SCOTTISH POLICE AUTHORITY
ÙGHDARRAS POILIS NA H-ALBA

Agenda Item 3.1

Meeting	SPA People Committee
Date	29 August 2024
Location	Webex
Title of Paper	Q1 Strategic Dashboard Report
Presented By	Katy Miller, Director of People & Development
Recommendation to Members	For Discussion
Appendix Attached	Appendix A – 2024/25 Q1 Strategic Dashboard

PURPOSE

The purpose of this report is to provide Members with an update on the Police Scotland workforce as at Q1 of financial year 2024/25.

Members are invited to discuss the contents of this paper.

1. BACKGROUND

1.1 The attached report is the first quarterly strategic dashboard since the publication of the People Strategy 2024-2027 and the Strategic Workforce Plan 2024-2027 following endorsement at SPA People Committee on 14 November 2023 and approval at SPA Board on 30 November 2023.

1.2 It is designed to assure Members that all pertinent people issues have been identified and are being managed from a strategic perspective. It also ensures that Police Scotland is driving forward with strategic activity included in the above strategic plans that are intended to impact positively on the workforce.

2. FURTHER DETAIL ON REPORTING TOPIC

2.1 The format of the report is thematic, with the data presented, as well as available analysis and insights, aligned to the six outcomes outlined across both the People Strategy and Strategic Workforce Plan.

2.2 The report also updates on ongoing activity detailed in our Year 1 People Strategy and Strategic Workforce Plan implementation plans presented to People Committee members in May this year. Much of the activity also aligns to the Annual Police Plan, People and Performance Plan and Policing Together Strategy implementation plan.

2.3 Activity contained within the report will also impact positively on addressing the findings and management actions articulated in the HMICS Thematic Inspection of Organisational Culture in Police Scotland December 2023 as People Cultural Indicators.

2.4 The attached report looks back at quarter one of financial year 2024-25 and members are invited to discuss the content of this report.

NEXT STEPS

2.5 The first annual Fair Work assessment set out a need to ensure the People Strategy/SWP was supported with outcome focused measures/KPIs to better enable outcome focused reporting and an evidence-based approach to prioritisation. Positively the initial iteration of the dashboards have been developed to align measures to the strategic outcomes within the People Strategy and SWP and

includes a greater focus on analysis and insight than the previous approach to reporting of workforce data. See appendix A.

2.6 As part of an iterative approach to improvement there is an ongoing focus on the need to:

- ensure full alignment between the dashboards and the workforce metrics contained within the Performance Framework, and that measures reported are the best fit for purpose,

- ensure other sources of evidence are considered alongside the workforce metrics (i.e. the need to align survey results to strategic outcomes),

- build capacity and capability within People and Development to support continuous improvement in the translation of data/evidence into meaningful insight and proposed action,

- outline and develop plans to address system related gaps/barriers preventing effective and efficient outcome focused measurement and reporting.

2.7 This work is important because it will allow for the ability to assess the extent activity is having the desired impact therefore allowing for an evidence-based assessment of policing's delivery of Fair Work.

CONCLUSION

2.8 Members are invited to discuss the 2024/25 Q1 Strategic Dashboard attached as Appendix A.

3. FINANCIAL IMPLICATIONS

3.1 The financial implications relating to these workforce insights and trends include: cost of sickness absence, officer and staff numbers, overtime and productivity.

4. PERSONNEL IMPLICATIONS

4.1 The implications relating to these workforce insights and trends are described in detail within the body of the report.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications in this report

6.   REPUTATIONAL IMPLICATIONS

6.1   There are no reputational implications in this report.

7.   SOCIAL IMPLICATIONS

7.1   There are no social implications in this report.

8.   COMMUNITY IMPACT

8.1   There are no community implications in this report.

9.   EQUALITIES IMPLICATIONS

9.1   There are no equalities implications in this report

10.   ENVIRONMENT IMPLICATIONS

10.1   There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the content of this paper.

Police Scotland Strategic Workforce Dashboard

Quarter 1 2024/25

At a Glance - 2024/25 – Q1
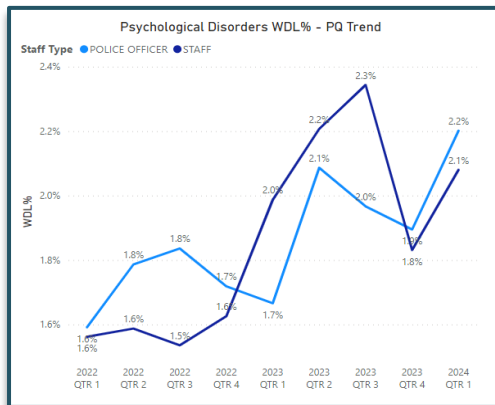
Employees	Hiring	Leavers	Availability	Training	Wellbeing

Officers FTE
16207.22

PY	PQ
16,599.52	16,355.71

Police Hires
126

PY	PQ
197	200

Vol Leavers
162

PY	PQ
144	117

Absence
AWDL YTD	WDL%
3.3	6.2%
PY 3.2	PY 5.9%

Avg Training Days
4.19

PY	PQ
4.58	3.15

New Grievances Raised
30

PY	PQ
26	21

Staff FTE
5130.32

PY	PQ
5,265.04	5,183.69

Staff Hires
72

PY	PQ
111	66

Turnover
1.79%

PY	PQ
1.44%	1.36%

Cost of Absence
£18M

Completion Rates
83.93%

PY	PQ
88.30%	91.86%

Assaults on Staff & Officers
1811

PY	PQ
1744	1523

Special Constable Headcount
375

PY	PQ
390	384

Police Officer Promotions
154

PY	PQ
245	215

Main reasons for leaving

Reason	POLICE OFFICER	SUPPORT STAFF	Total
RETIRAL	185	48	233
RESIGNATION	70	53	123
VR/VER		20	20

Abstractions
Avg Remaining Hours

Officers – 69.84%
Staff – 76.70%

Attendance Rates
84.30%

PY	PQ
88.69%	92.13%

Rest Days Cancelled
30,113

PY	PQ
32,742	27,136

Police Post Occupancy Rate
95.53%
Staff Post Occupancy Rate
97.62%

Police Staff Promotions
41

PY	PQ
68	42

Exit Survey
38%
Of leavers completed.

% Employees on FWP
24.16%

PY	PQ
20.91%	23.44%

OST Out of Card
32.62%

PQ
23.39%

Duty Modifications
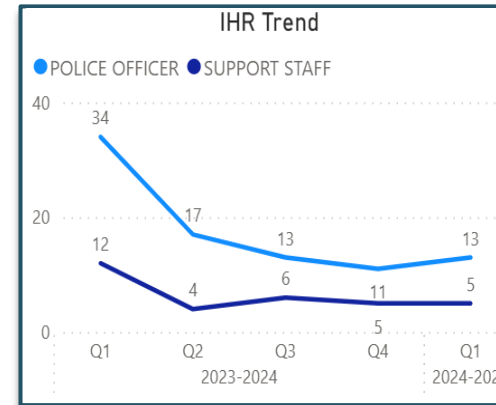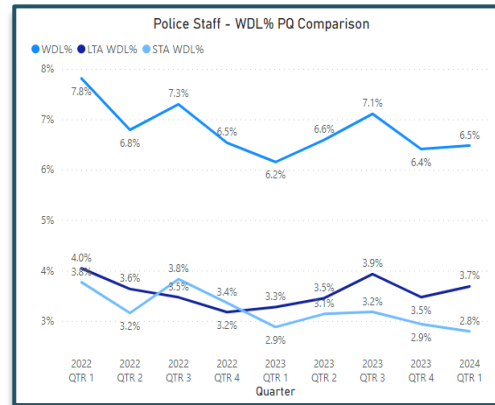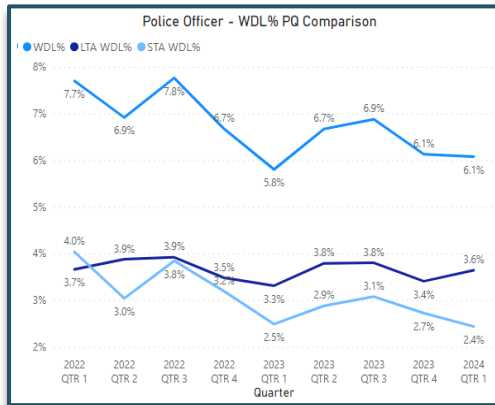| Officers	Staff
2019	114
PQ 1996	PQ 120

