

**SCOTTISH POLICE
AUTHORITY**

Meeting	HRRC
Date and Time	Friday 3 June 2016
Location	Pacific Quay , Glasgow
Title of Paper	PS/SPA P & D Performance Report
Item Number	11.1
Presented By	John Gillies Director of People & Development
Recommendation to Members	For Approval
Appendix Attached:	YES HRRC Performance Report HRRC Overview Report

PURPOSE

The purpose of this paper is to provide Members of the Scottish Police Authority (SPA) with an update in relation to People & Development within Police Scotland/SPA.

This paper is a Standing Agenda Item and submitted For Consultation.

1. BACKGROUND

- 1.1 The attached Performance Report covers information from 1 April 2015 up to 31 March 2016 unless otherwise stated and contains data that was accurate at the time of submission.

2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 Police Scotland provides a report on People & Development as a standing agenda item to the SPA Board.
- 2.2 The attached Performance Report provides information and data in respect of People & Development within Police Scotland and the SPA. The Director of People & Development will provide narrative to the content of the Performance Report at the SPA Board meeting.

3. FINANCIAL IMPLICATIONS

- 3.1 There are no financial implications as a consequence of this report.

4. PERSONNEL IMPLICATIONS

- 4.1 There are no additional personnel implications associated with this report other than those detailed within the Performance Report.

5. LEGAL IMPLICATIONS

5.1 There are no further legal implications in this paper to those listed above.

6. REPUTATIONAL IMPLICATIONS

6.1 There are no reputational implications associated with this paper.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications associated with this paper.

8. COMMUNITY IMPACT

8.1 There are no social implications associated with this paper.

9. EQUALITIES IMPLICATIONS

9.1 There are no equality implications associated with this paper.

10 ENVIRONMENTAL IMPLICATIONS

There are no environmental implication associated with this paper.

RECOMMENDATIONS

Members are requested to: note the content of this report.

SCOTTISH POLICE
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Keeping people safe

HRRC PERFORMANCE REPORT

This report covers data from 1 April until 31 March 2016 unless otherwise stated and contains data that was accurate at the time of submission.

3rd JUNE 2016

Resourcing

	Page Number
Police Officer Numbers	4
Police Officer Applicants	4
Police Officer Leavers/Recruits	4
Police Officer Reason for Leaving	4
Police Staff Numbers	5
Police Staff Applicants	5
Police Staff Leavers/Recruits	5
Police Staff Reason for Leaving	5

Attendance

Police Officer Absence (Local Policing)	6
Police Officer Breakdown (Local Policing)	6
Police Officer Absence (Specialist Function)	6
Police Officer Breakdown (Specialist Function)	6
Police Staff Absence (Local Policing)	7
Police Staff Breakdown (Local Policing)	7
Police Staff Absence (Specialist Function)	7
Police Staff Breakdown (Specialist Function)	7

Equality & Diversity/Employee Relations

Gender Split (Police Officer & Police Staff)	8
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Police Scotland Divisional Identifiers

Local Policing

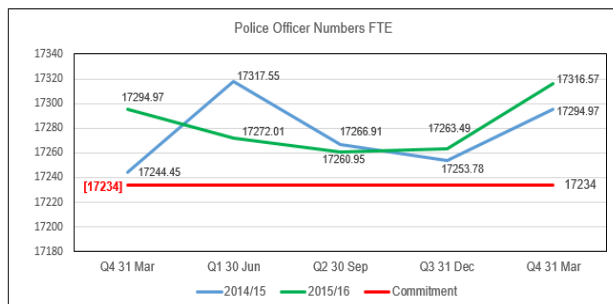
Command Area	Division	
North	A	Aberdeen City
	B	Aberdeenshire and Moray
	D	Tayside
	N	Highlands and Islands
East	C	Forth Valley
	E	Edinburgh
	J	The Lothians & Scottish Borders
	P	Fife
West	G	Greater Glasgow
	K	Renfrewshire and Inverclyde
	L	Argyll and West Dunbartonshire
	Q	Lanarkshire
	U	Ayrshire
	V	Dumfries & Galloway

Specialist Functions

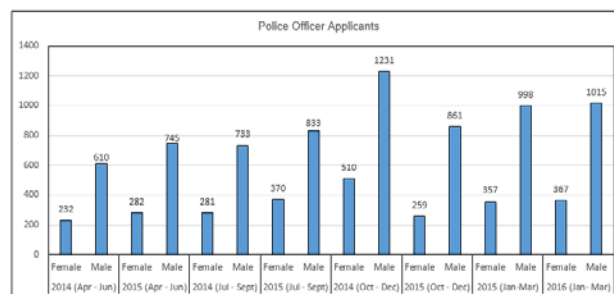
C3	Contact, Command & Control Division
CS	Corporate Services
CJ	Criminal Justice
Custody	Custody Division
LVRD	Licensing & Violence Reduction Division
OSD	Operational Support Division
SCD	Specialist Crime Division

