

SCOTTISH POLICE  
AUTHORITY

<b>Meeting</b>	<b>Audit Committee</b>
<b>Date</b>	<b>24 July 2018</b>
<b>Location</b>	<b>Pacific Quay, Glasgow</b>
<b>Title of Paper</b>	<b>Internal Audit Workforce Planning Report</b>
<b>Item Number</b>	<b>5.3</b>
<b>Presented By</b>	<b>Helen Berry, Director, Scott-Moncrieff</b>
<b>Recommendation to Members</b>	<b>Members are requested to note the report.</b>
<b>Appendix Attached</b>	<b>Internal Audit Workforce Planning Report</b>

**PURPOSE**

This paper presents our final report on the review of Workforce Planning. The paper is presented in line with the Internal Audit contract with Scottish Police Authority. The paper is submitted for noting.

## 1. BACKGROUND

- 1.1 Workforce planning allows an organisation to maximise the use of its resources and build capacity in a structured and planned way. People are the key to future success and improvements in service. Effective workforce planning ensures that an organisation has a workforce of the right size, with the right skills and diversity organised in the right way within the budget that it can afford. The workforce plan should support the contribution of the organisation's strategic and operational objectives.

The Policing 2026 strategy was launched in June 2017 and charts the next phase in the transformation of policing in Scotland. The Police Scotland workforce will have to evolve as new skills and capabilities are required to deliver the 2026 strategy. It is therefore important that the SPA / Police Scotland has a robust workforce plan in place to manage this change.

We have assessed the current processes for managing the workforce, and the current plans in place to deliver the strategy.

## 2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 The report notes that Police Scotland's workforce planning controls procedures reflect good practice in a number of areas including:
- Significant work has been undertaken to ensure that structures, headcount and transfers are monitored consistently across the country.
  - A suite of workforce reports are regularly produced by the Resource Management Team which are used to inform workforce planning, including headcount planning, skills shortages and training requirements.
  - The Resource Management Team has benchmarked with other organisations, including Sky, to learn and develop management information reporting.

The report contains one “grade 4” (very high risk exposure) and two “grade 3” (high risk exposure) recommendations to enhance the design and operation of the workforce planning controls. The findings contained within the report have been accepted with action owners and timescales for completion assigned.

Next steps: We will follow up management responses contained within the report on a periodic basis to monitor progress being made towards implementing management actions

### **3. FINANCIAL IMPLICATIONS**

3.1 There are no financial implications arising as a direct result of this report.

### **4. PERSONNEL IMPLICATIONS**

4.1 There are no personnel implications associated with this report.

### **5. LEGAL IMPLICATIONS**

5.1 There are no legal implications associated with this report.

### **6. REPUTATIONAL IMPLICATIONS**

6.1 There are no reputational implications arising from with report.

### **7. SOCIAL IMPLICATIONS**

7.1 There are no social implications directly associated with this report

### **8. COMMUNITY IMPACT**

8.1 There are no community impact implications directly associated with this report.

### **9. EQUALITIES IMPLICATIONS**

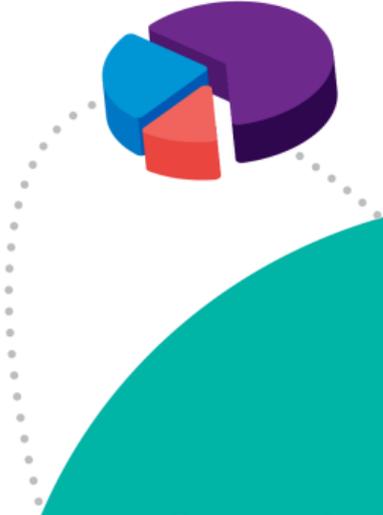
9.1 There are no equalities implications directly associated with this report.

## 10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications associated with this report.

### **RECOMMENDATIONS**

Members are requested to note the report.



# Scottish Police Authority Internal Audit Report 2017/18

## Workforce Planning

July 2018



Scott-Moncrieff  
business advisers and accountants





# Scottish Police Authority

## Internal Audit Report 2017/18

### Workforce Planning

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# Executive Summary

## Conclusion

Since the formation of Police Scotland, resource management has necessarily focused on ensuring that management information on structures and headcount is accurate and reported consistently. There is now a need to develop more strategic workforce planning, to help Police Scotland meet future demands and achieve the financial and strategic objectives set out within 2026.