People Strategy Objective 1 - We prioritise wellbeing and keep our people safe, protected and well-equipped

Key Data, Trends and Benchmarks

Police Officer - WDL% PQ Comparison

Police Staff - WDL% PQ Comparison

IHR Trend

No. of assaults & RIDDORS - Officers & Staff

Psychological Disorders WDL% - PQ Trend

Rest Days Cancelled Over Time

Police Officer - Modified Duty Type PQ Comparison

% OST Out of Card
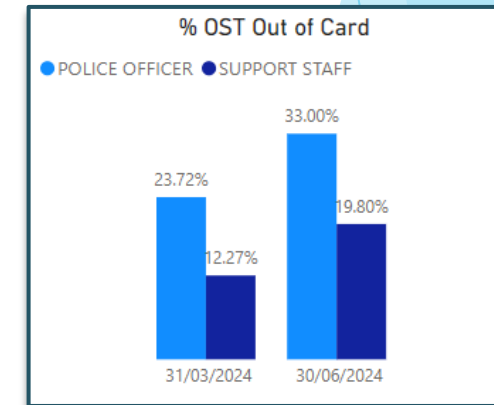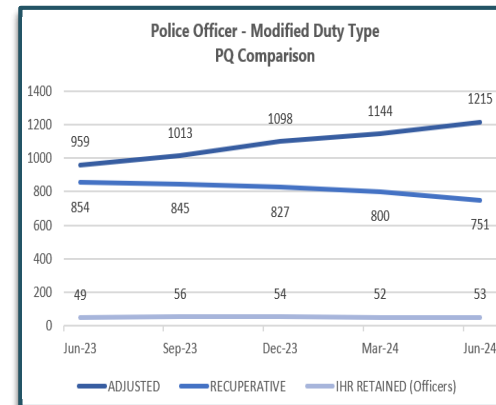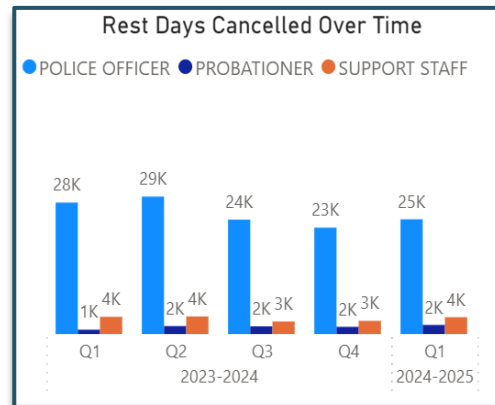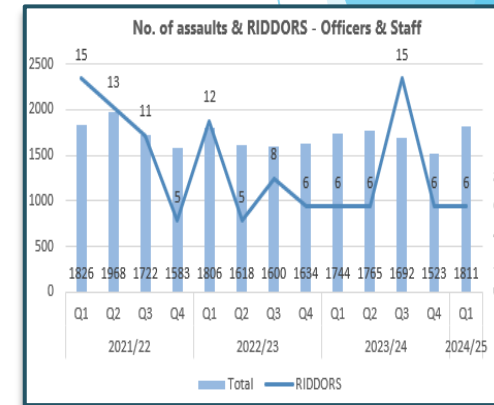
People Strategy Objective 1 - Insight, Analysis & Activity

Policing is a role unlike any other. As our people carry out their duties they frequently encounter challenging and distressing situations which can impact negatively on their health, and it is important that we prioritise their wellbeing. Absence levels impacts the strength of our workforce. The previous page shows a downward trend in the percentage of working days lost due to sickness absence for both our officers and staff (down 1.2 % points in the last 2 years for officers and down 1.3% points for staff). This is driven by the reduction in short-term absence, rather than long-term absence, which remains relatively unchanged. Whilst not unique to Police Scotland, mental health issues remain the most common cause of long-term absence within our organisation and we continue to work tirelessly to put in place practices and measures to support the physical and mental wellbeing of our workforce.

Health & Wellbeing
Our People Strategy commits to having a coordinated approach to health, safety and wellbeing which meets the full needs of our people. We have collaborated with stakeholders to develop a plan to deliver this which will be presented under a separate People Committee agenda item 2.1 for discussion.

Meantime, as a commitment in the Annual Police Plan and People Strategy, we continue to ensure our new Occupational Health and Employee Assistance contracts (EAP) are well embedded into the organisation. The first month (April) of the new EAP saw increased engagement with the service with some of the key headlines provided below.
- 1125 officers and staff accessed the new EAP portal.
- 186 incoming calls (compared to 140 in April 2023 with previous provider).
- 112 officers and staff triaged into clinical support (compared to 57 in April 2023 with previous provider).
- 27 officers and staff received 'in the moment' support (a type of counselling or support that is provided in real-time, at the very moment when a person is experiencing a particular issue, emotional distress, or crisis).
- 98 officers and staff received counselling support (telephone, virtual, enhanced telephone counselling) (compared to 32 in April 2023 with previous provider)
- Top three reporting issues were anxiety, stress, and family difficulties.

People Strategy Objective 1 - Insight, Analysis & Activity cont...

Health & Wellbeing cont…

In support of our focus to provide a proactive programme to build our workforce resilience, Lifelines Scotland have been awarded more funding, allowing the project to continue until the end of March 2025. This affords the possibility that Lifelines will be able to assist Police Scotland with consolidation of our facilitator programme, including working on ongoing continuous professional development. The Health and Wellbeing team have been engaging with a variety of areas in recent weeks to drive forward support of ongoing projects, increasing health and wellbeing messaging and supporting teams and leaders to promote positive change. This has included attending the divisional commanders meeting to share more on the Lifelines Scotland Facilitators programme, a Policing Together inspectors networking event on the Your Health and Wellbeing sphere of influence, a health and wellbeing drop-in session for Carers Week and the Launch and Day of Action for Pride Month.

Duty Modifications

According to the Department for Work and Pensions, in 2022, 22% of UK working population is classed as disabled, which has grown since 2013 when it was 17%. Scotland has always trended higher: in 2014 18% of the Scottish working age population were classified as Equality Act disabled. In 2022, this grew to 24% (222,000 people). This data continues to be monitored by Scottish Governments, The Economy & Fair Work Committee hearings on disability employment. With an ageing officer population and the societal increase in Equality Act disabled, it is expected our figures of those who record a disability will increase too. It is a moral imperative that we ensure we maximise our efforts to support our workforce in meaningful employment whilst doing what we can to maximise the capacity of our workforce. This was emphasised in the Policing Productivity Review 2023 where it recommended that "police forces should improve the productive use of medically restricted (recuperative and adjusted) duties officers and staff."

The trend in Police Scotland has been that police officers with duty modifications, both non-deployable and deployable with restrictions have risen over time. That said, police staff have recorded a slight reduction in duty modifications when compared to quarter 1 2023/24. From the data on page 3, it should be noted that importantly, of the total number of people who have a duty modification, over 40% remain deployable.

Significant efforts have been taken to ensure we have a consistent, transparent and rigorous approach across the organisation in terms of how we assess and deploy employees who require duty modifications. The first National Duty Modification Panel took place on 9 May 2024, with Police Scotland HR professionals in attendance to support divisional submissions and presentation where required.