Police Officer - Resourcing

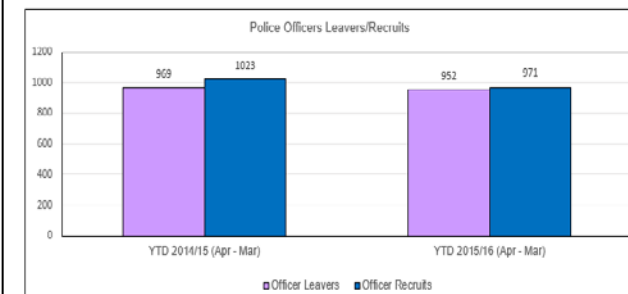
FTE



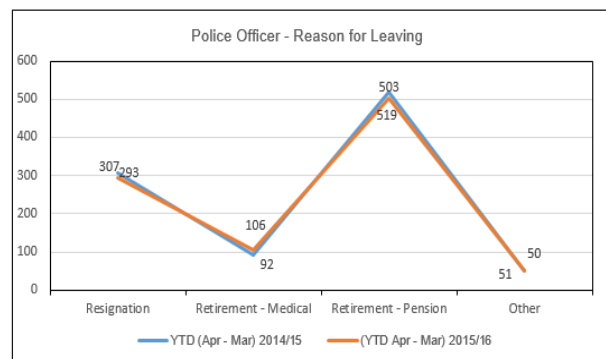
Applicants



Leavers and Recruits



Reasons for Leaving



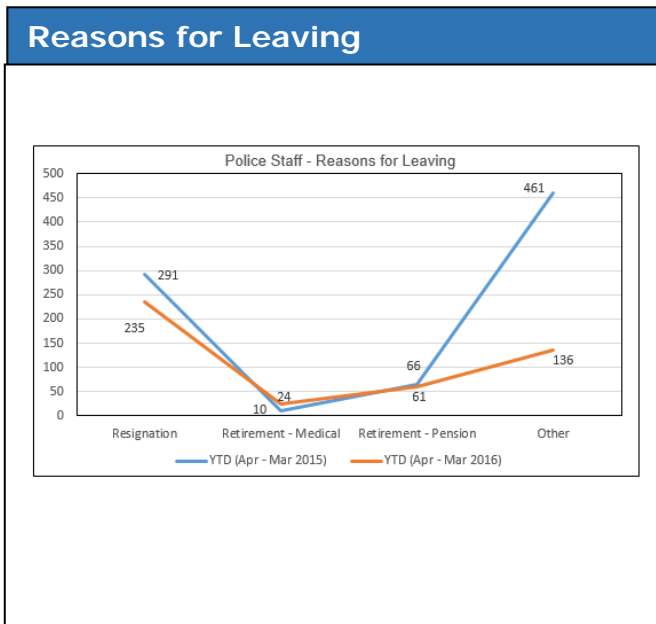
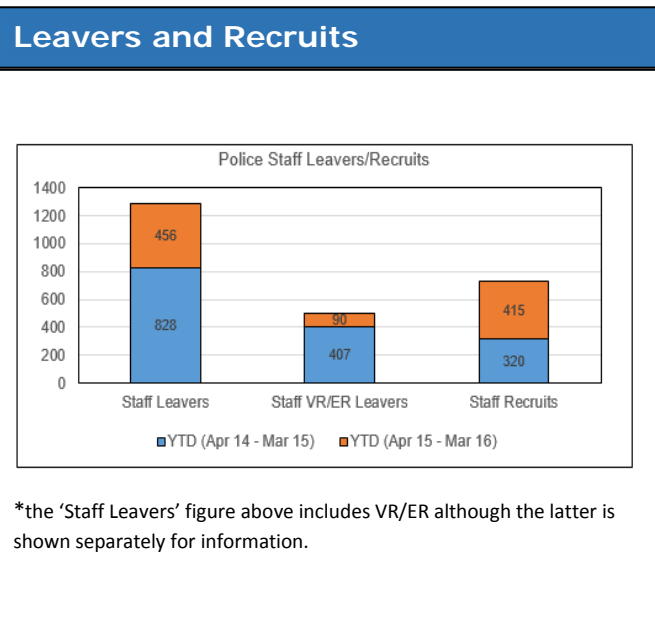
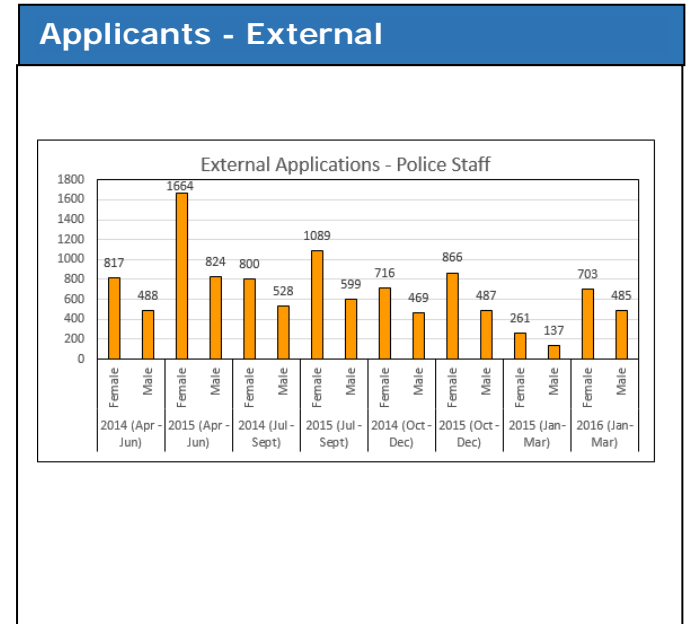
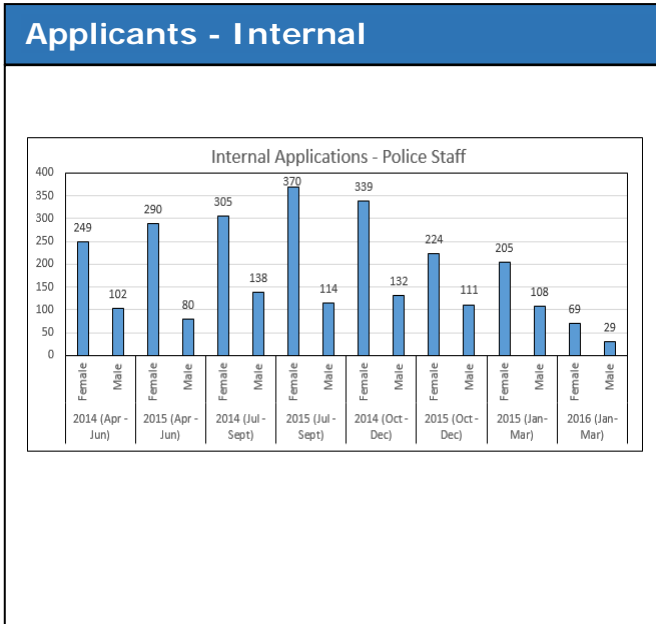
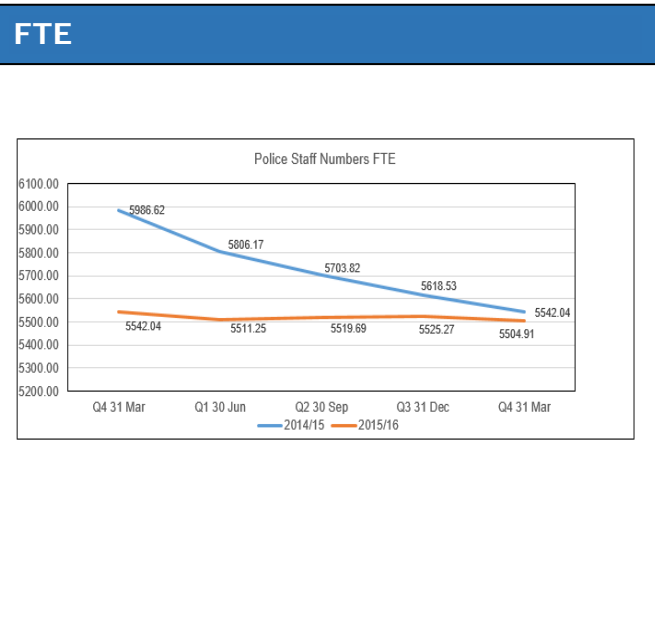
Commentary