We have noted areas where management information can be improved and where more formal arrangements would support the implementation of the 2026 Strategy.

## Background and scope

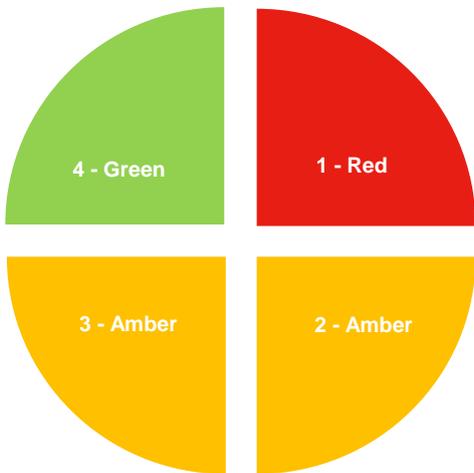
Workforce planning allows an organisation to maximise the use of its resources and build capacity in a structured and planned way. People are the key to future success and improvements in service.

Effective workforce planning ensures that an organisation has a workforce of the right size, with the right skills and diversity organised in the right way within the budget that it can afford. The workforce plan should support the contribution of the organisation's strategic and operational objectives.

The Policing 2026 strategy was launched in June 2017 and charts the next phase in the transformation of policing in Scotland. The Police Scotland workforce will have to evolve as new skills and capabilities are required to deliver the 2026 strategy. It is therefore important that the SPA / Police Scotland has a robust workforce plan in place to manage this change.

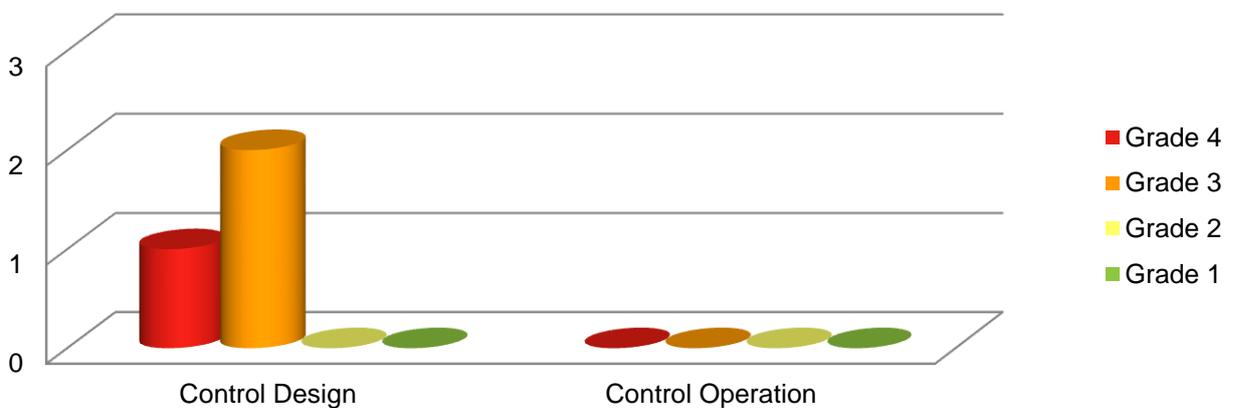
We have assessed the current processes for managing the workforce, and the current plans in place to deliver the strategy.

## Control assessment



- 1. There is a workforce plan in place which supports the recruitment and retention of staff who contribute to the achievement of strategic and operational objectives;
- 2. There is a consistent approach to the use of workforce planning tools across the organisation to develop a workforce plan that will need future workforce needs;
- 3. Training and development needs are collated and incorporated into workforce planning tools;
- 4. On-going management information is sufficiently robust to identify areas of potential under or over-utilisation of staff, and action taken accordingly if any instances are identified.

## Improvement actions by type and priority



Three improvement actions have been identified from this review, all of which relate to the design of controls in place themselves. See Appendix A for definitions of colour coding.

# Key findings

## Good practice

We have gained assurance that Police Scotland's procedures reflect good practice in a number of areas:

- Significant work has been undertaken to ensure that structures, headcount and transfers are monitored consistently across the country.
- A suite of workforce reports are regularly produced by the Resource Management Team which are used to inform workforce planning, including headcount planning, skills shortages and training requirements.
- The Resource Management Team has benchmarked with other organisations, including Sky, to learn and develop management information reporting.