The second meeting of this panel took place on 3 July 2024 with scripts having been developed to ensure consistency of approach. A "next step" process map is being developed to clarify the process that will be taken after panel, as well as a full process aide memoir to assist line managers and officers. The impact of our revised practices around the recording and management of those with duty modifications will continue to be monitored for trends and these will be reported where observed.

People Strategy Objective 1 - Insight, Analysis & Activity cont...

**Ill Health Retiral (IHR)/Injury on Duty (IOD)**

Reducing the length of time taken for IHR and IOD cases to be considered by the Selected Medical Practitioner (SMP) and reach their conclusion has been a major piece of work over a lengthy period of time following COVID as it is important to us that we support those who are no longer able to sustain employment to leave with dignity and in a manner that does not compound their condition. The IHR chart on Slide 3 shows caseloads returning to pre-pandemic levels with timescales now shorter than pre-pandemic. These continue to be monitored by Police Scotland staff to ensure timescales remain within current norms or where there is variance this is understood and any necessary remedial action taken.

For quarter 1 of 2024/25, for those that had an SMP appointment for consideration of IHR, the average wait time was 5.6 months. The average length of time for those officers approved by the Scottish Police Authority was 11 months, though it should be noted that 2 of these cases followed appeal to the Police Medical Appeal Board before final approval. Excluding these cases the average wait time for completion of IHR process would have been 9 months.

For quarter 1 of 2024/25, for those that had an SMP appointment for consideration of Injury on Duty award (IOD), the average wait time was also 5.6 months. The average length of time for those officers approved for IOD award by the Scottish Police Authority was 8 months.

People Strategy Objective 2 - We support our people to be confident leaders, innovative active contributors and influencers

Key Data, Trends and Benchmarks
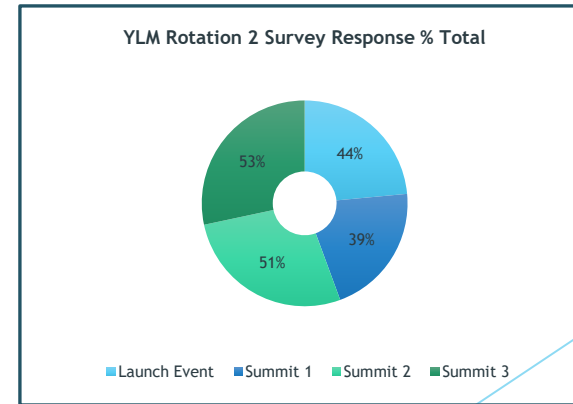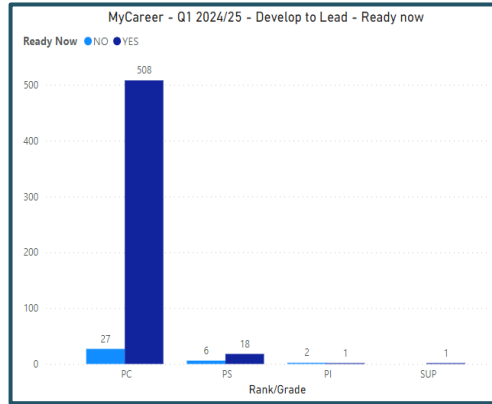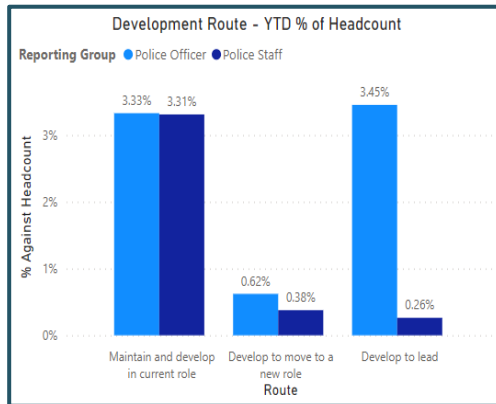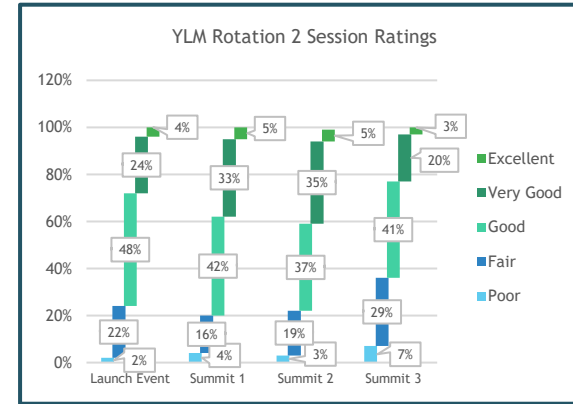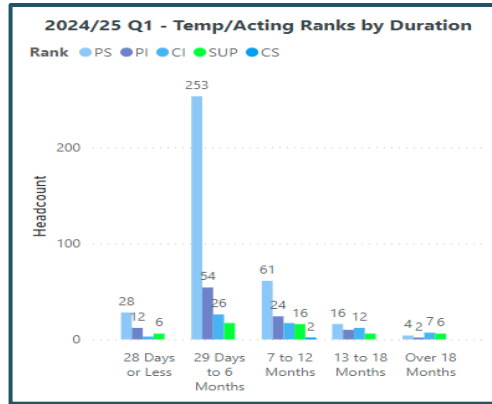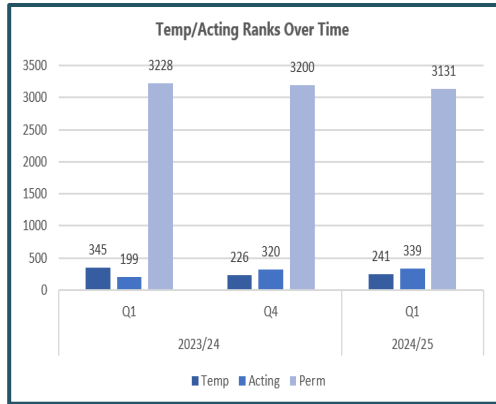
People Strategy Objective 2 - Insight, Analysis & Activity

Our people work in high pressure, dynamic environments where they are required to demonstrate leadership and sound judgement amid challenging circumstances. We must equip them with the skills, knowledge and support to do so effectively, as well as ensuring people have the capacity to lead. We must keep pace with societal change and remain flexible towards future developments.

Leadership development is vital to the growth and effectiveness of our organisation and is not limited to colleagues in traditional supervisory or management roles. We are currently embedding a variety of products that will ensure our supervisors and managers have the skills and tools necessary to build teams underpinned by our values (fairness, integrity and respect) and will ensure those in management or supervisory roles are provided with enhanced leadership training beyond specialist role requirements. An update on these is as follows:

MyCareer
Our MyCareer tool enables and requires our people to have annual conversation with their line manager, which focuses on where they want to take their career and the development opportunities available to help them to progress. A review is being undertaken at head of function level with a view to enhancing our approach, with subsequent proposals to be progressed through internal governance for Executive approval. The centrepiece is intended to be the developing 'Winning Hearts & Minds' strategy and cognisance will be taken of potential impacts of, or any internal adoption of, the new College of Policing competency values framework implemented in May 2024. Operationally, it is notable on the chart on the previous page that so many police constables are deemed 'ready now' for promotion via MyCareer, and we continue to emphasis to local managers the importance of realistic conversations about opportunities for promotion. First and second line managers, and leaders within departments and divisions continue to have a key role in supporting the best candidates to progress to the National Police Promotion Process.

Your Leadership Matters (YLM)
As one of our signature offerings, YLM is designed to develop our leaders and embed leadership behaviours connected to our values. YLM will contribute to enabling our workforce to build and maintain our strong bond of confidence with the public we serve. The charts on the previous slide show the sessions ratings chart, an average of 74% of respondents rating the programme as very good across the 4 programme components is seen as very positive and reflective of enhanced content inclusion following rotation 1. Inclusion and reinforcement messaging during the sessions to complete evaluation sees an average response rate of 47% which is a 6% increase on rotation 1. This further validates the data and our understanding of programme effectiveness.