FTE as at 13 March 2016 is 17,316.57, which is above the 17,234 commitment.

Police Officer Leavers/Recruits graph illustrates that there has been 52 less recruits and 17 less leavers when comparing YTD data for 2015 with 2014.

Reason for Leaving 'Resignation' category includes Resignation for Education; Other Employment; Resignation 30+; 30++ Scheme and Personal. 'Other' category includes Death in Service; Dismissal-Attendance; Dismissal-Discipline; Regulation 9 Dismissal; Regulation 9 Resignation and Transfer to Other Force.

Police Staff - Resourcing



Commentary

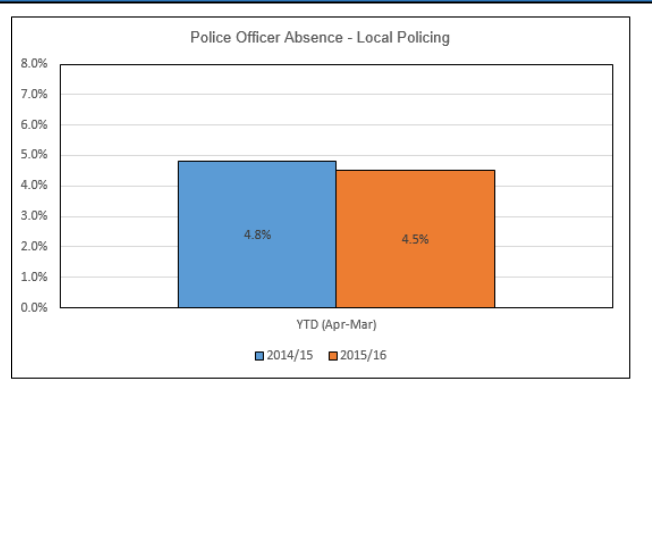
FTE as at 31 March 2016 is 5,504.91.

Police Staff Leavers/Recruits graph illustrates there have been 95 more recruits and 372 less leavers when comparing the same period (April – March) 2015/16 with (April – March) 2014/15. This being due to increased recruitment in C3 during 2015/16 and a higher volume of VR/ER leavers during 2014/15.

