

Meeting	People Committee
Date	02 September 2021
Location	MS Teams
Title of Paper	Q1 2021/22 – P&D activity update aligned to 2021/24 People and Professionalism Delivery Plan
Presented By	Kirsty Garrick, Head of People Engagement Partnering
Recommendation to Members	For Discussion
Appendix Attached	Yes Appendix A – P&D Q1 update

PURPOSE

To update Members on the delivery of progress made by P&D in Q1 against activities articulated in the People and Professionalism Delivery 2021-24 and to provide an opportunity for discussion about deliverables, challenges and any necessary mitigations.

Members are invited to discuss the contents of this paper.

1. BACKGROUND

- 1.1. Earlier this year the DCC People and Professionalism published the Delivery Plan for 2021-24. Strategic leadership for ten activities within this were delegated to the Director of P&D. This paper constitutes an update of progress to the end of Q1 2021/22 along with articulation of associated risks and issues and a look ahead to Q2 2021/22 activities.

2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1. Appendix A (documents Q1 progress made by P&D against 9 of the 10 People and Professionalism Delivery Plan 2021/24 activities).
- 2.2. One activity – ‘build leadership resilience through identifying talent amongst our officers and staff’ has been re-profiled. A new Head of Leadership and Talent will take up post in September 2021 and will be assigned strategic lead to drive forward with this activity.
- 2.3. As well as progressing ‘P&D centric’ People and Professionalism Delivery Plan activities forward, P&D will continue to support people at all levels to transition to a new ‘post-COVID’ normal and the operational and organisational to the 2021 United Nations Climate Change Conference of the Parties 26 (COP26).
- 2.4. Given the ongoing uncertainty around the COVID-19 pandemic and the route back to normality, the anticipated outcomes and actions relating to the ‘Your Voice Matters’ Wellbeing, and Engagement Survey, the current evaluation of People Strategy 2018/21 and internal organisational change and realignment of P&D portfolios, the People Strategy and underpinning operational delivery framework remains in development at this stage.
- 2.5. However, the continued focus for P&D will remain fixed on delivery of the Strategic Workforce Plan workstreams, our commitment to equality, diversity and inclusion, maximising the health and wellbeing of our people and individual, team and functional development. Our people drive the success of policing in Scotland and we recognise the value that a motivated, skilled and diverse workforce operating within an inclusive, supportive and open culture brings.

3. NEXT STEPS

3.1 With the 2021/22 operating context as set out above and the need to be flexible and adaptable to change, P&D will continue to deliver and support Force priorities within the framework of the People and Professionalism Delivery Plan. At the same time, the function will continue to shape the People Strategy for 2021/24, focused on the following key outcomes (further expanded upon at Appendix A):

- Increasing Capacity;
- Maximising Capability;
- Impactful diversity and inclusion approaches;
- Building psychological resilience;
- Optimising efficiency.

3.2 Further detail on the People Strategy 2021/24 will come forward for consideration and discussion at the November 2021 People Committee.

4. FINANCIAL IMPLICATIONS

4.1. There are no financial implications associated with this report.

5. PERSONNEL IMPLICATIONS

5.1. There are no personnel implications associated with this paper.

6. LEGAL IMPLICATIONS

6.1. There are no legal implications associated with this paper.

7. REPUTATIONAL IMPLICATIONS

7.1. There are no reputational implications associated with this paper.

8. SOCIAL IMPLICATIONS

8.1. There are no social implications associated with this paper.

9. COMMUNITY IMPACT

9.1. There is no community impact associated with this paper.

10. EQUALITIES IMPLICATIONS

10.1. There are no equalities implications associated with this paper.

11. ENVIRONMENT IMPLICATIONS

11.1. There are no environmental implications associated with this paper.

RECOMMENDATIONS

Members are invited to discuss the contents of this paper.