People Strategy Objective 2 - Insight, Analysis & Activity cont...

People Management Development Programme (PMDP)
This programme is designed to develop key people management skills of all our new leaders across the organisation. During quarter 1, 410 line managers participated, enhancing key practical and administrative skills and awareness of key people policies and their roles in discharging line manager responsibilities as necessary. The programme is being well received by participants with quarter 1 ratings of 80% feeling more confident and competent as a people manager, and 83% feeling that they were now more comfortable applying the new knowledge, skills and understanding in the workplace.

Police Leadership Development Programme (PLDP)
Designed specifically for our new police leaders, 173 new sergeants are now on this programme, supported by internal programme tutors. This follows successful completion by the 57 from 59 of the North region and rural cohort during quarter 1. Three British Transport Police (BTP) participants were onboarded during this quarter, as part of an important partnership agreement which also raises revenue.

Review of National Mentoring
Scoping work was undertaken during the last quarter to refresh the programme and enhance governance, ownership & oversight, mentor training, evaluation, and to expand the network of mentor/mentee relationships across SPA/Police Scotland to effect best value. It is intended to progress these proposals through internal governance with a view to implementation during quarter 2.

Updates on our recently implemented **Newly Appointed Superintendent Development Programme** and **Newly Appointed Chief Superintendent Development Programme** can be found within our SWP outcome 2 section on Slide 18.

People Strategy Objective 3 - Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging

Key Data, Trends and Benchmarks
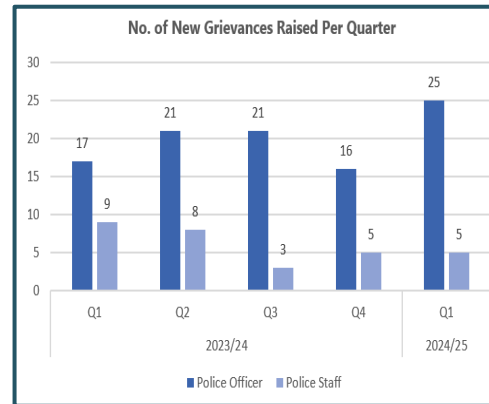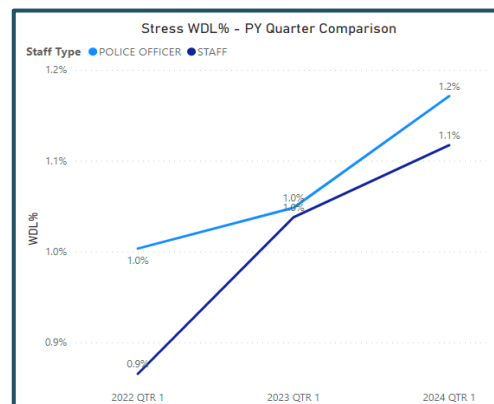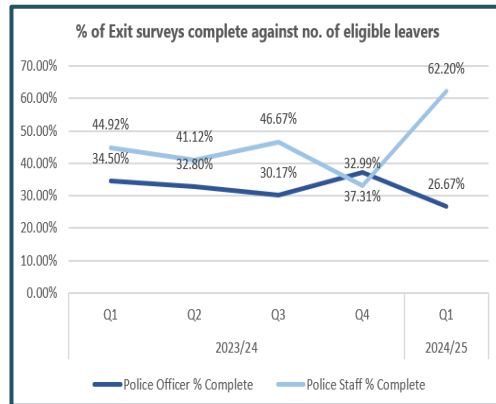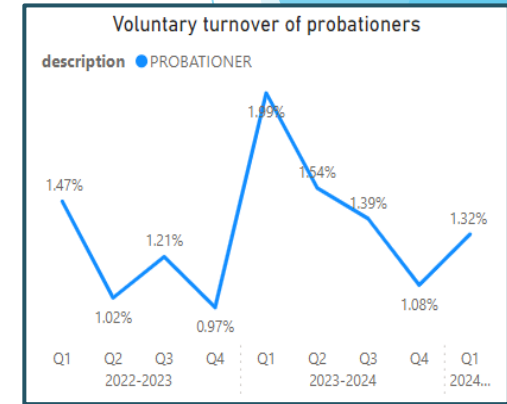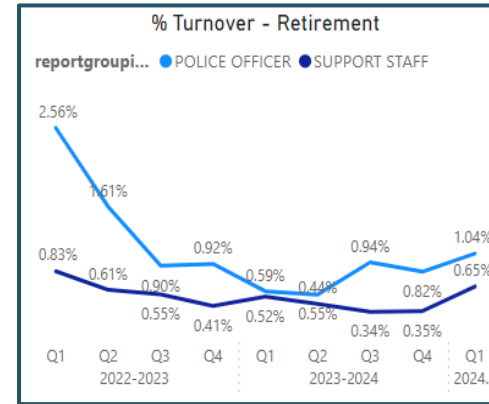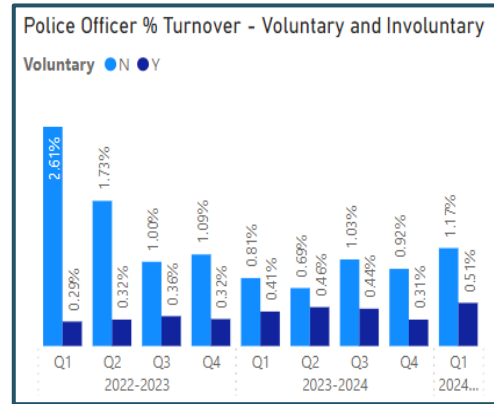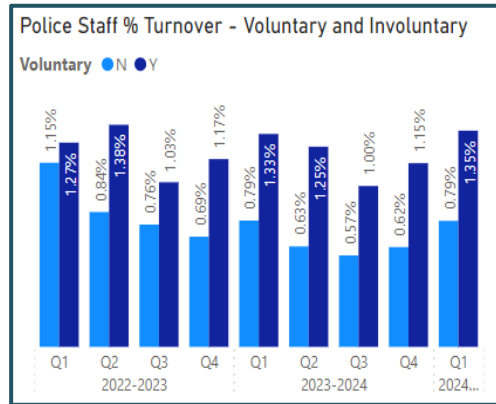
People Strategy Objective 3 - Insight, Analysis & Activity

Police Scotland must reflect, represent and serve all our communities, whilst ensuring our values of integrity, fairness, respect and a commitment to upholding human rights remain at the heart of all we do. All our people should feel supported, know they relate to the organisation's values and demonstrate appropriate behaviours in their daily work.

The rate at which people leave our organisation is one measure of whether people feel like they belong. This quarter, proportionally there was an increase in officer and staff turnover for both voluntary and involuntary leavers in comparison to the previous quarter. The increase in staff turnover was driven by the release of staff through voluntary redundancy and voluntary early retirement. Further commentary on turnover can be found under SWP outcome 3 on slide 22.

Probationer turnover had been on a downward trend since quarter 2 of 2023/24, although this quarter has recorded an increase when compared to the previous. The % of working days lost related to stress has recorded slight increases year-on-year when compared to the same quarterly position over the two previous years and this represents +0.2% increase for both officers and staff since quarter 1 2022/23. Thirty new grievance cases were opened this quarter. For officers, 25 new cases represents the highest figure when comparing quarterly against the previous year. Further detail about our grievance casework figures, with insight and information about recently launched products to support creating a positive workplace are described in a separate report on the People Committee agenda at item 2.6.

Creating a Positive Workplace
We are working hard to create a positive working environment. Over recent months, an amended approach to explore solutions for early intervention have been added into the grievance procedures, addressing recommendations from the Dame Elish Angiolini review. This approach has been supported by stakeholders and was launched on 22 July this year, coinciding with the launch of a new mediation platform and guide designed to support the early identification and resolution of workplace issues in advance of formal grievances being raised. Roles and responsibilities have been highlighted and a commitment to continue delivery of the People Managers Development Programme (discussed on slide 10) has been given, which equips leaders with associated skills. Feedback to date on mediation from participants has been excellent and we expect to be able to share information and trends about our new mediation service in future reports. As articulated above, the separate People Committee agenda item 2.6 on the recently launched products to support creating a positive workplace describes what we have launched in more detail.