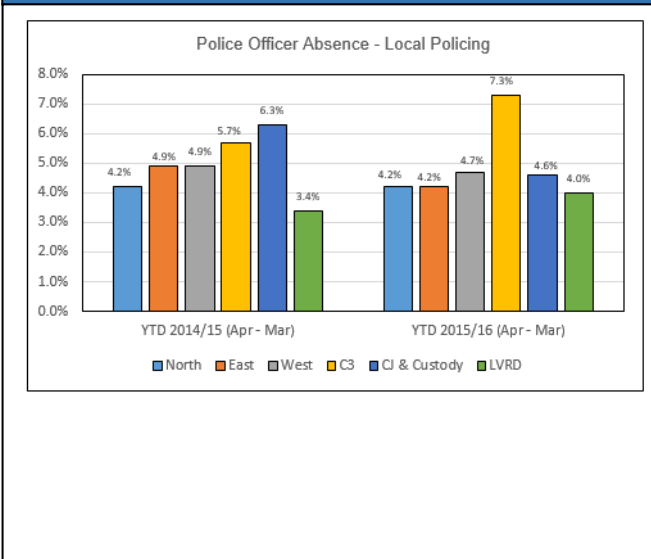
Reasons for leaving 'Resignation' category includes Resignation for Education, Other Employment and Personal Reasons. 'Other' category includes Death in Service, Dismissal, End of Temporary Contract, Transfer to another Police Force and Voluntary Redundancy.

Police Officer - Attendance

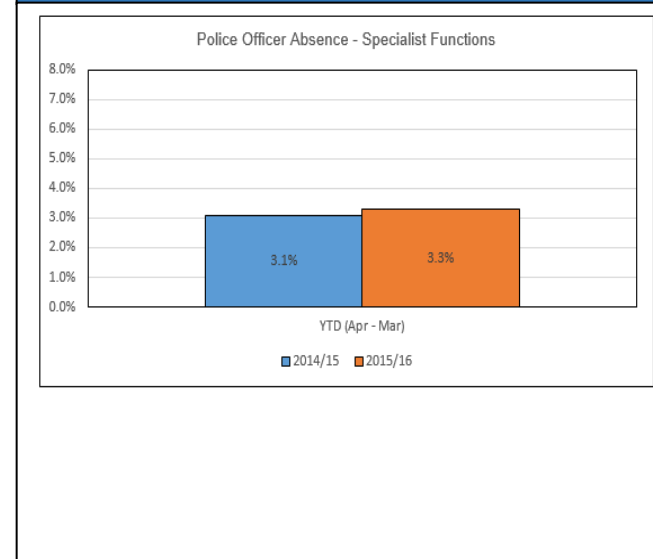
Absence (Local Policing)



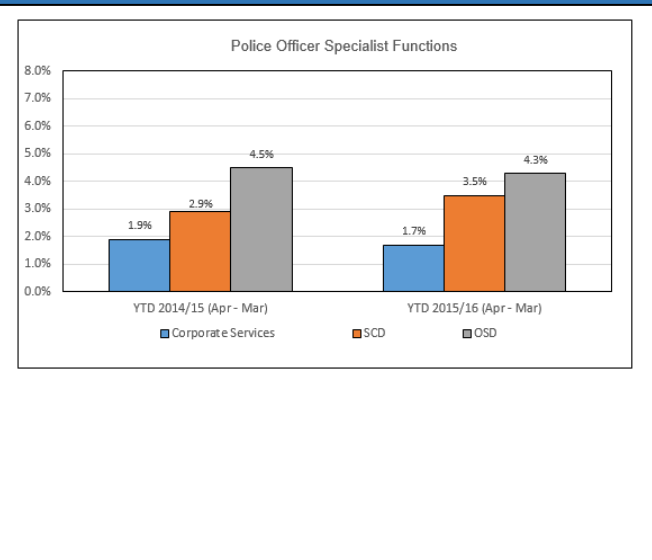
Absence Breakdown (Local Policing)



Absence (Specialist Functions)



Absence Breakdown (Spec.Functions)



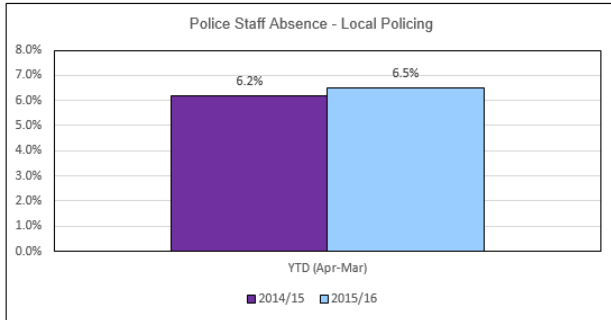
Commentary

Absence for Police Officers is expressed as a percentage and is calculated by totalling work days lost, dividing by total work days available and multiplying by 100.

