

Meeting	SPA People Committee
Date	27 May 2021
Location	Teleconference
Title of Paper	Strategic Workforce Plan – Implementation Update
Presented By	Jude Helliker, Director of People and Development
Recommendation to Members	For Discussion
Appendix Attached	No

PURPOSE

The purpose of this report is to provide Members with an update on implementation of the Police Scotland Strategic Workforce Plan.

Members are invited to discuss the contents of this report.

1. BACKGROUND

- 1.1 The first Police Scotland Strategic Workforce Plan was presented to the Authority on 22 January 2021 where it was formally adopted.
- 1.2 The plan covers a time period of 2021-2024 and was developed to ensure that the service is best placed to meet the changing demands upon it in the most efficient and effective way.
- 1.3 In addition to a revenue deficit, a budget deficit of £44 million (inclusive of net £8 million COVID-19 costs) was quantified along with an unfunded resource gap of just over £20 million.
- 1.4 On 28 January 2021 the Scottish Government confirmed in its 2021/22 budget announcement the provision of a further £60 million in revenue funding to policing in Scotland.

2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 Contained within the SWP were eight areas which had been identified through the development of the plan as separate pieces of work that required to be undertaken within the three year period by the wider service. This paper provides updates on the ownership of those workstreams for future reporting and where applicable, initial information on timescales and whether project management involvement is expected. Where this has been established, the report confirms that this will enable the SWP function to focus on its assurance and monitoring duties.

Modified Duties

- 2.2 A number of local workforce plans indicated that the proportion of modified officers in their division or service presented difficulties with the deployability of their workforce, and suggested the need for a national review of the processes for support and management of modified duties.
- 2.3 A Short Life Working Group was established within People and Development last year and a data cleansing exercise is underway. In March this intervention succeeded in reducing the number of modified officers and staff whose review date is either overdue or unknown from 75.4% to 33.9%.
- 2.4 It is anticipated the launch of the SWP workforce dashboards will allow this to be tracked on an ongoing basis each month by the

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People Partners to ensure all officers and staff in this category are given appropriate support.

- 2.5 Communications will also take place confirming the correct process for updating and maintaining SCoPE, clarifying the appropriate categories to reduce data errors moving forward.
- 2.6 It is anticipated this workstream will be complete by the end of July. This will tie into action RES-20210209-005, raised at the Resources Committee (now transferred to SPA People Committee) to report on this area by 10 August 2021.

Shift Pattern Review

- 2.7 A number of divisions, including remote and rural areas, highlighted challenges with the current five shift pattern in use, and suggested that a four shift pattern could be utilised to provide cover while creating capacity.
- 2.8 Work is being progressed in this area by the Local Policing Programme. A project Terms of Reference is currently being developed, with SWP providing information from the various workforce plans confirming that at the current time this is likely to be limited to a review in rural/island parts of L and N Division. A longer term consideration is the establishment of mechanism for the ongoing monitoring of shift patterns that is inclusive of updated Operational Base Levels (OBLs), the future of the Flexible Resource Unit, the status of pandemic recovery throughout Scotland and its impact on the night-time economy, and the Islands Act.

OBL Review

- 2.9 OBLs are used by the service to set the response policing staffing levels required to address demand while maintaining officer safety.
- 2.10 A short life working group under the ownership of ACC Operational Support has already been established in order to agree a definition for OBLs that will support a broader and consistent understanding within the service
- 2.11 It is the intention of the 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.

Annual Leave Policy and Practice Review

- 2.12 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.
- 2.13 The system that is currently in place should allow for a more even distribution of leave if properly applied. However the workstream needs to define both the policy on deviation from this and the reporting mechanism that allows overall governance to ensure that levels are consistent with demand.
- 2.14 A further emerging issue has been surfaced in relation to the impact of re-rostered rest day (RRRD) banks on officer availability. Given the clear link between annual leave and other form of abstraction this workstream will take account of RRRD policy.
- 2.15 The output of this work will be a review of annual leave policies, and utilisation of the SWP dashboards by the Resource Deployment Unit to establish a regular monitoring and reporting system to ensure leave is best applied in response to demand.
- 2.16 It is anticipated this project would report into the broader People & Development Programme of works, and would take three to six months to complete.