People and Development

Activity Update Q1 2021/22



Increasing capacity



Maximising capability



Impactful diversity and inclusion approaches



Building psychological resilience



Optimising efficiency



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Introduction by Jude Helliker, Director of People and Development



This update summarises Q1 delivery for People and Development related activities as set out in People and Professionalism Delivery Plan 2021/24.

As well as driving forward with the activities included in People and Professionalism Delivery Plan, we will continue to support our people at all levels through the ever-evolving pandemic, and further to support high profile events such as the 2021 United Nations Climate Change Conference of the Parties 26 (COP26). This year I am leading development of the next iteration of the People Strategy. My continued focus will be on inclusion and the wellbeing and support of our people throughout the organisation, particularly during such times of uncertainty. Our people drive the success of policing in Scotland and we recognise the value that a diverse workforce and inclusive culture brings.

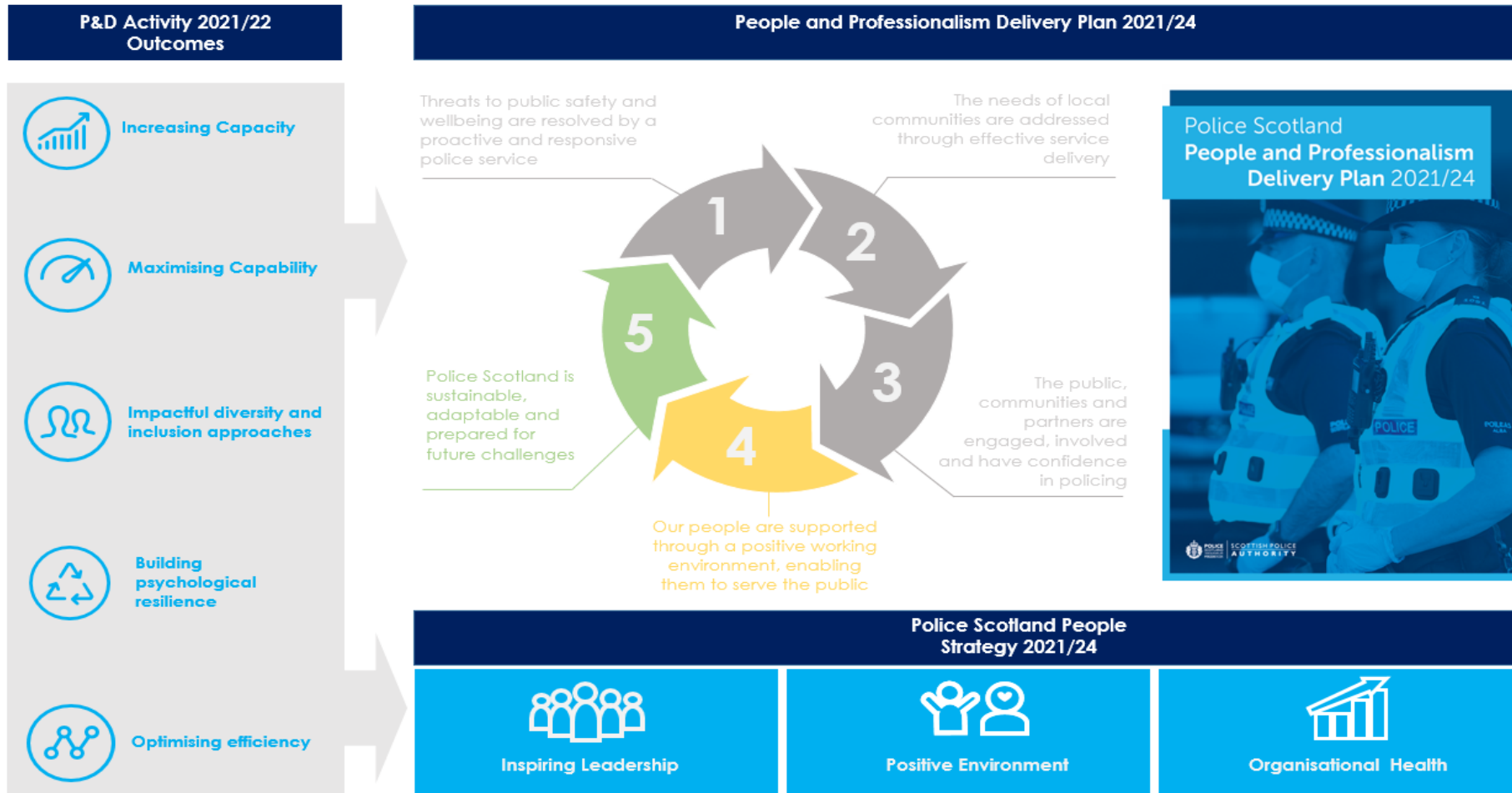
Our activities for 2021/22 and beyond are underpinned by the following outcomes:

- **Increasing capacity (IC)** – *focusing on the core purpose/elements of policing and releasing time through thinking differently about how we deliver service, challenge why, who and how things are done, as well as exploiting existing process/procedures to greater effect. It is also about achieving clarity on what is a priority, what is feasible and conversely, what is not required or could be stopped;*
- **Maximising capability (MC)** - *Identifying the requisite skills, knowledge and experience required to meet current and future needs. It provides the opportunity to be innovative in how to develop the necessary skills and then, how to assess competence;*
- **Impactful diversity and inclusion approaches (IDI)** - *Reflecting the communities we serve by challenging the default way of doing things. Being proactive in creating positive and inclusive environments, where there is equality of access and opportunity along with diversity in our thinking and decision making;*
- **Building psychological resilience (BPR)** - *Police Scotland's organisational resilience will only be achieved if our people are resilient. This is about always having our people, and the impacts on them, at the heart of our decision making; understanding what needs to be done, to focus on this and then, for this to be systematic.*
- **Optimising efficiencies (OE)** - *Continuously improving through conscious, focused and evidence-led decision making - what do we stop, start and continue doing and review how things are done.*

Jude Helliker, Director of People and Development

Alignment to People and Professionalism Delivery Plan 2021/24 and People Strategy 2021/24

People and Development activity contributes to the delivery of the People and Professionalism Delivery Plan 2021/24. These activities will be augmented by the next iteration of the People Strategy, which will outline organisational investment and focus on our people, their wellbeing and development over the next three years.



STRATEGIC OUTCOME 4 P&P PLAN OBJECTIVE	P&D ACTIVITY	STRATEGIC LEAD	OUTCOME				
			IC	MC	IDI	BRP	OE
Prioritise wellbeing and keep our people safe, well equipped and protected	Prioritise investment in designing preventative health and wellbeing programmes that demonstrate our commitment to the workforce and helps to optimise resources	Head of People, Health & Wellbeing	●			●	●

Q1 SUMMARY

- Wellbeing Governance Group, chaired by DCC Taylor, met 2 July 2021. Inaugural meeting of Tactical Wellbeing Group held on 14 July 2021 and the focus of this group is to support divisions to drive local People Plans in the Wellbeing space.
- Mental Wellbeing Programme Resilience Training – ongoing in partnership with Eleos. Due to COVID 19 restrictions – short video bites focusing on stress, environment, cognitive habits etc launched 6 April 2021 and released on a phased basis throughout Q1 2021/22;
- Through the Lifelines project, 4 pilot personal resilience courses were delivered in June to Cybercrime and work is now progressing with Forensics and C3 to deliver similar online personal resilience training.
- Interactive MS Teams Training recommenced 22 June 2021 – live sessions scheduled until the end of financial year 2021/22;
- 87% Mental Wellbeing App – over 4,200 live accounts and dashboard data utilised to provide rich organisational picture of wellbeing and to facilitate proactive interventions. Uptake of the app is expected to increase as people attend the Eleos sessions;
- Trauma Risk Management (TRIM) – Spotlight campaign to raise awareness and training courses over MS Teams has added 18 newly trained assessors to the cadre and provides further resilience to key areas within the Team. Wellbeing Champions – cadre of 156 Champions developed as national resource to provide officers/staff with confidential wellbeing support/guidance and signposting to relevant support services;
- Sleep and Back podcast – due to COVID 19 restrictions planned clinics suspended and replaced by bespoke podcast launched on intranet and 87% App;
- SPRA Fit Club 4 week fitness programme;
- Wellbeing Newsletter distributed monthly to highlight and promote health & wellbeing initiatives, EAP Wellbeing Calendar and promotion of internal services for wellbeing support (including EAP/TRIM/Optima Health/Lifelines Scotland/Eleos Partnership and 87% App)