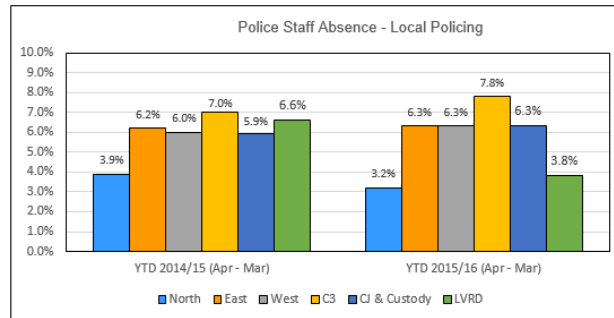
The increase in absence in C3 is due to specific pressures in this area. There is work ongoing, through a dedicated Absence Group (for C3, Criminal Justice and Custody) to target complex sickness absence cases with a view to reducing this.

Police Staff - Attendance

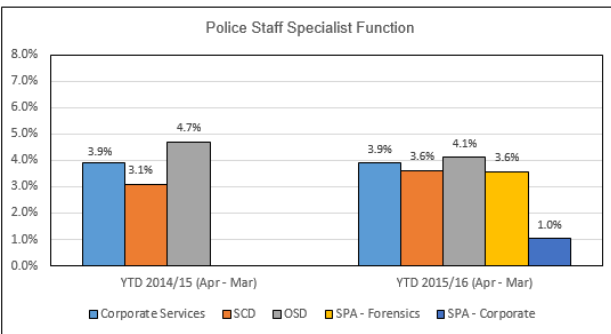
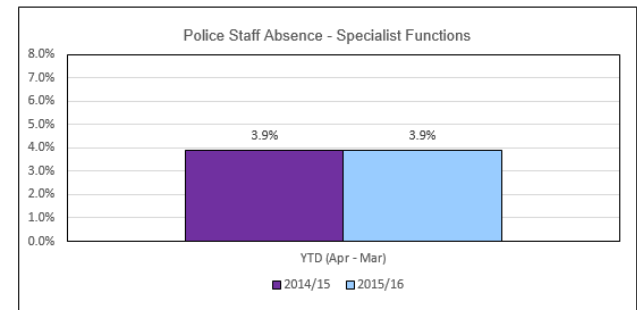
Absence (Local Policing)



Absence Breakdown (Local Policing)



Absence (Specialist Functions)



Commentary

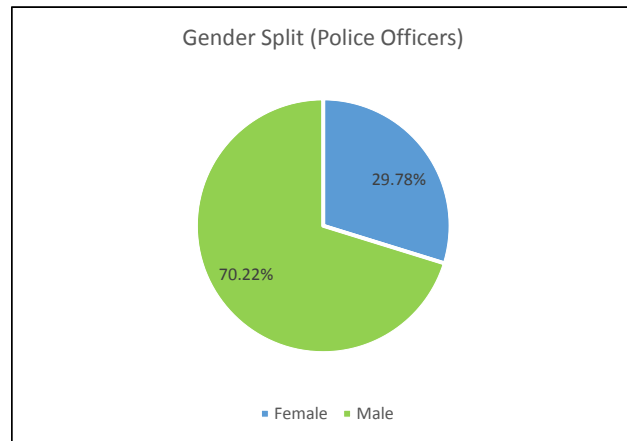
Absence for Police Staff is expressed as a percentage and is calculated by totalling work days lost, dividing by total work days available and multiplying by 100.

Please note, data is not available for SPA (Forensics and Corporate) during 2014/15.

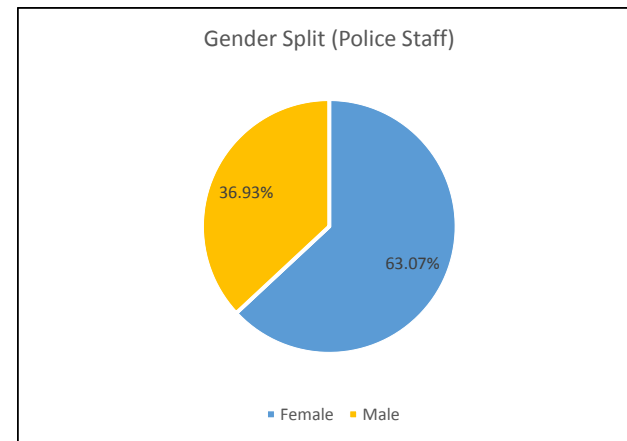
There are no significant variances between the sickness absence observed between 2014/15 and 2015/16.