## Areas for improvement

We have identified a number of areas for improvement which, if addressed, would strengthen Police Scotland's control framework. These include:

- The development of a strategic workforce strategy to support the achievement of the Policing 2026 Strategy and the organisation's longer term financial strategy and plans for change.
- A formalised clear communication link between the Resource Management Team and the Strategic Training Group.
- A governance structure to provide assurance over data quality. We noted that a lack of confidence over some of the workforce data, and lack of common understanding about what the data in the reports is showing, limits the usefulness of current management reporting.

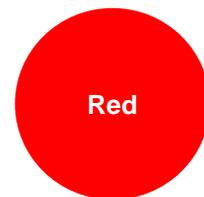
These are further discussed in the Management Action Plan below.

# Acknowledgements

We would like to thank all staff consulted during this review for their assistance and co-operation.

# Management Action Plan

Control Objective 1: There a strategic approach to people management in place, which is consistent with Policing 2026 and other organisational strategies.



## 1.1 Workforce Strategy

The Policing 2026 Strategy sets out SPA's aims and objectives for the next three years in relation to its workforce. The strategy sets a focus on the restructuring of Corporate Services, with a review of demand and skill mix of the workforce to be conducted in 2020 to inform future planning in line with the Policing 2026 Strategy.

Resource management work to date has focused on ensuring that structures and headcount are monitored and reported consistently across the organisation. The team recognises that this is the first stage of developing strategic workforce planning, but that significant work is required to develop a formal workforce strategy that will support the achievement of the Policing 2026 Strategy.

There is now a need to develop an agreed action plan with key stakeholders across Police Scotland, including teams working on relevant strategic projects such as Demand and Productivity to set out the action required and realistic timescales for delivery.

As an example, the Scottish Government set out a six stage approach that NHS boards' must follow to consider service change and the workforce needed. We have set out our high level assessment of where Police Scotland is against the six stage approach in Appendix B. This may help Police Scotland develop a practical approach to ensure that decisions taken are sustainable and realistic for the workforce.

### Risk

There is a risk that the Policing 2026 Strategy and longer term financial plan will not be achieved without a focused workforce strategy setting out the key steps necessary to deliver a transformed and financially sustainable service.

### Recommendation

A workforce strategy should be developed to underpin the Policing 2026 Strategy. The Strategy should be supported by key processes to allow Police Scotland to make ongoing assessments of the impact of planned changes on the workforce, demand analysis and any skills deficits. The plan should be developed with input from staff across the organisation, including teams working on programmes related to delivery of the 2026 Strategy such as the Demand and Productivity work stream.

Grade 4  
(Design)

### Management Action

Management accepts this recommendation.

A workforce planning team has been formed and is led by ACC Operational Change and Resilience which will ensure appropriate links are made as her portfolio also includes the demand and productivity work stream.

A plan will be created, along with the enabling processes and stakeholder management.

This is a key focus within the People Strategy.

**Action owner: ACC Operational Change and Resilience**

**Due date: 30 November 2018**

## Control Objective 2: There is a consistent approach to the use of workforce planning tools across the organisation to develop a workforce plan that will meet future workforce needs.

Amber

### 2.1 Workforce planning tools

As we set out within Appendix B, as the target operating model for the Police Service in Scotland is developed, there will be a need to develop workforce planning tools to reconcile longer term financial and workforce planning, with frontline policing, training and resource planning. Please refer to Appendix B for more information on good practice and tools such as the Workforce Modelling Tree approach. This provides a useful planning tool that can be used to visualise and model the current and future shape and size of the workforce, showing ratios and cost.

As the 2026 implementation plans continue to develop, the workforce demand will continue to evolve and Police Scotland therefore requires nationally agreed tools and consistent processes to ensure that frontline requirements are delivered throughout the period of change.

#### Risk

There is a risk that without longer term workforce planning tools, the impact of service developments may not be understood or adequately planned. This may have an impact on budgets, training plans and recruitment.

#### Recommendation

Police Scotland need to identify longer term workforce planning tools to be used to support the implementation of 2026, and adopt training and roll-out to support use of the tools across the organisation.

#### Management Action

Grade 3  
(Design)

Management accepts this recommendation.