Ref: agenda item 2.2 for more detailed report




RISKS OR ISSUES & MITIGATION

- No risks identified

Q2 NEXT STEPS




- A further recruitment drive will take place in Q2 targeting a further 6-8 assessors to add to the TRiM Cadre. CPD programme is being designed for TRiM volunteer cadre to ensure all remain operationally competent. Police Scotland will re-licence in November 2021.
- Through the Lifelines project, work is now progressing with Forensics and C3 to deliver online personal resilience training. Simultaneously, using the dedicated trainer a train the trainer model will be developed in this time enabling self-sufficiency. A further funding request totalling £108k which would allow for full time access to a trainer alongside project support and administration is currently being considered.
- A series of bespoke awareness packages are under development which are demand led using insights from 87% and EAP/Optima. These will be hosted on the Wellbeing intranet site and be a 'one stop shop' for themed information and training. It will contain a 7 minute briefing, a lived experience video if applicable, supporting documentation and signpost information and will link to the policy hub when required. These packages are designed for use by people managers although equally accessible to individuals for advice, guidance or peer support.

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STRATEGIC OUTCOME 4 P&P PLAN OBJECTIVE	P&D ACTIVITY	STRATEGIC LEAD	OUTCOME				
			IC	MC	IDI	BRP	OE
Support our people to be confident leaders, innovative, active contributors and influencers	Launch MyCareer & Leadership Pathways - a newly designed and holistic programme that connects performance in the role to career aspirations	Head of Leadership & Talent					
Q1 SUMMARY							
<ul style="list-style-type: none"> MyCareer Proof of Concept Pilots within C3, C Division and Forensic Services concluded on 31 August 2021. In line with the Project Plan and Evaluation Strategy, a range of methods have been deployed to validate the success of the Pilots. A full evaluation outcome report will be available by end of September 2021. National rollout is on track to commence 1 April 2022; Police Leadership Development Programme (PLDP) pilot launched 1 April 2021 with 21 students enrolled and is due to complete 31 March 2022. Structured evaluation and review process was approved at Project Management Board (PMB) on 9 April 2021 and is ongoing. The first planned quarterly update to the PMB was completed on 15 July 2021 with no issues identified; Your Leadership Matters (YLM) Programme was delivered virtually to the top 246 leaders across the organisation during April to July 2021. The programme focused on Chief Superintendents, Superintendents, Police Scotland/SPA staff in equivalent grades (11-14) and included summits, webinars, coaching pods, podcasts and online learning materials. <p>Ref: agenda item 7 for more detailed report</p>							
RISKS OR ISSUES & MITIGATION							
<ul style="list-style-type: none"> 13 risks are articulated on the leadership risk register associated with the MyCareer and Leadership Pathways project: 9 are low, 3 are medium and 1 is high. All risks have mitigation plans, are managed through a robust review process with oversight from PMB. 							
Q2 NEXT STEPS							




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- MyCareer - Completion of evaluation report and finalisation of national implementation plan. Both will be tabled at PMB.
- PLDP - continue with all evaluation activities and complete a 6 month review of the programme and present to PMB in November 2021.