Police Officer & Police Staff - Equality and Diversity & Employee Relations

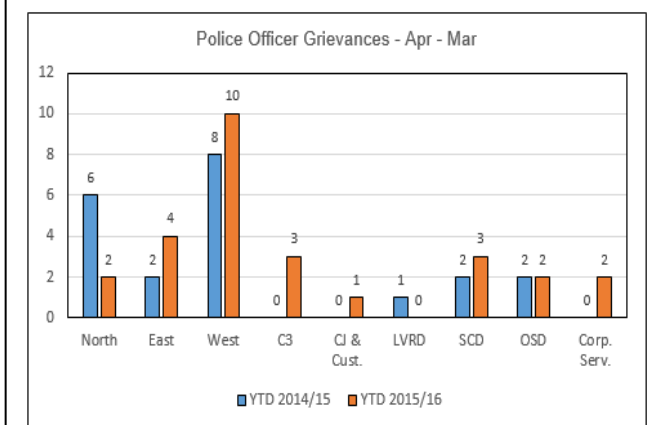
Gender Split – Police Officers



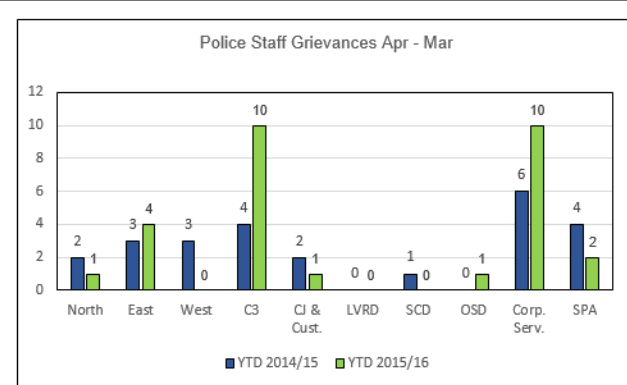
Gender Split - Police Staff



Grievance – Police Officer



Grievance – Police Staff



Commentary

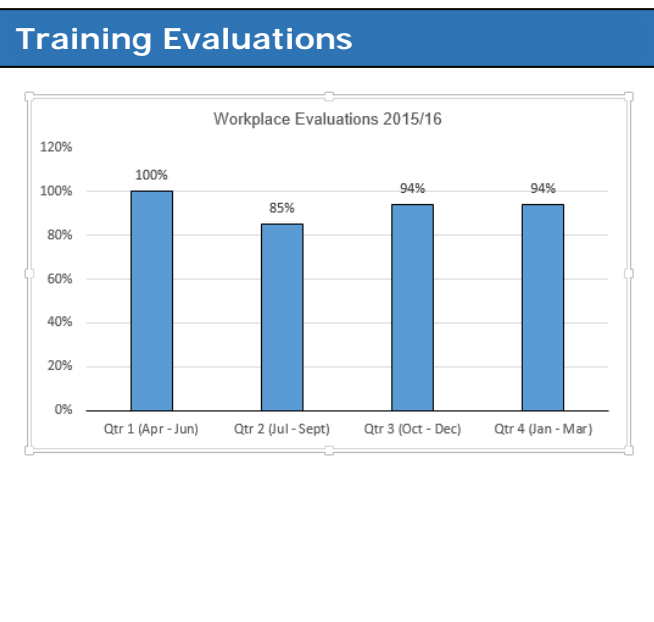
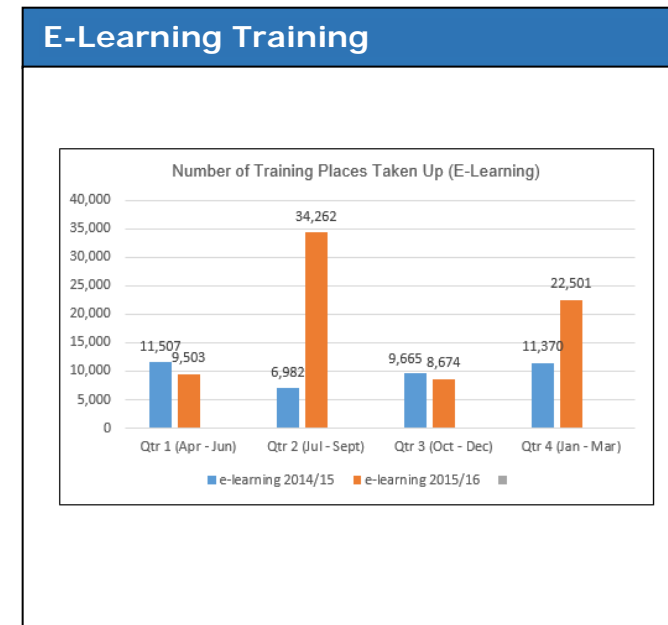
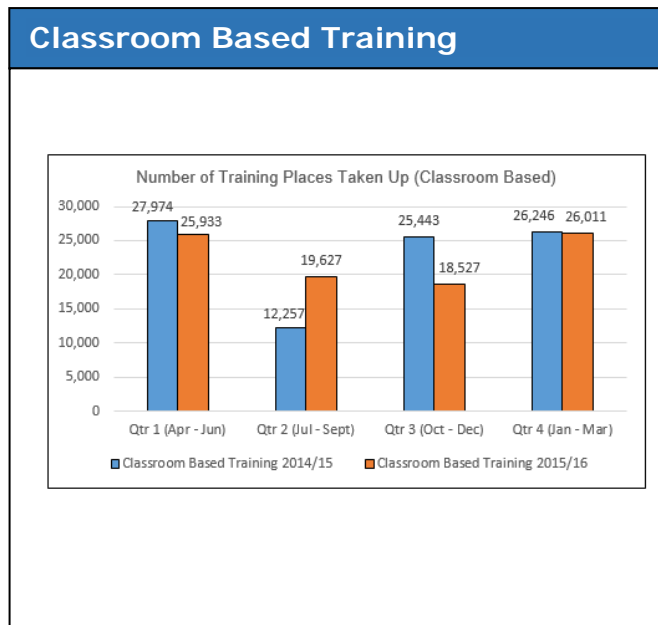
The gender split, based on headcount, for Police Officers at 31 March 2016 is 12,316 Male and 5223 Female.