People Strategy Objective 3 - Insight, Analysis & Activity cont...

'Policing Together' (PT) is a comprehensive programme of work within Police Scotland driving improvements in how policing in Scotland reflects, represents and serves all our communities. Recognising that the whole organisation has a part to play, our reinvigorated People Planning process will provide a framework that territorial divisions can use to plan local activity designed to promote our values, ethics and to engender an inclusive working environment. In its final development stages this will be launched later this summer, supported by the organisation's People Partners.

Strengthening diversity in our recruitment and promotion pools
Inclusivity in our recruitment practices continues to be a focus. In-person recruitment events have been held in rural areas (Lochgilphead [L Div], Wick [N Div], and Buckie [A Div]) which allowed members of the public from those areas to undergo our recruitment process without having to travel hundreds of miles to our recruitment centre. These events were well attended and there are plans to hold more at other rural areas. The Operational Recruitment, Remote and Rural Strategic Group has been established to meet with superintendents from Dumfries & Galloway [V Div], Argyll & Bute [L Div] , Highland & Islands Division [N Div] and Aberdeenshire [A Div], to look at risk in relation to gaps, communications, and attraction within specific areas of the country which are known to be hard-to-fill. This group directs communications in this respect and also considers where the recruitment events should take place.

Understanding the impact of the activity aligned to this outcomes is important to help us determine if we are making a positive difference to our people, or not. To this end we continue to work to improve workforce reporting, insight & evidence on an iterative process and this report is one aspect of such efforts. Our National Police Promotion Team (NPPP) have begun proactively seeking feedback from candidates and assessors on their experience throughout the NPPP and this will be reported via Police Scotland's People Board. There is a second workshop on our promotions service scheduled for mid-August with the aim of focusing on continuous improvement within promotions.

Ensuring leadership programmes have EDI threaded throughout
One of our People Strategy and Policing Together commitments which we have delivered on is that all our leadership programmes have equality, diversity and inclusion threaded throughout and are supported by Equality and Human Rights Impact Assessments which are reviewed on an ongoing basis. Our programme evaluations are anonymous but do also ask about respondents protected characteristics in order that we can determine if our programmes are perceived differently by different characteristics of people.

Finally, following the internal divisional and national sifting process for Cohort 4 of the Accelerated Leadership Pathway (ALP) which took place during quarter 1, the demographics of applicants pointed to higher number of applicants relative to the proportion of our workforce profile from the LGB, disabled and BME workforce communities. Relative proportions of female applicants compared to the workforce profile were lower albeit female applicants were more likely to be successful at divisional sift. More detailed analysis and conclusions will be available in quarter 2.

SWP Outcome 1 - We design our organisation and organise our workforce to create capacity and efficiency

Key Data, Trends and Benchmarks
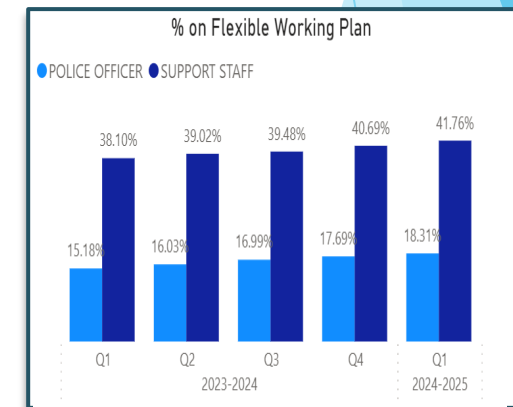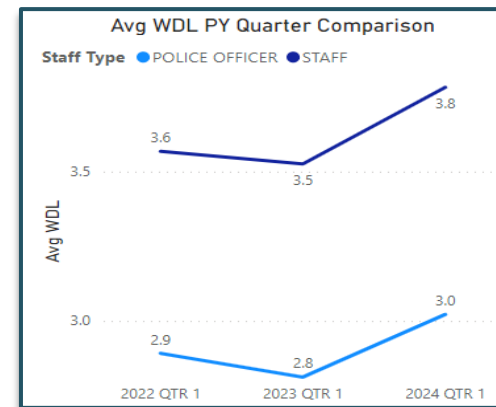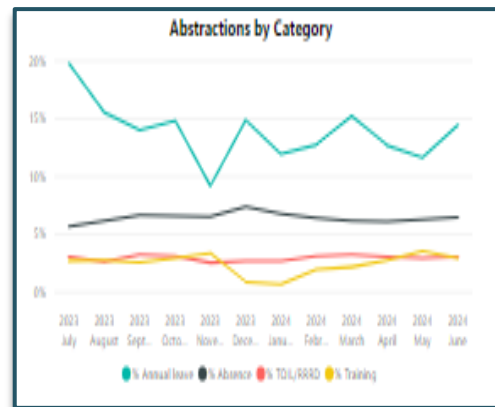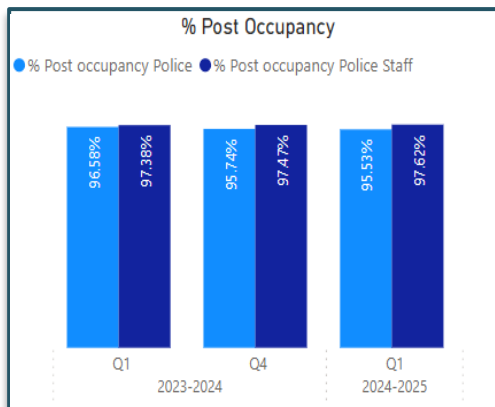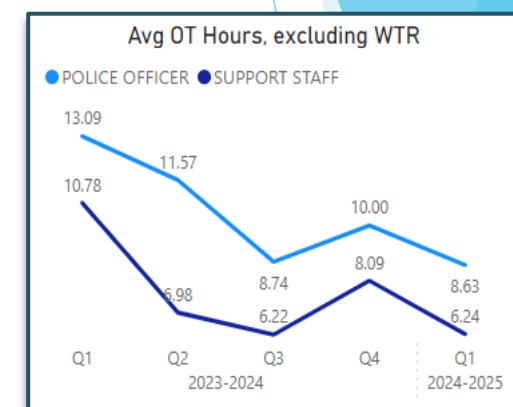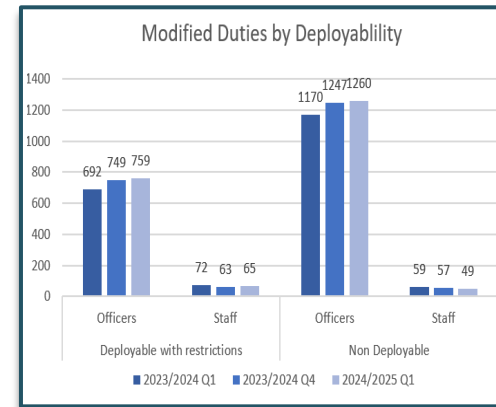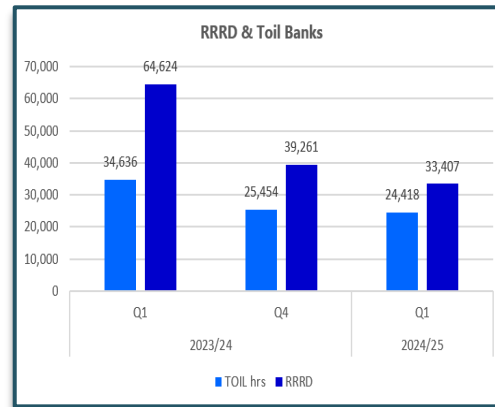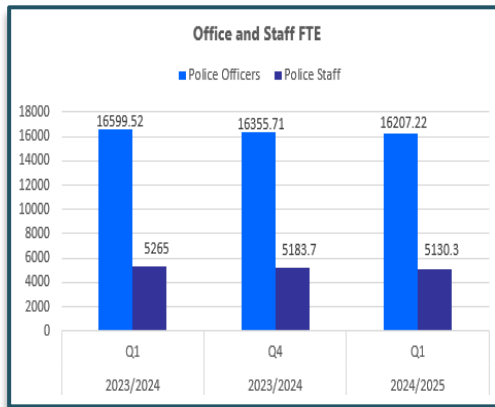
SWP Outcome 1 - Insight, Analysis & Activity

Police Scotland operates in a challenging, and often uncertain, external environment which places significant pressure and demand upon our people and resources. As such, it is crucial that we design and organise our workforce to create capacity and efficiency. Over the last quarter much work has been undertaken to develop a representation and understanding of our Current Operating Model (COM) and Target Operating Model (TOM).