STRATEGIC OUTCOME 4 P&P PLAN OBJECTIVE	P&D ACTIVITY	STRATEGIC LEAD	OUTCOME				
			IC	MC	IDI	BRP	OE
Support our people to be confident leaders, innovative, active contributors and influencers	Continue implementation and evaluation of the Accelerated Leadership Programme first cohort, and undertake future recruitment rounds	Head of Leadership & Talent					
Q1 SUMMARY							
<ul style="list-style-type: none"> Cohort one commenced the Accelerated Leadership Pathway (ALP) on 1 April 2021. The evaluation strategy was presented and approved at the project management board (PMB) on 18 June 2021 which provides regular opportunity for Divisional Commanders/Heads of Department to provide feedback An agreement was made with PMB that quarterly updates would be provided to ensure members were able to review progress. The first progress update was provided to PMB on the 15 July 2021 with no concerns raised. <p>Ref: agenda item 7 for more detailed report</p>							
RISKS OR ISSUES & MITIGATION							
<ul style="list-style-type: none"> 1 ALP risk is presented on the leadership risk register and related to potential resourcing issues to meet ALP demand if candidate numbers increase. This risk is currently low with mitigations and monitoring in place. 							
Q2 NEXT STEPS							
<ul style="list-style-type: none"> Cohort 2 recruitment commenced 31 August 2021 for the National Assessment Centre in the Spring of 2022. Engagement with Diversity Staff Associations is taking place for ALP cohort 2. The Initial Executive Sponsor Review Board will take place in October 2021. Possible outcomes for ALP officers are: remain in role, rotate to a new role, promotion or exit from the programme. Decisions will be based on their performance according to role, rank and demonstration of behaviours at level 3 of the Competency & Values Framework (CVF). This will be evidenced in a portfolio of work and reviewed by the board. 							

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STRATEGIC OUTCOME 4 P&P PLAN OBJECTIVE	P&D ACTIVITY	STRATEGIC LEAD	OUTCOME				
			IC	MC	IDI	BRP	OE
Support our people to be confident leaders, innovative, active contributors and influencers	Review our resourcing model for staff recruitment, designed for individual business areas, modernising the opportunity for the best people to join our service	Head of Recruitment, Selection & Promotion					
Q1 SUMMARY							
<ul style="list-style-type: none"> • Staff recruitment function has now completed its restructure and staff training and modernised processes adopted fully. • E- recruitment ICT solution procured, fully implemented and training is ongoing to support stakeholders in its use. 							
RISKS OR ISSUES & MITIGATION							
<ul style="list-style-type: none"> • COVID-19 Recruitment Market – Labour market movement has been impacted by uncertainty around COVID 19 and associated workforce implications leading to ongoing recruitment challenges for the organisation. This issue is exacerbated with our reform funding and project posts being restricted to fixed term contracts which is less attractive to the labour market for obvious reasons. • Mitigations include looking at different attraction tools and working to identify creative solutions. 							
Q2 NEXT STEPS							
<ul style="list-style-type: none"> • Continued roll out of e-recruitment training .Ongoing liaison with business areas to discuss options to fill current vacancies and look at creative ways to attract talent into the organisation. 							

STRATEGIC OUTCOME 4 P&P PLAN OBJECTIVE	P&D ACTIVITY	STRATEGIC LEAD	OUTCOME				
			IC	MC	IDI	BRP	OE
Support our people to be confident leaders, innovative, active contributors and influencers	Build leadership resilience through identifying talent amongst our officers and staff	Head of Leadership & Talent					
Q1 SUMMARY							
<ul style="list-style-type: none"> This activity was re-profiled from last year's annual delivery plan, and work will recommence after the newly appointed Head of Leadership and Talent commences late September. 							
RISKS OR ISSUES & MITIGATION							
<ul style="list-style-type: none"> N/A 							
Q2 NEXT STEPS							
<ul style="list-style-type: none"> N/A 							