The gender split, based on headcount, for Police Staff at 31 March 2016 is 3,718 Female and 2,177 Male.

The increase in grievances in C3 between 2014/15 and 2015/16 is due to ongoing organisational change within this function.

Although the number of grievances increased from 6 to 10 in Corporate Services, this is not considered significant when compared with the high numbers of Police Staff within these functions.

Police Officer & Police Staff – Training



Commentary

All training regardless of type (i.e. whether classroom based or e learning) has a notional duration time which allows the data in figure 1 to be collated for all training. Number of training days is calculated by multiplying the number of students by duration time e.g. 4 students completing a 2 hour (0.25 of a day) e learning course equates to 4 x 0.25 = 1 training day. Therefore the spike in training days and number of students trained in Q2 compared to same period last year is driven by two key factors: TLD returning to business as usual training delivery post Commonwealth Games in 2014/15 and the significant increase in e-learning undertaken across the Force with the introduction of the mandatory counter-corruption package requiring completion in 2015/16. In Q3, levels of e-learning dropped to more typical levels which has resulted in the decline of the number of training days and students attending during that period.

Training is delivered on a demand led basis to meet essential needs within the current roles. In the last quarter the number of training days has reduced but the number of students trained has increased. This is due to two factors – delivery of shorter training events and the increase of training through e learning.

Workplace evaluations are conducted on courses which are credit rated/accredited as well as those which are considered 'core' to the training curriculum. Data shows the percentage of students who have confirmed positive application of learning within the workplace 3-6 months post training.

NOT PROTECTIVELY MARKED

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HRRC PERFORMANCE REPORT

3 JUNE 2016

CORPORATE STRATEGY

The timeline for the Corporate Strategy Programme finished on 31st March 2016. 9 of the milestones have been carried over into 2016/17, as follows;

- Integrated Competency Framework – Implementation
- Resource Management/Deployment Model
- Performance Management/PDR
- Integrated Talent Management
- Police Staff Reward and Modernisation of Policy – to be reinitiated as a single project called Staff Pay & Reward Modernisation
- Review of Recruitment Practice/E-Recruitment/Pathways – to be reinitiated as a single project

A number of new project activities have also been identified for progression in 2016/17 and are currently being considered internally within Police Scotland to ensure alignment with short and longterm priorities.

Our People & Development Strategy is currently being developed. This will aim to set out our strategic focus over the next few years. It is anticipated that this will be tabled at the next SPA HRRC meeting on 2 September 2016. An Annual Delivery Plan for 2016/17 has been drafted in support of the key themes within the proposed Strategy. The People & Development Senior Management Team are currently in discussion regarding resources, priorities and timescales in support of the delivery of key activities in 2016/2017.

PEOPLE MANAGEMENT

Voluntary Redundancy/Early Retirement

Since 1 April 2013, the National Voluntary Release Panel has reviewed 1,225 applications for VR/VER. To date, 1,098 applications have been approved and 93% (1,023) of those have been formally confirmed to, and accepted by staff. Work is ongoing to identify further VR/VER releases through organisational change and reviewing existing Notes of Interest in VR/VER.

The Scottish Government has agreed to extend the terms of the existing VR/VER scheme for 2016/17.

Supernumerary Employees

There are currently 24 supernumerary employees across SPA and Police Scotland. 3 members of staff are in budgeted work and the remaining 21 staff are all undertaking project work. These staff are supported on an ongoing basis to identify suitable substantive posts as redundancy mitigation.

Redeployment / Backfill

Currently there are 74 posts advertised for 'Backfill' on our website. Priority will be given to advertising 'Backfill' posts in those areas where staff are 'at risk'.

Shared Services

Work continues to process map all HR Transactional Activity, on a priority basis, and to ensure that all processes are rolled out to Shared Services staff East/West/North.

RESOURCE MANAGEMENT

Resource Deployment

The implementation of Resource Deployment has been successful in the North Region and East Region and with the majority of National functions. The roll out is being delivered on a phased basis to test capacity; with the West Region currently in the process of being rolled out. Analysis of those areas that have been deployed is ongoing to inform the latter stages of the implementation. This should be complete by end May 2016.

Recruiting

Work continues in the development of a full business case for a new recruitment assessment centre and an e-recruitment solution. Application numbers remain sufficient to achieve the required number of recruits. Recruitment of Police Staff has slowed significantly in recent weeks with only critical posts now being filled. All recruitment requests are now carefully scrutinised to ensure that they meet the criteria for backfill.

Resource Planning and Coordination

Work in reducing both temporary ranks and supporting the review of current rank/ratio profile rank ratios has been significant for the team. This is offset by the cancellation of promotion parades for both June and August whilst the review progresses. Rank ratio work is being done at a local level with support from the centre to allow for local proposals to be developed which meets the needs of Divisions. This review will continue for several weeks yet, with recommendations flowing into a governance group chaired by DCC Designate.