We are currently in a discovery phase to establish what is working well, what has worked well elsewhere and what tools exist to fill any gaps identified.

There is a requirement for both a tactical and strategic approach which will be represented in the plan.

**Action owner: ACC Operational Change and Resilience**

**Due date: 30 November 2018**

# Control Objective 3: Training and development needs are collated and incorporated into workforce planning tools.



## 3.1 Training and Development

Training and development needs are identified for Police Officers on an individual basis through the performance review process. The Leadership Training & Development (LTD) function is primarily responsible for managing and arranging training within the organisation. Where significant training needs are identified, such as training on cybercrime, working groups are established. However, there is currently no formal communication link between the Resource Management Team, Strategic Planning and the LTD.

### Risk

There is a risk that there is not a shared understanding of training needs, either identified through strategic planning or during the performance review process, and the impact on workforce plans. This may result in failure to plan for the impact of training on the workforce, or a failure to equip staff with the new skills and capabilities required to deliver the Policing 2026 strategy.

### Recommendation

A clear communication link should be established between the Resource Management Team and the training function through, for example, a strategic training group that could report and provide assurance to the Change Board. Training needs identified through the performance review process should be formally communicated to the LTD function in a timely manner to facilitate on-going training and development of staff.

#### Management Action

Grade 3  
(Design)

Management accepts this recommendation.

An area of focus for Workforce Planning will be high level future Training which will be linked to the LTD reference group.

**Action owner: ACC Operational Change and Resilience**

**Due date: 31 December 2018**

## Control Objective 4: On-going management information is sufficiently robust to identify areas of potential under or over-utilisation of staff, and action taken accordingly if any instances are identified.



Green

### No new weaknesses identified

Resource deployment is led by the Resource Management team, which sits within the People & Development directorate. At the start of each week, they receive a suite of reports from Scope that cover workforce data across all of Police Scotland. This includes BEVA reports (budgeted establishment vs. actual) broken down by Business Area. These allow the quick identification of the over or under utilisation of police officers and staff.

Data is circulated to other individuals within Police Scotland, but the Resource Management team is responsible for its dissemination, ensuring consistency in the data monitored.

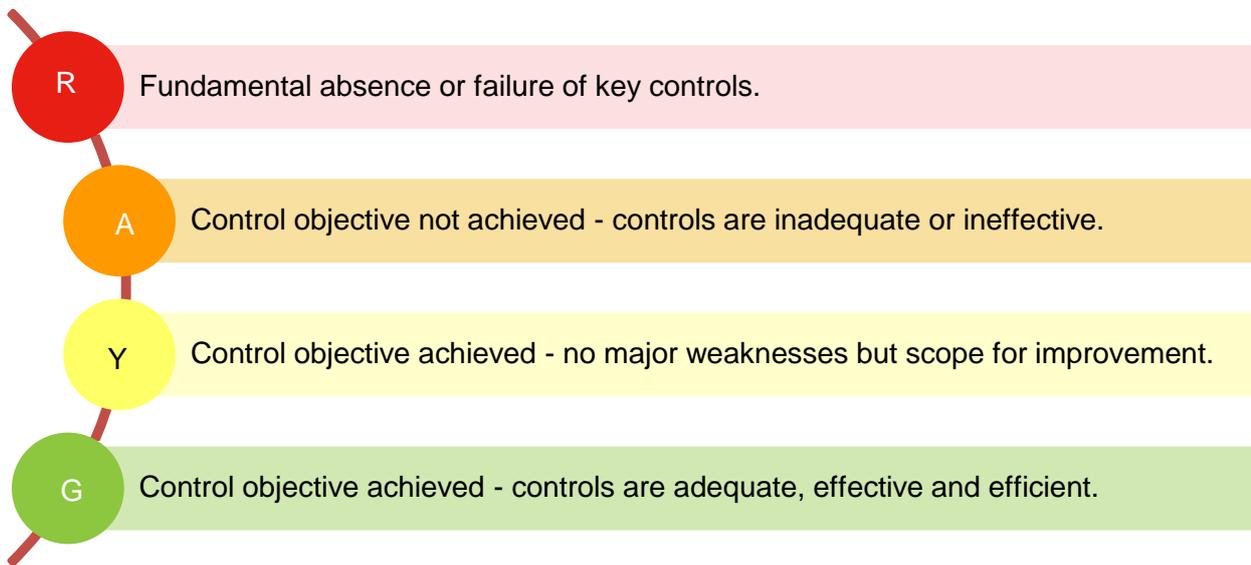
The National Scope Management (NSM) team within the People & Development team is responsible for maintaining the people management system, Scope, and providing management information from the system to be used for workforce planning. The Resource Management (RM) Team provides monthly management information reports and a suite of real time reports is also available for managers on Scope. The RM team has, however, recognised that some of the reports may not provide the information that users require and has used benchmarking and learning from other organisations to develop standard reporting and a refreshed dashboard to ensure that data and reports are customised and can help drive decision making.