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STRATEGIC OUTCOME 4 P&P PLAN OBJECTIVE	P&D ACTIVITY	STRATEGIC LEAD	OUTCOME				
			IC	MC	IDI	BRP	OE
Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging	Deliver 'Your Voice Matters': Undertake a whole workforce survey to ensure that we engage our people in future developments and decision making <ul style="list-style-type: none"> ensure that all areas of the service are provided with results, insights and recommendations support and monitor implementation of recommendations ensure that the results inform the new people strategy 	Head of People & Engagement Partnering					
Q1 SUMMARY							
<ul style="list-style-type: none"> 'Your Voice Matters' wellbeing and engagement survey delivered during March and April 2021 - over 7,300 responses received (31% of workforce) which is considered "statistically" significant. 'Organisational level' results made available to DCC People & Professionalism, as Executive Lead for the survey, on 28 June 2021 and the Chief Constable on 2 July 2021. Survey Steering Group, chaired by ACC Hawkins and Director of Strategy & Analysis, met regularly to provide strategic oversight of the delivery of the survey. The SPF, ASPS, Unison and SPA are active members of this group. <p>Ref: agenda item 6 for more detailed report</p>							
RISKS OR ISSUES & MITIGATION							
<ul style="list-style-type: none"> No risks identified 							

Q2 NEXT STEPS

- Seven briefings have been held including the Force Executive, Diversity Network Chairs, the Survey Steering Group, SPA CEO & Chair, Forensics, People Partners and 44 Divisional Commanders/Heads of Service.
- A communication was published on the intranet on 6 July 2021, highlighting to all officers and staff that high level results had been received and a commitment was made to provide further updates on progress.
- Work continues with Durham University Business School to analyse and fully understand the results, including Divisional level insights which will be available later in August 2021. These reports will contain both quantitative and qualitative insights, including the analysis of the free text responses
- Further discussion and analysis of the results, with the aim to agree high level organisational actions, is planned as part of the Executive planning day on 3 September 2021
- Durham University Business School have provided information on where we can potentially learn from the experiences of other forces and establish meaningful relationships moving forward
- A paper, outlining the full results and a detailed organisational response, including specific action plans, to be presented to SLB in October 2021 before progressing to the SPA authority meeting in November 2021.

STRATEGIC OUTCOME 4 P&P PLAN OBJECTIVE	P&D ACTIVITY	STRATEGIC LEAD	OUTCOME				
			IC	MC	IDI	BRP	OE
Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging	Complete the refresh of Police Scotland's Equality Outcomes and lead activity to ensure delivery, and lead mainstreaming of equality, diversity and inclusion in our workforce across the service	Head of Human Resources	●	●	●		

Q1 SUMMARY




- “The Joint Equality Outcomes for Policing 2021” and “E&D Mainstreaming and Equality Outcomes Progress Report (2019-2021)” were both published as planned on 30 April 2021. An Easy Read version was published in June.
- EDI HR Strategic Oversight Board (SOB) continues to meet every two months and provides robust leadership, strategic direction and scrutiny over all EDI activities across the organisation.
- A review of current divisional and local People Plans is in progress to ensure they align with the EDI HR SOB priorities, and Executive level engagement sessions have been held to stimulate conversation and ideas about how best to mainstream EDI into local people plans. A local policing session was held on 28 May and a session with Corporate Support Division held on 28 June 2021.
- In line with HMICS recommendations, work is ongoing to review EDI training both in terms of mainstreaming via various development programmes designed for different roles and key career points as well as periodic general refresher training for the whole workforce.
- Following Scottish Government approval an 18-month pilot is underway within Recruitment, Selection and Promotion on a new police officer Standard Entrance Test (SET) designed to minimise unconscious bias and to ensure inclusivity of language for all our communities. This follows an analysis of SET performance across 2018/19 which showed the pass rate for White Scottish candidates was 83.9% compared to 62.3% of BME candidates.




RISKS OR ISSUES & MITIGATION

- A capability gap exists due to the lack of specialist trainers on EDI within the organisational structure, however a proposal to establish a dedicated EDI Learning and Development team has been approved in principle by the EDI HR SOB subject to further consideration of resource requirement and affordability.