Work to capture COM / TOM
The organisational three-year transformation roadmap known as 'Operation Evolve' will drive a comprehensive and coherent programme of work to design and deliver our target operating model. This comes under the governance of Change (DCC Connors) which has developed a robust governance, command structure (bronze, silver and gold) and sub work streams have been established.

At the most recent Revised Model for Policing Oversight Group, the development of the TOM was discussed and we identified owners and areas of responsibility. In addition, there was discussion over proposed workshops to develop a COM/TOM product for each area (top level) that will contribute to the Police Scotland TOM for October. Members were briefed on progress with mapping the current model and ongoing work. A first draft of COMs will be complete by the end of August this year which will allow work to progress on respective TOMs quickly thereafter. Police Scotland also confirmed that confirmed that:

- There will be financial modelling of options and strategic choices, and the financial impact of options on other parts of the service will be assessed.
- Scenarios will be planned within the available financial envelope.
- Organisational culture is considered for each service element, and the TOM work includes Policing Together and organisational standards. Further work is underway around People, including softer data on how people feel about organisational culture.
- Police Scotland intend to deliver a top-level view of the target state for 3-5 years by October 2024.

The need to be explicit about what the service we will do more of and less of, and how it will deal with threats of harm within existing constraints, in a way which can be easily understood by all stakeholders is understood as critical as Police Scotland move away from a demand led operating model to a prioritisation model.

SWP Outcome 1 - Insight, Analysis & Activity cont...

Organisational Design

One of the work streams under Operation Evolve is to assure that all organisational change (including design of new/revised structures) will be aligned to our future TOM. To support this, our People Partnering team have completed Chartered Institute for Personnel and Development service design training, and our design principles (Service & Organisational) will be rooted in our organisational change approach going forward. This will be embedded through the practices which will align to the newly revised Organisational Change Procedure which is currently undergoing consultation with Staff Associations / Trade Unions.

Duty Modifications

In order to ensure we have a flexible and agile workforce that operates to create capacity and efficiency, work has progressed in relation to managing individuals who require modifications to their duties. As a result of the need to decrease in officer numbers, it is vital that we look to the roles our officers hold, and utilise the operational and specialist skills they have acquired throughout their policing careers within appropriate roles. Over the last quarter we have continued to strengthen our approach to officers requiring modified and restricted duties which not only achieve this but will support the wider objective of organising our workforce to create capacity and efficiency. More details on this work can be viewed under the People Strategy Strategic Objective 1 update on slide 5.

Establishment of People Board

Over quarter 1, we have firmly established and embedded our internal People Board. This is a monthly board chaired by DCC Alan Speirs which has responsibility for effective oversight and execution of workforce related strategy, policy and practice and delivery against our People Strategy and Strategic Workforce Plan. In addition, the board is designed to provide oversight, governance and control of the overall organisational design while ensuring alignment with organisational design principles, our strategic commitments and workforce related performance and productivity measures.

SWP Outcome 1 - Insight, Analysis & Activity cont...

The first chart on slide 14 shows that both officer and staff full-time-equivalent(FTE) numbers has continued to fall this quarter, by 148.49 FTE for officers and 53.4 FTE for staff when compared with the previous quarter. Despite this, our efforts to release capacity at a more tactical level have continued as we have seen a reduction in levels of Re-rostered Rest Days (RRRDs), Time Off in Lieu (TOIL) and average overtime hours over quarter 1 when compared with the previous quarter.

RRRDs/TOIL

The reduction in levels of RRRDs/TOIL is partly attributable to revised management of RRRDs which was amended on 2 October 2023 to ensure that all re-rostered rest days are now managed in line with Regulations, meaning that they must be re-rostered within 4 days. This supersedes memo 067/15 which allowed officers to store a bank of up to 5 days. As a result, RRRD & TOIL banks have seen a sustained reduction over previous quarters and, in comparison to the same time last year, as well as average overtime hours.

Annual Leave Abstraction

We can see from the graph on slide 14 that annual leave abstraction has predictably increased over the last period of quarter 1 in line with previous years. This continues to be managed effectively for officers, who are allocated annual leave subgroups to ensure annual leave entitlement is taken and that there is an even distribution of leave abstraction. There are 6 annual leave sub-groups meaning there will be circa 16.6% abstraction due to leave across the year however, annual leave can be taken out with these sub-groups where officer availability allows.

Although police staff do not have annual leave sub-groups, they are encouraged to take their annual leave across the year. A carry forward to the next leave year is permitted, equal to the staff member's weekly working hours only.

Flexible Working

The number of officers and staff on flexible working plans have steadily risen over time, on average for police officers this has been by 0.78% per quarter and 0.92% for staff.