Data quality checks are performed by the Scope team before reports are shared with the wider organisation, which will highlight anomalies within the data (e.g. duplicate entries). This will be flagged to the relevant teams who are responsible for addressing these issues. However, we have identified that there is no formal procedure or governance structure in place to provide sufficient assurance or oversight of the quality of data, with reliance placed on staff inputting data to the system accurately. As a result, we note that there are insufficient accountability mechanisms to ensure data quality within HR Performance Reports.

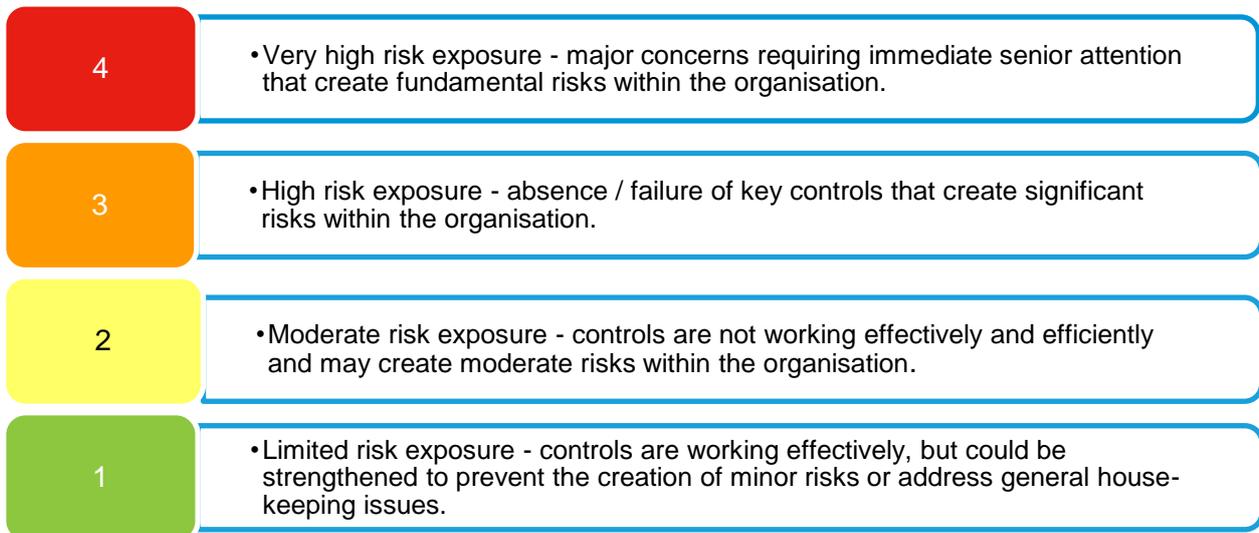
While we have not identified any new findings related to this area during this review, we have performed an internal audit review of HR Performance Reporting – data quality and collection that is closely linked to this control objective. The issues identified within that review could impact on the identification of areas of potential under or over-utilisation of staff. Please refer to the HR Performance Reporting Internal Audit Report for full details of the findings identified.

# Appendix A – Definitions

## Control assessments



## Management action grades



# Appendix B: NHS Scotland Six Steps Workforce Planning Methodology

This appendix sets out the workforce planning methodology in use within NHS Scotland, along with our high level assessment of Police Scotland’s current progress in comparison to this good practice. We have assessed progress as follows:

Red	Not yet developed	Amber	In progress	Green	In place
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Steps	Task	Key elements	Our assessment of current progress at Police Scotland
<b>1 Defining the plan</b>	<p>Identify why a workforce plan is needed and for whom it is intended.</p> <p>Stipulate how it will support the achievement of wider corporate goals and objectives. The purpose, scope and ownership of the workforce plan should be made explicitly clear.</p>	<p>The following information/data should be considered/acknowledged at this stage.</p> <ul style="list-style-type: none"> <li>• An overview of the organisation/service which could include, the geography of each area along with additional information on the number and type of services provided and the overall size of the relevant workforce.</li> <li>• The workforce plan should link to the achievement of the main goals and objectives of the organisation and support consistent corporate communication.</li> <li>• A description of the agreed outputs to be achieved from developing the workforce plan and how these will impact across other services and partners should be highlighted.</li> <li>• A description of the workforce engagement and partnership working and consultation which supports the Workforce Planning function.</li> <li>• A description of the Workforce Planning process adopted including reference to agreed governance arrangements</li> </ul>	<p><b>The organisation has set out why a workforce plan is needed and how it will support the 2026 Policing Strategy, but significant work is needed to support the development of a strategic workforce plan.</b></p> <p>The 2026 Policing Strategy recognises the importance of a workforce plan including:</p> <ul style="list-style-type: none"> <li>• Changing the workforce size and composition to provide the right balance of resources and capacity across the organisation.</li> <li>• Identifying the capabilities required and how the service will attract, retain, develop and realise these capabilities.</li> <li>• New threats and demands requiring a more diverse, multi-skilled and experienced workforce that can operate effectively in the public, private and virtual</li> </ul>

Steps	Task	Key elements	Our assessment of current progress at Police Scotland
		<p>and details of workforce engagement and Partnership involvement.</p>	<p>space.</p> <p>However, there is no formal approach in place to support the development of a strategic workforce plan, including overall governance or accountability arrangements.</p>
<p><b>2 Mapping service change</b></p>	<p>Identify the purpose and shape of any proposed service change that will impact on future workforce requirements.</p> <p>This section should indicate the goals and benefits of change, the future context for how services will be delivered, identify the options for future service delivery, the drivers for and/or constraints against future changes and what any preferred option(s) might look like.</p> <p>This should ensure appropriate engagement with a range of stakeholders in the planning process. From here it is possible to determine the specific benefits, goals and objectives of any future service delivery. It is also possible to begin to create a range of service scenarios for the future and how this may specifically impact on the</p>	<p>The following information/data should be considered/acknowledged at this stage:</p> <ul style="list-style-type: none"> <li>• Describe what future demand may look like and highlight the comparison with the current configuration.</li> <li>• Describe any known current financial issues facing the organisation as well as those anticipated in the medium to long term.</li> <li>• Describe any major service changes or changes resulting from service redesign which will or are likely to be taken forward in the future, articulating the impact these may have on the future workforce configuration.</li> <li>• Describe any additional drivers and constraints on the delivery of future services. These would include issues such as economic environment, the political landscape, public attitudes/expectations, changes in service location etc.</li> <li>• Describe the corporate goals and/or targets that will impact on the workforce planning agenda and vice versa.</li> <li>• Describe the key strategies which are influencing service demand and configuration in your service.</li> <li>• Describe the workforce implications from strategic</li> </ul>	<p><b>The 2026 Policing Strategy and supporting organisational change policy set out a strong case for service change based on future demand, but the links to resource management and workforce planning are underdeveloped.</b></p> <p>The 2026 Strategy sets out clear requirements to change the service and the shape of the force in the future. However, there are no clear links between the organisational change programme and resource management. The longer term financial plan is not yet supported by a future workforce plan.</p>