Q2 NEXT STEPS

- Additional communications and tools are being developed to support stakeholders in understanding the Equality Outcomes and their role in mainstreaming and delivering the equality outcomes.
- Executive level engagement sessions will continue in Q2 to stimulate conversation and ideas about how best to mainstream EDI into local people plans.
- Engagement sessions are also being arranged with People Partners to ensure they are familiar with the equality outcomes and that partnership working is established to support local work to mainstream and deliver the equality outcomes.
- Work of the EDI Planning and Performance SLWG is ongoing. A delivery plan is being developed for the SLWG and key trackers and measures/insights are being developed.

STRATEGIC OUTCOME 4 P&P PLAN OBJECTIVE	P&D ACTIVITY	STRATEGIC LEAD	OUTCOME				
			IC	MC	IDI	BRP	OE
Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging	Commission research to identify barriers to recruitment, promotion and retention from under-represented groups	Head of Human Resources					
Q1 SUMMARY							
<ul style="list-style-type: none"> A number of 'Truth to Power' sessions have been held by members of the Executive and groups within our workforce who have protected characteristics or who are from under-represented groups. Learnings from these will inform action plans to address barriers these communities face. To supplement internal research around the lived experiences of working within Police Scotland by our minority communities and employees with protected characteristics, research will be commissioned to better understand and inform barriers faced by people from under-represented groups who seek employment within Police Scotland. Funded through the reform budget, the PPA to secure funds was approved at Demand Management Board on 12 August 2021. 							
RISKS OR ISSUES & MITIGATION							
<ul style="list-style-type: none"> NONE 							
Q2 NEXT STEPS							
<ul style="list-style-type: none"> Engagement with procurement to progress submission of a business justification case to secure funds to go to tender in relation to commissioning of external research. 							

STRATEGIC OUTCOME 4 P&P PLAN OBJECTIVE	P&D ACTIVITY	STRATEGIC LEAD	OUTCOME				
			IC	MC	IDI	BRP	OE
Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging	Continue to apply a proactive approach to Police Officer Reward in partnership to drive modernisation under the PNB framework	Head of Human Resources					

Q1 SUMMARY

- Police Officer Pay Claim 2021:**
Extensive research and work has been progressed through broad engagement within the service to support the response to the Police Officer Pay Claim for April 2021. The detail of this work is communicated and discussed through the Official Side of the PNB.
- Inspecting ranks working arrangements:**
Further to point 1 above, a time-limited evidence gathering exercise commenced 14 June 2021 within targeted areas of the Service (i.e. territorial divisions A, E, K, L along with national divisions OSD, SCD, CJSD, C3 and Corporate Services) with a focus placed on a variety of distinct roles and departments. This consists of both qualitative and quantitative work and is being undertaken in collaboration with the SPF. This will help to inform understanding of the actual working hours of inspecting ranks in support of effective strategic workforce planning.
- COP26 Reward**
Detailed discussions continue to take place within the Police Negotiating Board Technical Working Group (PNB TWG) in order to negotiate bespoke reward solutions which will recognise the exceptional demand that will be placed on Police Scotland’s inspecting and superintending ranks as a consequence of COP26.

RISKS OR ISSUES & MITIGATION

- In terms of Pay 2021 and COP26 Reward there are external factors out with the control of the department which will affect the ability to deliver on these. The Police Officer (PO) Reward Team has fully and proactively engaged with stakeholders in each process in order to fulfil its own obligations and ensure that the risks are understood and mitigated.

Q2 NEXT STEPS

- **Inspecting ranks working arrangements**
This phase is currently being designed by the PO Reward team in collaboration with SPF, the qualitative research phase is currently being designed and a number of meetings have been scheduled. This phase of research is due to commence week commencing 13 September 2021.
- **COP26 Reward**
Detailed discussions continue to take place within the PNB TWG in order to negotiate bespoke reward solutions which will recognise the exceptional demand that will be placed on Police Scotland's inspecting and superintending ranks as a consequence of COP26. The target for implementation of this is 4 October 2021.

