

Meeting	SPA Resources Committee
Date	8 September 2020
Location	Video Conference
Title of Paper	Strategic Workforce Planning Progress 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 August, Stages 1, 3, 4 and 5 of the plan are complete.

2. FURTHER DETAIL ON THE REPORT TOPIC

Stages 6 to 8

- 2.1 This period of the project was always expected to be a particularly dynamic point, with areas transitioning at different times depending on the scale of feedback required and commitments amongst their approvers.
- 2.2 Stage 6 featured local plan authors updating their drafts to incorporate the feedback given as part of Stage 5, before passing over to First Level Approvers – Divisional Commanders in the case of local policing, and ACCs in the case of national services.
- 2.3 During Stage 7 First Level Approvers were expected to review the direction and goal(s) laid out in their local plan, consider whether the future priorities and projected demand contained in it were reflective of their area, and in conjunction with the Human Resources Business Partners (HRBPs) create a timeline of actions based on the recommendations in the plan and taking into consideration any Force-wide activities that may impact on their resources and capacity.
- 2.4 In Stage 8 Second Level Approvers (ACCs in the case of local policing, and DCCs in the case of national services) examine and endorse all the local area plans and timelines within their remit.
- 2.5 The SWP Vision Statement confirms these stages are when Executive scrutiny of the local plans takes place, and after this

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assurance of sufficient alignment with strategy they become approved for consideration by the Scrutiny Panel in Stage 9.

- 2.6 In light of the annual leave commitments amongst Second Level Approvers, it was agreed at the July Project Board that the end date for Stage 8 should move to 25 August. Naturally, this meant some areas have had more time to complete Stages 6 and/or 7 as, for example, there would seem little point in rushing to meet a deadline of 31 July if a Second Level Approver was going to be on leave until 7 August.
- 2.7 The completion dates amongst the 19 planning areas for Stage 6 varied from 17 July to 6 August, and it was agreed at the SWP Project Board on 11 August that this stage could therefore be considered complete.
- 2.8 For Stage 7 the completion dates amongst the 19 planning areas varied from 31 July to 20 August, meaning this stage can now be considered complete.
- 2.9 At time of submission the target for Stage 8 completion continues to be 25 August. In line with the Correction Plan, the revised target dates for future phases remain as follows.

Stage	Task	Revised date
Stage 9	Scrutiny	04/09/2020
Stage 10	Aggregation	30/10/2020
Stage 11	Governance	30/11/2020

- 2.10 It was also agreed at the May Project Board, and noted at the last Resource Committee in June, that the timelines were such that it would not be possible to incorporate final and formal learnings from Operation Talla in the aggregated plan. While any immediate learnings identified by local areas as part of their drafts can be incorporated over the summer months, due to the ongoing situation regarding the outbreak any such learnings would need to be suitably caveated in the final plan. Nonetheless the implications of new ways of working amongst the organisation will be something the BAU Strategic Workforce Planning function is actively engaged with.

Support & Assurance

- 2.11 In the most recent reporting period the project team continued to provide support for local authors updating their drafts, with over

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80% of questions being responded to within one day – and the majority of those answered on a same day basis.

- 2.12 Given the length and detail of the various plans an Executive Summary template was created and distributed to the HRBPs on 17 July for transmission to local plan authors. This communication also included a synopsis of the Audit Scotland Workforce Planning Good Practice Guide so that First and Second level approvers were given extra guidance on the type of scrutiny that should be applied.
- 2.13 Consideration was also given to what further support could be provided to Second Level Approvers, and a session with the three Local Policing ACCs was offered for 30 July. Outputs from the session has also been shared with all DCCs and ACCs involved in the approval process. Verbal feedback has indicated the Audit Scotland synopsis has been well received and provided a level of comfort in what is required.

Stage 9 – Scrutiny Panel

- 2.14 In this phase the approved local area plans will be discussed by a specially-convened Scrutiny Panel. This will ensure local prioritisation within the various plans aligns with the strategic priorities of the service, consider any broader people, social, political or reputational impacts from the development of the SWP, apply questions from the from the Audit Scotland Good Practice Guide, and be in receipt of assurance that the component parts of the plan are in a mature position to pass to the next phase of the plan.
- 2.15 A Terms of Reference for this group has been drafted and shared with the proposed members and the SWP Project Board.
- 2.16 Completion of this stage by 4 September is essential to avoid putting the project end date of 30 November under threat, given the reductions already made to Stage 10 and 11.