Steps	Task	Key elements	Our assessment of current progress at Police Scotland
	workforce.	<p>projects/developments already agreed and set them out in an action plan with short, medium and longer term timescales.</p> <ul style="list-style-type: none"> <li>Consider any integrated services with key partners.</li> </ul>	
<p><b>3 Defining the required workforce</b></p>	<p>Identify the skills required and the type/ number of staff to deliver the new service model (workforce demand).</p> <p>This step should outline the workforce required to meet the predicted service needs and requires all of the key issues local and national which will impact on workforce design and deployment to be taken into account.</p>	<p>This stage should:-</p> <ul style="list-style-type: none"> <li>Describe the required skills and competencies respond to predicted population and service need, with the objective of establishing a responsive competency based workforce.</li> <li>Highlight any workforce reporting requirements as well as any agreed workforce projections.</li> <li>Describe the need for changing skill sets influenced by factors such as, new threats, demographics, and changes in demand. The geography of service provision should also be accounted for as these may have an impact on the design of the workforce, the availability of the required skills with the local area, the availability of training provision, and the adaptability and retention of staff.</li> <li>Use any available modelling tools such as the Workforce Modelling Tree approach. This provides a useful planning tool that can be used to visualise and model the current and future shape and size of the workforce, showing ratios and cost.</li> <li>Describe the requirements for any new roles</li> <li>Include Workforce projections. The projections should relate to the preparation of existing workforce to meet</li> </ul>	<p><b>The Change Board has not yet defined a target operating model for the police service across Scotland, but work has commenced on identifying and developing the skills required to deliver 2026.</b></p> <p>The Resource Management Team prepares management information on the headcount and allocation of resources, and provides assurance on maintaining police officer numbers at 17,234. The current management reporting also allows known skill shortages and promotion requirements to be highlighted and addressed.</p> <p>As the change board develops a target operating model, the workforce demand, and therefore projections, may change and will require consultation with stakeholders to define and manage expectations. In Control Objective 2, we note the need to develop tools to support the impact of service developments on frontline requirements.</p> <p>In Control Objective 3, we identify weaknesses in communicating and</p>

Steps	Task	Key elements	Our assessment of current progress at Police Scotland
		future service need through upskilling and promotion.	planning for the impact of training on the workforce.
<b>4 Understanding workforce availability</b>	Identify current and future staff availability based on current profile and deployment (workforce supply)	This section should: <ul style="list-style-type: none"> <li>Describe the provision of available workforce data to inform the development of the workforce plan. This should also share what data quality measures have been put in place that allow for robust workforce planning outcomes.</li> <li>Present a profile of the workforce covering individual staff/professional groups.</li> <li>Highlight any trend data on vacancies outlining any known recruitment hotspots as well as an indication as to whether this is a local, regional or national issue.</li> <li>Highlight the expenditure made against overtime, excess and part-time hours.</li> <li>Describe any known or projected skill gaps across groups.</li> </ul>	<b>The Resource Management Team provides management information on current staff availability, and improvements are underway to provide tailored reporting and an improved dashboard.</b>
<b>5 Developing an action plan</b>	Plan to deliver the required workforce (new skills in new locations) and manage the change.  Developing the action plan is a high priority in the process because it identifies the actions and sets out how	This section should: <ul style="list-style-type: none"> <li>Set out actions indicating whether they are short, medium or longer term, relating to the following time periods.               <ul style="list-style-type: none"> <li>Short Term – up to 1 year</li> <li>Medium Term – 1-3 years</li> <li>Long Term – 3-5 years +</li> </ul> </li> </ul>	<b>N/a – not yet in place.</b>

Steps	Task	Key elements	Our assessment of current progress at Police Scotland
	these will be progressed and managed.	<ul style="list-style-type: none"> <li>• Describe Education &amp; Training priorities. An integrated education and training plan should be part of any Workforce Plan; this allows for education and development priorities to be established and understood.</li> <li>• Include a Knowledge and Skills/Gap analysis.</li> <li>• Highlight hard to fill posts or any workforce issues that could be progressed at national level.</li> <li>• Describe any interventions to support socially responsible recruitment helping line with tackling health inequalities and supporting local economies and infrastructure.</li> <li>• Outline any skills registers/redeployment lists to ensure that the available workforce resource is able to contribute to its potential. The majority of staff for redesigned services will already be in employment and will be matched to meet service need with the requisite skills and competences required being delivered through training and support.</li> <li>• Describe future workforce shape and size of your workforce.</li> <li>• Ensure that actions and progress on stated actions are described each year, so that no actions can be removed without description of progress or amendment. This will demonstrate ongoing iterative workforce planning.</li> </ul>	
<b>6 Implementing, monitoring and refreshing</b>	Implement the plan, measure progress and refresh the plan as required.	<p>Step 6 is the monitoring process for plans, it also allows for reflection on actions and taking account of any new drivers and any unintended consequences of developments.</p> <p>The monitoring process will be through the governance</p>	<b>N/a – not yet in place.</b>

Steps	Task	Key elements	Our assessment of current progress at Police Scotland
		structures agreed for your plan.	

Source: Adapted from <http://www.knowledge.scot.nhs.uk/workforceplanning/resources/six-steps-methodology.aspx>



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