STRATEGIC OUTCOME 5 P&P PLAN OBJECTIVE	P&D ACTIVITY	STRATEGIC LEAD	OUTCOME				
			IC	MC	IDI	BRP	OE
Use innovative approaches to accelerate our capacity and capability for effective service delivery	Implement the new strategic workforce plan that optimises the people resources we have, identifies the capabilities we need that is efficiently and effectively aligned with our Joint Strategy and in line with our financial planning objectives	SRO's – see below	●	●			●

Q1 SUMMARY

- SWP Strategic Oversight Board established to ensure all national SWP work streams have owners and enable the SWP function to focus on its BAU assurance and monitoring role.
- All workstreams 'leads' have been appointed.
- Relevant SWP Workstream updates pertinent to Q1 are as follows:
 1. **Modified duties:** SRO – Director Helliker
 Stage 1 completed – Develop an understanding of the current position in terms of modified duties through a data cleanse and subsequent analysis of the corrected data.
 Stage 2 completed - Introduce a means to maintain accurate data and manage the application of modified duties.
 2. **Shift Pattern Review:** SRO – ACC Mairs
 Work has started with L Division to support the consideration of a new shift patterns for rural areas of Argyll which will release supervisors and improve coverage.
- SWP Dashboards went live across the business on 12 May 2021 and are available to all senior management teams providing 'real-time' people data that can be filtered and sorted and will facilitate meaningful conversations and effective decision-making about people issues.

RISKS OR ISSUES & MITIGATION

- Budget uplift for 2021/22 contained no additional funding to address the anticipated growth identified in the plan. Force Executive decisions are therefore required on what initiatives require to be prioritised and which require to be halted. This forms part of exercises at Organisational Demand and Design Group (ODDG) and Demand, Design and Resource Board (DDRB) and is ongoing.

Q2 NEXT STEPS

- Relevant SWP Workstream next steps pertinent to Q2 are as follows:
 - 1. Modified Duties: SRO – Director Helliker**
Stage 2 - findings presented to CFPB
Stage 3 – introduction of a system to improve the management of officers on modified duties. New functionality has already been added to the system to improve the deployability options for officers and work continues to have all files updated in that respect. 99% of all records are now showing the new modification status allowing deployment of 650 officers for major events of mass mobilisation.
 - 2. OBL Review: SRO – ACC Williams**
Meeting held on 19 August 2021 to progress a proposal to pilot OBL's in 3 Local Policing Divisions. 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.
 - 3. Annual Leave – Policy and Practice Review: SRO – Director Helliker**
Work to refine the availability data presented to the Executive for consideration is ongoing with a view to allow that group a better understanding of the risks concerning availability and how stronger governance over this can be provided.
 - 4. Review of Terms & Conditions for Police Staff: SRO – Director Helliker**
Work will commence after SPRM has formally concluded over the summer months.
 - 5. Rank Ratio Harmonisation: SRO – ACC Mairs**
Local Policing Divisional Commanders, supported by SWP, reviewing supervisory ratios within their Divisions and provide recommendations by mid-September 2021 and in full consultation with local staff association representatives.

6. Review of Rural and Remote Recruitment and Retention: SRO – Director Helliker

People Partners are undertaking work with divisions to develop bespoke solutions to the issues felt locally, including:

- o Local accommodation availability
- o Increased costs of living
- o Lack of transfer policy and tenure arrangements
- o Uncertainty of payment of relocation costs and
- o Potential lack of employment opportunities for partners in the area

A working group has been established under Director of People and Development to examine these issues in detail.

7. Skills Mix Workstream: SRO – ACC Mairs

Paper to be submitted to September ODDG meeting to highlight opportunities and considerations around the replacement of officers with members of staff for posts where police skills are not required. This paper will enable strategic decisions to be taken that will provide the platform for change.

8. Shift Pattern Review Workstream: SRO - ACC Williams

L Division continuing to consider the shift patterns in Argyll. This will be managed through BAU arrangements and be overseen by WPRB. This should now be considered as BAU.

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