

Meeting	SPA Resources Committee
Date	17 March 2020
Location	Pacific Quay, Glasgow
Title of Paper	Strategic Workforce Plan Update
Presented By	Jen Allen, Workforce Planning and Design Manager
Recommendation to Members	For Discussion
Appendix Attached	No

PURPOSE

The purpose of this paper is to update the Resource Committee on progress toward development and delivery of Police Scotland Strategic Workforce Plan (SWP), to cover an initial period of 3 years, and the 10 year 'Serving a Changing Scotland' strategy in the longer term.

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 in principle at the Executive Planning Day on 7 November 2019. The structure and timeline of the resulting SWP was then approved at the SRRG meeting of 18 November 2019. The timeline outlines the project plan for the forthcoming 12 months, setting out 11 milestones over the 12 month period towards completion in November 2020.

2. FURTHER DETAIL ON THE REPORT TOPIC

2.1 Stage 1 – Risk Assessments

- 2.1.1 The beginning of Stage 1 was delayed due to IT issues with the Risk Assessment template, which prevented it being distributed across the organisation. Circulation of the template was due to occur on 1 December 2019, but did not happen until 19 December 2019.
- 2.1.2 As a result of this delay, it was agreed to revise the deadline for returning the templates from 31 December 2019 to 10 January 2020. This was to allow business areas proper time to complete them.
- 2.1.3 The SWP team continued to liaise with respective authorisers to encourage the prompt return of completed assessments. The final submission was made on 11 February 2020, thereby completing Stage 1.

2.2 Stage 2 – Prioritisation Framework

- 2.2.1 Stage 2 involves compiling all the data from the Risk Assessment templates into a single table, allowing a triangulation of risks according to an agreed set of criteria. As such the delay behind the completion of the Risk Assessments to 11 February 2020 meant that the beginning of Stage 2 was also delayed to the same date.
- 2.2.2 Once complete this data will be provided to the Executive to allow for discussion and agreement of a Prioritisation Framework. This framework will then be referred to in all future meetings of the SRRG when considering bids for additional resource or when making decisions on which areas to reinvest capacity released through project work and other development programmes.

2.2.3 Work has now begun on the Prioritisation Framework, with early analysis of the risk assessments indicating this will require more effort than planned as guidance that future or non-workforce risks should not be included has not been followed in all instances. As such it is now the aim for this framework to be presented at the Executive Planning Day scheduled for 3 April 2020.

2.3 **Stage 3 – Training**

2.3.1 Delay to the completion of Stage 1 and Stage 2 has not delayed further stages. Stage 3 was undertaken concurrently with the ongoing work to finalise Stages 1 and 2, and completed by its original target date of 31 January 2020.

2.3.2 This involved the provision of training on the NHS 6-Step Methodology to local area plan writers and their Human Resources Business Partners (HRBPs).

2.3.3 A further training session on the NHS 6-Step Methodology has been scheduled for the Executive Planning Day on 6 March.

2.4 **Stage 4 – Drafting**

2.4.1 Local area plans are now being developed. The template to assist this process, plus a data pack to provide the evidence base for plans, was provided to writers on 5 February 2020. The deadline for returns is 31 March 2020.

2.4.2 A weekly checkpoint will be set up with HRBPs to provide support for queries and retain oversight of whether the drafting is progressing to plan. The team will also offer up additional sessions to Support Superintendents, both on a collective and regional basis, to sense check the status and quality of their emerging plans.

2.5 **Project Board Establishment**

2.5.1 A SWP Project Board has now been established to provide a disciplined focus on governance, monitoring and support for the project. Its Terms of Reference have been approved and SPA representation forms part of the membership.

3. FINANCIAL IMPLICATIONS

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

4. PERSONNEL IMPLICATIONS

4.1 The Director of P&D has given a commitment to provide additional resource from within P&D budget to support to support the Workforce Planning and Design Manager in delivering this programme. Role design and recruitment activity is currently in progress.

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 and sustainability implications associated with this paper.

RECOMMENDATIONS

Members are invited to discuss the content of this paper.