STRATEGY & SPECIALIST SERVICES

Reward Management – Police Staff

Members are aware from updates provided at the previous meeting that work was in progress to uplift the Staff Pay and Reward Modernisation Project from being a People and Development workstream within the Corporate Strategy to holding Full Project status. This work presented opportunity for a strategic review of the project through development of a Full Business Case and an associated Project Management Planning document.

At an extraordinary HRRC, convened on 29th April 2016, Members considered in detail the content of the Full Business Case and took cognisance of legal advice, in approving the strategic direction and governance arrangements for the Project. Approval at this meeting included re-baselined timescales for delivery of modernisation and the establishment of a new Project Board with SPA CEO John Foley as the chair.

Subsequent to the determinations made by Members on 29th April 2016 a first meeting of the new Project Board has been established for Monday 23rd May 2016. This Project Board meeting will be chaired by SPA CEO John Foley, with a senior membership group from across the SPA, SPA Forensics and Police Scotland.

In addition to confirming its membership and terms of reference, the Project Board will also review and be asked to approve the project plan. It is anticipated that the Project Board will meet monthly thereafter and will provide close executive oversight and scrutiny of project development/delivery.

Staff Pay Award

On Thursday 28 April 2016, at JNCC, the trade unions confirmed acceptance of the 2015/16 offer

The salary increases will be added to staff pay back-dated to 1 September 2015.

The proposed increases are in line with the Scottish Government pay policy.

STRATEGY & SPECIALIST SERVICES

The SPA also offered a common entitlement to Adoption and Maternity Pay for staff, with one year's service or more, as follows:

This will provide a financial benefit to staff in the following legacy/agency areas: Grampian, D&G, Northern, SPA, SPSA, Tayside and Fife.

Health, Safety and Wellbeing

An annual review took place with Optima who provide occupational health services to SPA and Police Scotland, and AXA PPP healthcare who provide the Employee Assistance Programme. The key highlight from the review with AXA PPP is that utilisation has grown to 3.3% which exceeds the target of 3%. This is as a consequence of a strong communication and engagement programme supported by P&D/AXA/Optima

On Friday 26 February 2016, Police Scotland received a formal letter from Russell Berry, HM Inspector of Health and Safety (HSE), outlining a number of Health & Safety issues along with a summary of his findings from the recent inspection of five properties (Dumbarton, Jackton, London Road, Maryhill and Paisley). The letter also included a formal improvement notice in respect of The Health and Safety at Work Act 1974 and the Control of Asbestos Regulations 2012, Regulations 4(3) to 4(10) inclusive, with the requirement that Police Scotland remedy the contraventions by 11th April 2016.

Police Scotland took immediate steps to meet the requirements of HSE notice, which ensured that the work was completed and the improvement notice requirement was fully met on time.

Following the notice of compliance Police Scotland will now focus on a wider review of our compliance with regard to other Health & Safety matters, including those already highlighted in discussions with HSE. This work is being progressed under a Steering / Working Group structure and will report in late July 2016. HSE have indicated that they will visit Police Scotland in early August 2016 at which time they will be looking to consider the Review of Health & Safety / Physical Resource Compliance and associated Action Log.

TRAINING, LEADERSHIP & DEVELOPMENT

Staff Opinion Survey: Employee Engagement

Development of the four targeted action plans to address the outcomes and suggestions from the engagement programme has been completed. An extensive discussion has been undertaken involving the PS Executive Team on the planned communication strategy. This will involve face to face and online channels to communicate with staff and officers. As a precursor to official launch, briefings have been provided to Divisional Commanders, senior management teams, staff associations, trades unions, and equality staff associations. Final design of all communication is complete and will launch by 27th May. At the same time, specific recommendations from the Superintendent review overlap the staff survey action plans and the Exec have approved co-ordinating a joined-up approach to progress delivery of both reviews through a new governance group chaired by DCC Rose Fitzpatrick.

Leadership Strategy

Good progress is being achieved across a range of deliverables which are now progressing towards implementation stage. This includes:

- Performance Development Conversations (PDC): pilot launch of our new appraisal framework, for officers and staff, an being led by the Executive Team.
- Executive Team 360
- Mentoring programme: development complete and programme scheduled to launch by the end of June.
- Senior selection processes: new approach to assessment methods approved and will be implemented across senior selection scheduled for June onwards.
- Senior Leaders Forum: new senior leadership forum will launch on 1st June and scheduled 3 times per year
- Talent Management: design of Development Centres is underway and targeted to launch pilot event by the end of June.

TRAINING, LEADERSHIP & DEVELOPMENT

TLD Performance Overview Commentary:

Criminal Justice (Scotland) Act 2016 – The Bill has now received royal assent and should now be referred to as the Criminal Justice (Scotland) Act 2016. To date more than 12,500 officers have completed the on-line pre-requisite training and approximately 5,800 officers have received 1 day face to face training delivered across Local Policing Divisions. Crime Training, who lead on this area, have also trained trainers from a range of partner agencies. The training programme is on target to have all relevant staff trained well within the anticipated commencement date for the Act.

Investigators Development Programme (IDP) – The IDP is currently being developed in collaboration with Specialist Crime Division and Local Policing for an expected launch in late 2016. A dedicated SCD team based at Police Scotland College, Tulliallan, supported by Crime Training resources are currently developing processes, procedures and training products.