 October

- 2.16 A workshop featuring members of the SPA, HMICS, members of the Police Scotland Executive and the SWP project team took place on 2 October.
- 2.17 This featured conversation on the work in progress draft plan, which was at that stage halfway through the aggregation phase.
- 2.18 Case studies covering Criminal Justice Services Division, Local Policing East, and Major Crime & Public Protection, were presented. These included points relating to demand evidence and assessment.

Internal Audit

- 2.19 An internal audit was completed by Scott Moncrief in February to April 2020. 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.
- 2.20 The monthly Project Board now has a standing item focusing on the progress made in discharging the various actions. All but two items have been discharged, and updates on them are provided below.

2.21 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

Assurance was given at the last Resource Committee about the scope of the 2 October workshop, which helped evidence a small reduction in the probability of this risk. Stage 10 is one of the most resource intensive phases of the project, but completed on 30 October in line with the timelines set out in the Correction Plan, indicating the mitigating actions taken have had an impact.

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

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.

Formal "project closure" activity, which will commence once Stage 11 is complete, will include lessons learned reviews and a seamless transition from project to BAU. In addition to this "top down" feedback, the Human Resource Business Partners (HRBPs) have indicated their intent to solicit feedback from local plan authors to capture "bottom up" feedback to strengthen the planning for the next iteration of the plan once the current three-year period has passed.

In the meantime learnings continue to be captured as and when they emerge.

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.