SWP Outcome 2 - We are clear on the skills, capabilities and experiences we need

Key Data, Trends and Benchmarks

OFFICIAL
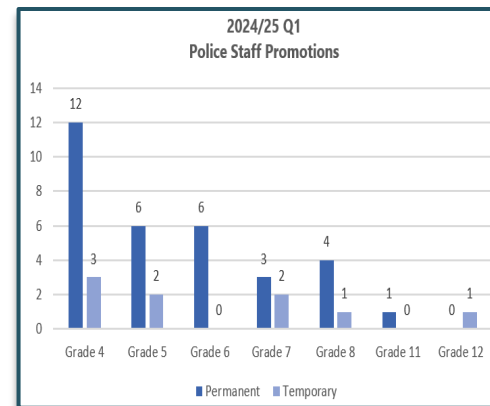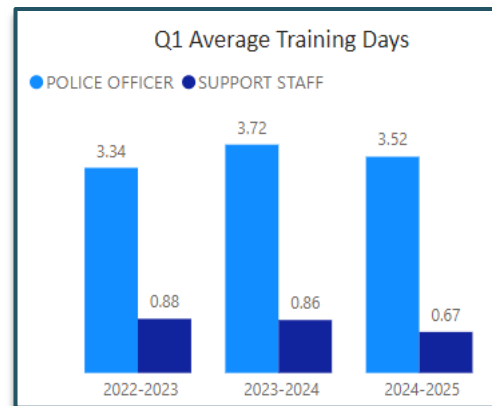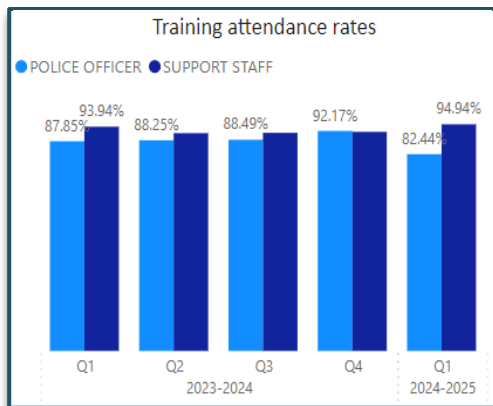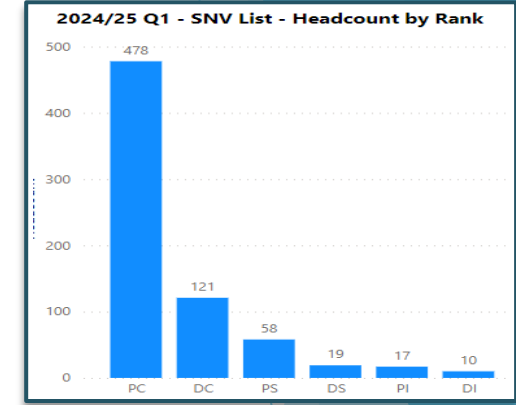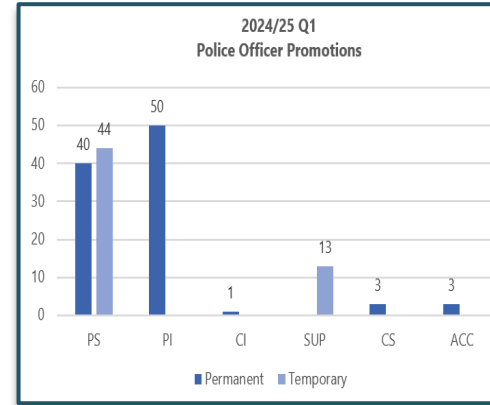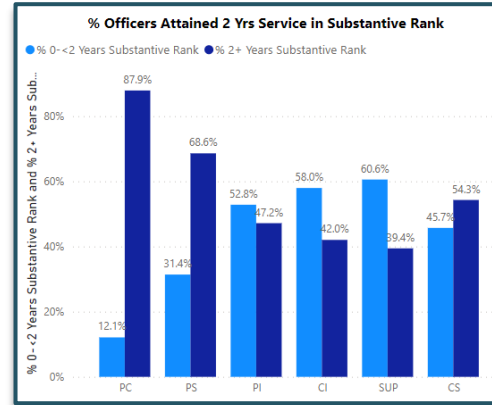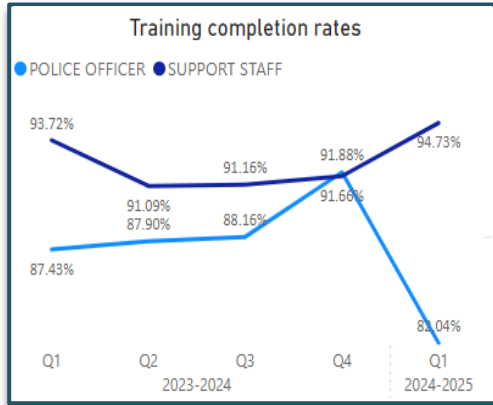
SWP Outcome 2 - Insight, Analysis & Activity

We know we have a workforce whose profile needs to be reviewed to address the skills, capabilities and experiences we have gaps in now, and those we can predict we will have in the future. We will address supporting the organisation to transform so that it is fit for the future by working in collaboration with colleagues, trade unions, and our staff associations, ensuring we have clarity on the skills required for our organisation. Police Scotland continue to deliver a significant agenda of organisational training and development across both officers and staff, and we have considerably accelerated our investment in our leaders. To this end, over the last quarter we have undertaken the following activity:

Newly Appointed Superintendent and Chief Superintendent Development Programmes
The first cohort of newly appointed Superintendents commenced the programme during quarter 1. Key elements included an immersive exercise on a complex people management matter, and a session with Professor Allyson MacVean on professional ethics. Arrangements are in place to provide 360 feedback via the College of Policing where this would be valuable.

Following the launch of the programme for newly appointed Chief Superintendent (CS) ranks, one-to-ones have been undertaken through quarter 1 to ensure we continue to provide an individualised focus throughout the programme, focusing on mentoring, coaching and 360 feedback based on need. A Professional Standards led input on ethical policing, a Policing Together Division led session on our approach to mental health, and a focus on MyCareer and people development, have been key components so far. Work is currently taking place on planning for Cohort 2.

Executive Coaching Programme
Our executive coaching programme was developed in line with the People Strategy and key recommendations and deliverables within a variety of HMICS and external audits. It aims to deliver the necessary culture change to position Police Scotland as leadership exemplars through improved performance. Following completion of 33 coaching relationships in financial year 2023/24, 14 live relationships were in place in quarter 1. Three newly appointed Divisional Commanders received this offer, and it will be automatically be extended to participants in the above development programmes for all newly appointed CS and Supt ranks.

National Police Promotion Process (NPPP)
Three National Police Promotion Processes have concluded so far in 2024. The Inspector east / west NPPP concluded in March with 112 officers added to the promotion pool. The Chief Inspector NPPP also concluded with 55 officers added to the pool and the Chief Superintendent process delivered 11 new senior leaders. 52.8% of those assessed in the Inspector east / west process were successful, 67.1% of those assessed in the Chief Inspector NPPP and 68.8% of those assessed in the Chief Superintendent NPPP were successful. Success rates at NPPP continue to highlight that female candidates perform as well as, or better than their male counterparts.

SWP Outcome 2 - Insight, Analysis & Activity cont...

Training

The chart on slide 18 shows average number of days training (taking account of online training) for police officers is 3.52, which is about the average when compared to the same position in previous years. For staff, the average number of days training has reduced by 0.2 when compared to the same period. However, average training days have increased on quarter 4 of 2023/24, with the latter being impacted by the strategic training pause which covered the period Dec 23 – Jan 24.

During quarter 1, in addition to business-as-usual training, key programme in support of our strategic activity are now being rolled-out. The EDI e-learning module 'Upholding our Values' is currently being completed by all officers and staff. Digital Evidence Sharing Capability (DESC) training is now being rolled out across the country, following a pilot last year, with Forth Valley (C) and Fife (P) Division receiving training so far. Your Leadership Matters and the People Management Development Programme continue to run and the Contact, Engagement and Resolution Project (CERP) training for C3 officers and staff is due to conclude in the coming weeks. A number of additional new products are planned for launch throughout the remainder of the year including Trauma training, Stay Safe, Act Don't React, Law Enforcement Data Service (LEDS) and Communications Data and Open Source training.

Completion rates can have a delay in being updated on SCOPE due to the dependency on instructors sending the required information at the course conclusion. There are also some instances where there is a requirement for post course work to be completed before an individual can be shown as having passed the course. The actual proportion of officers / staff completing training is expected to be higher than that shown at the time of reporting. This will likely be reflected when the next report is published.

It should be noted that, whilst the data in slide 2 shows 32.62% out of card for Officer Safety Training (OST), there is an extension to the deadline to bring all officers back into card by December 2024. All officers are, therefore, deployable until the end of the year whether they have undertaken OST within the last year or not. Our training department are working with divisions and resource deployment units to offer sufficient training spaces to enable all officers to undertake training prior to the end of the year. This is being monitored closely and reported regularly through internal governance.

VR/VER

We are clear on our agenda for organisational change, not just our change portfolio, but how we lead for change and engage our colleagues with our change journey. However, we recognise that the current and projected budget settlement for Police Scotland means we have a significant agenda of change in progress which requires a downsizing of our resources.

Our VR/VER programme was previously launched as a step to bring our staff costs in line with budget for FY23/24 and FY24/25. Under the initial phase of the programme, 230 releases have been approved at the National Voluntary Release Panel (NVRP) consisting of 112 vacancies removed and 118 offers of VR/VER, of which, 102 were accepted. Focus is now on the remaining areas identified by organisational assessments as requiring further work prior to release of posts and we continue to explore potential savings that could be realised in the current financial year.