Stage 10 – Aggregation

- 2.17 Following the Scrutiny Panel in early September all agreed local area plans will be aggregated up and drafted into an overarching Force plan.
- 2.18 This stage formally began on 3 August. Although content from the local area plans will not available until the end of the Scrutiny Panel phase, a number of requests for information have been issued to supporting functions. In particular this relates to:

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- Change – activity within projects and programmes that impact on workforce efficiencies and benefits, any relevant impacts and information from the Fleet Strategy;
- Finance – the current and projected financial operating environment, and relevant information on the Estates Strategy;
- People & Development – including areas such as Recruitment, Equality and Diversity, leadership development, and the staff survey.
- Risk – all risks with an identified workforce cause or impact taken from the corporate risk registers
- DPU – activity to further build demand data beyond the local policing sphere, and any dashboard developments
- APU – information relating to the organisation's performance indicators

2.19 This stage will also include a refresh of current workforce data by the SWP team using sanitised 31 March 2020 data, and provision of information from TCSS and Cyber Strategy as reported in previous Project Boards. This will avoid duplication of effort and utilise the extensive work already done in this area.

2.20 An action was raised at the August Project Board for the SPA Head of HR Governance to clarify the scope of the workshop called by the SPA for 2 October, so that the amount of effort required to facilitate and prepare for it can be quantified. Depending on this demand this entails this could require the postponing of project activity for a period of time and movement in the end date for the stage.

Stage 11 – Governance

2.21 Planning for this stage has taken place, reflective of the Correction Plan which reduced the time available to integrate feedback on the draft, truncated the governance pathway, and requiring extraordinary meetings to facilitate the timeline.

2.22 A proposal has been developed that would involve an extraordinary meeting of the Project Board in early November, facilitate socialising with members of the Corporate Finance and People Board (CFPB) and the Joint Negotiating and Consultative Committee (JNCC) ahead of consideration by the Police Scotland Executive.

2.23 A further option has also been developed in the event of up to a weeks slippage in the ending of Stage 10.

Key Risks and Dependencies

- 2.24 At this point in time the key risks to the project revolve around meeting the current timelines, ensuring that appropriate scrutiny has been applied to the local plans, and engaging with those areas who are required to provide information for the aggregated plan.

Internal Audit

- 2.25 An internal audit was completed by Scott Moncrieff 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.
- 2.26 The monthly Project Board now has a standing item focusing on the progress made in discharging the various actions, and updates on open items are provided below:
- 2.27 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.

The Project Board reports into Change Board through highlight reports to the Portfolio Management Group (PMG). 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.

As outlined in the audit, the project is managed in line with Portfolio Management Framework which allocates responsibility for producing all governance documentation and reporting to the Project Manager.

The initial SWP Communications Plan was approved at the August Project Board, and a recommendation has been made to the Police Scotland Audit and Assurance team that this action should therefore be considered as complete.

- 2.28 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

While it was anticipated this would not be an active problem requiring the same degree of mitigating activity until Stage 10 –

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Aggregation, given the need to provide further support to plan authors, First and Second Level Approvers, planning arrangements for Stage 9, beginning Stage 10 early, uncertainty on the scope of the SPA 2 October workshop, and the second Scott Moncrieff audit this risk remains one that requires constant monitoring.

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

The response to this action was linked to the wider and concurrent review into the Transformation Portfolio, to ensure that inconsistencies or silo working was not introduced across the portfolio. The PMO stance is that minutes of meeting are only required for governance boards (e.g. Change Board / PMG) and that it is left to Programme and Project Boards to make their own decisions regarding minutes of meetings. With the August Project Board deciding this was not a requirement, a recommendation has been made to the Police Scotland Audit and Assurance team that this action should therefore be considered as complete.

2.30 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.

It was reported at the last Committee that feedback as part of Stage 5 included points specific to each local area plan, and also included generic points aimed at increasing the organisational capability in utilising the methodology.

In addition to this a Stage 5 debrief was carried out and presented to the July Project Board. This covered general themes from the various drafts reviewed, issues for consideration by the Executive, and initial thoughts on lessons learned from the phase. These included discussion of whether some national functions should be considered as distinct chapters, reflective of the different specialist areas that have to cover. This was the approach successfully taken by Operational Support.

Furthermore, due to the people elements of the plan, a decision was made at project inception that Support Superintendents would be

responsible for the completion of local area plans. A more prescriptive approach could be made in future iterations to outline the need for operational and analytical input, with responsibility for plans potentially transferring to Operational Superintendents or indeed Divisional Commanders.

Lessons learned throughout the rest of the project lifecycle will continue to be captured until completion.

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.