Review of Terms & Conditions for Police Staff

- 2.17 On analysis of the local workforce plans the SWP recommended that to prevent the use of officers in civilian roles due to operational flexibility a national review of contractual terms and conditions of police staff members should be undertaken. This was particularly pertinent to C3 and CJSD.
- 2.18 It is anticipated this project would report into the broader People & Development Programme of works, and will commence once SPRM has concluded over the summer. An initial scoping discussion has been scheduled with the workforce lead for 17 May, and a Potential Project Assessment (PPA) will be drafted for consideration in advance of that session which will drive out estimations over the amount of time this is likely to take.

Rank Ratio Harmonisation

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- 2.19 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.
- 2.20 The majority of Local Policing divisions report little or no supervisory resilience, and that the officer workforce as a whole in divisions is becoming less experienced due to more senior officers transferring out of local policing, primarily to specialist roles in national services.
- 2.21 This is mirrored in the recent report published by Dame Elish Angiolini who indicated 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.
- 2.22 As highlighted to the Complaints and Conduct Committee in March 2021, a Strategic Oversight Board has been established to provide strategic direction for the commissioning and monitoring of workstreams relating to that report. Underneath it is a Practitioner Working Group set up to take forward workstream development and delivery, manage interdependencies and risks, and prepare reports for approval and publication. This is supported by the Head of Professional Standards (PSD) and a number of PSD Superintendents.
- 2.23 This group have already made a recommendation that this area is considered an item requiring Organisational Change. A review of the current position of supervisory ranks is ongoing within the SWP team and will inform the future of this project.

Rural and Remote Recruitment and Retention Review

- 2.24 The SWP identified that local workforce plans of rural and remote areas suffer ongoing recruitment and retention difficulties and that there are a variety of reasons reported for these difficulties, including;
- Local accommodation availability
 - Increased costs of living
 - Lack of transfer policy and tenure arrangements
 - Uncertainty of payment of relocation costs and
 - Potential lack of employment opportunities for partners in the area
- 2.25 An update paper was submitted to the January meeting of the LPMB and proposals for progress agreed. These are now being actioned.

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Skills Mix

- 2.26 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.
- 2.27 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.
- 2.28 A number of projects are ongoing, including a review of middle office functions covering some of the areas highlighted above, as well as the Intelligence Review.
- 2.29 Such work in the past has shown that this must be dealt with sensitively and in line with a transparent policy. To that end the Director of People and Development will lead a project with a dedicated team to develop this scoping exercise further, and potentially develop a policy position and process for this to occur so that officers can be released for operational duties and relieve the pressures showing on the frontline.
- 2.30 A PPA is in the process of being developed to clarify the degree of project management support required. It is anticipated this will report into the broader People & Development Programme of works.

Governance

- 2.31 To provide appropriate governance and oversight to assure implementation of the SWP, a Strategic Oversight Board is being established featuring the core team and the leads of the various workstreams. This will take care to utilise existing governance channels for reporting purposes to minimise duplication, make sure that the workstreams are all appropriately engaged with key stakeholders such as staff associations, and enable the SWP function to focus on the assurance and monitoring activity it is designed for.

Quarterly Reporting

- 2.32 The first set of quarterly returns from the various local plans quoted in the SWP were submitted over the month of March, with a number of high level themes emerging.
- 2.33 As is expected within the opening months of a three year plan, much activity has focused on establishing the internal governance and reporting structures. In particular, Local Policing North and C3 have confirmed their desire to ensure this does not represent duplication and are in the main utilising existing forums such as their People Boards.
- 2.34 Areas within corporate services have indicated a desire to re-deploy officers to operational roles and resolving inconsistencies in the use of staff, but remaining unclear whether funding will be granted (e.g Crime Registrars)
- 2.35 Local Policing is awaiting clarity on the impacts of the Cyber Strategy, in particular the "Centre of Excellence" and where the demand this is expected to drive will be absorbed.

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 There are no reputational issues raised in this paper.

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 requested to discuss the information contained within this report.