SWP Outcome 3 - We attract and retain suitable talent

Key Data, Trends and Benchmarks
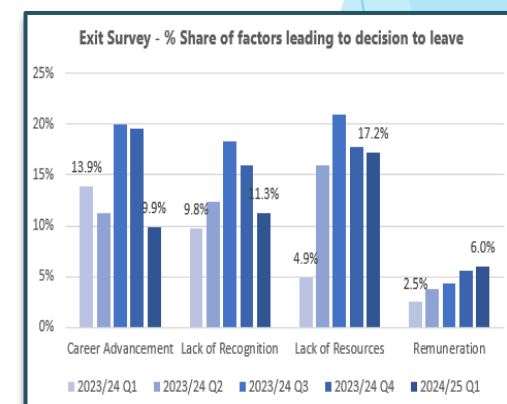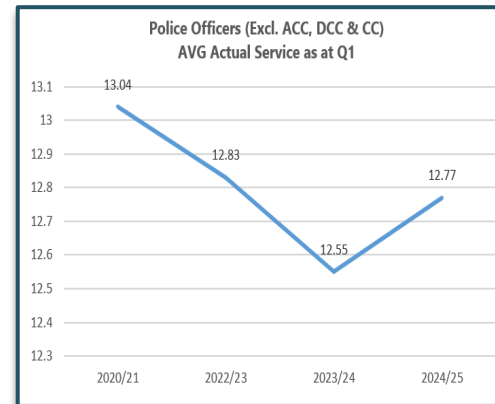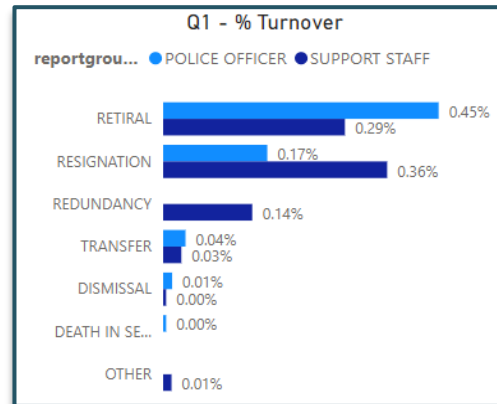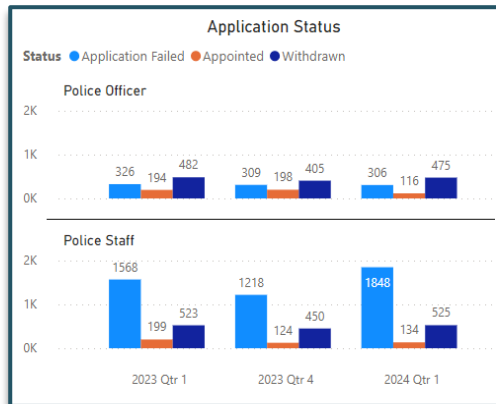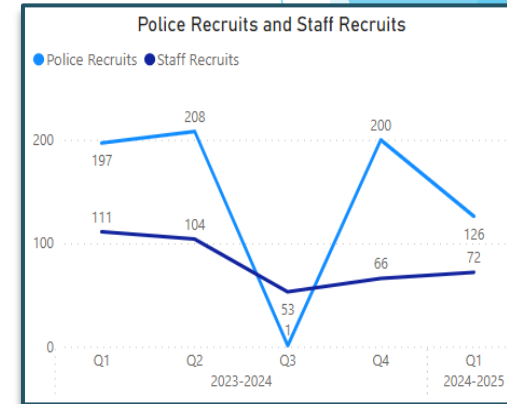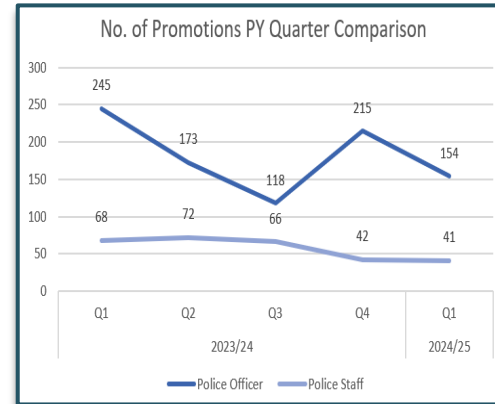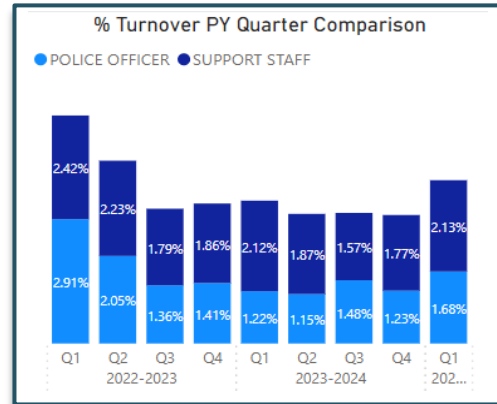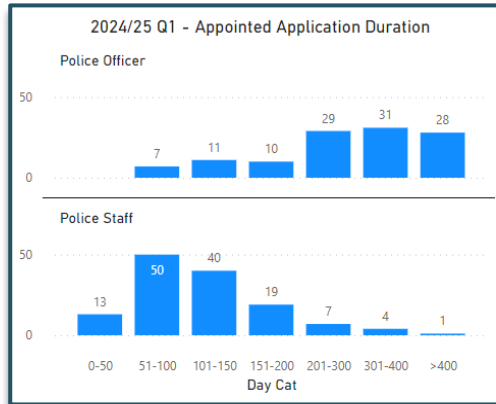
SWP Outcome 3 - Insight, Analysis & Activity

Critical to effective workforce planning is ensuring we continue to look at how we resource our organisation, including recruitment, redeployment, promotions, secondments and our retention rates. We know that the recruitment market is extremely competitive and changes to public perception and negative media coverage of policing have had a tangible impact on application rates. As such, we recognise some of our practices need to be reconsidered in light of how we need to position ourselves in the employment market to continue to ensure we can recruit and retain the best talent. To this end the following activity has been progressing throughout quarter 1:

Recruitment Brand

Work is ongoing to re-brand Police Scotland Recruitment with an interim model being cascaded out with new pictures, videos, colours, and a new strapline which will be officially launched in September 2024. Part of this work seeks to improve the information available on the website to inform of the benefits of working within Police Scotland and will also look to reform the full intranet site for members of the public and a new intranet site to inform and support our colleagues of process, information and guidance on assessment centres and support tools.

Online Candidate Feedback

We seek and encourage feedback at all stages of the recruitment process and have a feedback questionnaire embedded within the online process. The feedback questionnaire consists of 22 questions relating to the candidates' recruitment experience, these are a mixture of mandatory and optional questions which help to ensure that the views opinions and experiences of the candidates are captured. Feedback is regularly reviewed by senior management to consider any themes and address any issues identified with the process.

Peer Support Initiative

In further support of candidates as they travel through the recruitment journey, we have initiated a range of peer support groups & initiatives including the Community Recruitment Advocate Network (CRAN) which is made up of serving officers from minority ethnic backgrounds and foreign national police officers within Police Scotland who offer support to new officers from minority ethnic backgrounds. In addition, the Positive Action Team (PAT) has initiated a Scottish Police College (SPC) networking event, which provides support and guidance for successful candidates in preparation for attendance at the SPC. This not only affords an opportunity for individuals to address queries and concerns but allows upcoming probationers an opportunity to share contact details and build a support network at the start of their 13 weeks at the college.

SWP Outcome 3 - Insight, Analysis & Activity cont...

Turnover

Analysis of the second chart on slide 19, shows that the rate of turnover has increased for both officers and staff this quarter. In comparison to quarterly turnover for the past two years, for police staff, quarter 1 trends as the highest rate turnover when comparing to quarters throughout the rest of the year. While it is recognised that that the recruitment market is extremely competitive, in the post-COVID world of work, we know that this is largely attributable to the VR/VER exercise referenced on slide 19 and has been further impacted the recruitment embargo earlier in the year.

However, there is also an increase in remuneration being cited as a reason for leaving the organisation which has increased each quarter over the last year. Since quarter 1 2023/24, the number of officers & staff selecting remuneration as a decision in their factor to leave has steadily risen by 3.5%, though for the current quarter this represents 151 respondents or 38% of leavers.