

Meeting	Public SPA Board Meeting
Date	25 February 2016
Location	John McIntyre Conference Centre, Edinburgh.
Title of Paper	Police Scotland P & D Performance Report
Item Number	10.2
Presented By	John Gillies, Director of People & Development
For Approval For Consultation	For Consultation
Appendix Attached:	Yes

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.

1. BACKGROUND

- 1.1 The attached Performance Report covers information from 1 April 2015 up to 31 December 2015 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

10.1 There are no environmental implications associated with this paper.

RECOMMENDATIONS

Members are requested to:

Note the content of this report.

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SPA OVERVIEW REPORT
25 FEBRUARY 2015

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CORPORATE STRATEGY

We are now into the last quarter of the Corporate Strategy Programme. Progress continues to be made for 'Our People' with updates and issues fed into the monthly DCC Designate Business Area Board which provides strategic oversight and direction.

The following milestones have been delivered between October - December 2015

- Leadership Strategy
- Employee Relations Model
- Employee Relations Framework
- Cross –sector Leadership Development Activity (moved to Business as usual)
- Co-ordination of E&D People & Development Activity (moved to Business as usual)

Looking into the next quarter Jan - March 2016 the milestones due for completion at the end of the financial year are as follows;

- Resource Management/Deployment Model
- Performance Management/PDR

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PEOPLE MANAGEMENT

Voluntary Redundancy/Early Retirement

Since 1 April 2013, the National Voluntary Release Panel has reviewed 1,204 applications for VR/VER. To date, 1,076 applications have been approved and 94% (1,012) 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.

Terms for 2016/2017 VR/VER are currently being progressed through the relevant committee structure with a view of having terms signed off by the Scottish Government Minister as soon as possible.

Supernumerary Employees

There are currently 37 supernumerary employees across SPA and Police Scotland who are all undertaking project work. These staff are supported on an ongoing basis to identify suitable substantive posts as redundancy mitigation. A full review of supernumerary employees will take place by the end of the financial year and be reported to the HR&RC.

Redeployment / Backfill

Currently there are 78 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.

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RESOURCE MANAGEMENT

Resource Deployment

The Resource Deployment function is reaching the implementation phase of the restructure project. Work is ongoing to realign the responsibilities of the 8 Resource Management Units across the country with a communications plan being launched at local and national level. Technical testing of electronic systems will go ahead in February to ensure continuity of service and resilience across the department.

Work is ongoing to rationalise and simplify processes, with one of the more notable changes , the automatic granting of pre-planned annual leave, due to go live in April 2016. This means that Police Officers who have been allocated an annual leave group and who apply for leave within the timescales will need no further approval. This is estimated to reduce SCoPE transactions by around 70,000 per year.

Systems Data and MI

Work continues to update SCOPE facilities and the next improvements are scheduled to go live in February. This includes facilities such as auto-approval of annual leave which will result in significant administrative savings.

Recruiting

Work continues in the development of a full business case for a new recruitment assessment centre and an e-recruitment solution. Applications remain sufficient meantime to achieve the required number of recruits. Following the change in policy it is notable that 17% of applicants did not have a driving licence. In terms of Police Staff further scrutiny has been introduced for all vacancies to ensure absolute business need prior to advertisement.

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RESOURCE MANAGEMENT

Resource Planning and Coordination

84 Police Scotland officers were promoted in December 2015. Due to the recent closure of the Forth Road Bridge the promotion parade, originally planned for Tulliallan was split in two to avoid any officers travelling through the affected areas.

The National Transfer Committee (NTC), which convenes bi-monthly at present, assesses all applications for internal transfer. Since the inception of Police Scotland, a total of 435 requests for transfer between local policing Divisions have now been received. This reflects the significant benefit of Police Scotland coming together as it opened up the opportunity for officers to move more freely around the country. Of this number, 371 requests have been concluded, as follows:

Approved (and transfer complete)	302
Withdrawn	57
Not Approved (Not SOP compliant)	12

There are currently 58 remaining 'live' requests and 6 new requests awaiting progress.

The Resource Planning & Coordination Unit have facilitated and provided secretariat support to two succession planning exercises for the Police Scotland Senior Management Team on 27th November 2015 and 12th January 2016. This is geared towards informing future succession requirements and to highlight any posts that require immediate attention. The process resulted in a small number of senior roles being progressed for internal expressions of interest.

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Reward Management – Police Staff

Deloitte consultants delivered a final report to Modernisation Steering Group members, which demonstrates progress on the overall deliverables. The final report included a fully verified data set. Completion of the verified data set is critical for the subsequent further development of the options appraisal work which will be completed in February 2016.

Pay and Grading – Additional resource has been allocated to this work stream from People Management to support the job analysis work.

Engagement with Trade Unions continues on a fortnightly basis. Progress includes agreement in principle of selected benchmark roles for job evaluation and process for inviting job holders to attend job evaluation interviews.

The key activities for the next quarter are job evaluation, updating all staff job descriptions and developing an options appraisal proposal.

Health and Wellbeing

Following scrutiny work by the Scottish Police Authority in 2014, the Police Scotland Health and Safety Team have developed a comprehensive Fire Safety Management system. This will lead to the phased roll out of detailed documentation which will support divisions and departments to ensure fire risks are appropriately managed in their buildings, making roles and responsibilities clear and ensuring Fire Risk Assessments are up to date. The first phase of the roll out will be to those buildings which contain 'Primary Custody Centres' was completed mid December 2015 and then the focus will move to other buildings which are either 'Secondary Custody Centres' or those which have residential accommodation.

A policy statement to underpin the responsibility of both SPA and PS for fire safety management is to be signed by both the chair of the SPA and the Chief Constable to reflect the dual responsibility for this important aspect of our wider Health & Safety responsibilities.

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STRATEGY & SPECIALIST SERVICES

The Health and Wellbeing Group met on 27 January 2016. A series of wellbeing initiatives were discussed and will now be presented to the Force Executive and SPA for approval. The proposals include a Health & Wellbeing week of activity to take place in 2016/2017.

Equality and Diversity

Police Scotland has ranked 83rd in Stonewall's Workplace Equality Index, an improvement from the 119th achieved last year. The Index is a benchmarking tool used by employers to assess their achievements and progress on LGBT equality in the workplace. Each participant must demonstrate their expertise in 10 distinct areas of employment policy and practice, including networking groups, career development, training and community engagement. More than 400 organisations took part in the 2016 Workplace Equality Index, the highest number in its 12-year history. The Service will now feature as one of Stonewall's Top 100 employers in the UK.

Police Scotland and SPA are supporting the Scottish campaign for Year of the Dad which was launched on 24 January 2016.

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TRAINING, LEADERSHIP & DEVELOPMENT

Staff Opinion Survey: Employee Engagement

The engagement programme was implemented mid-November and is now complete at a national level with some local events continuing through early February. The programme has resulted in a range of ideas which officers and staff believe will make a positive difference across the organisation. The next step is to transition to outputs into a meaningful improvement plan, which clearly and visibly demonstrates that senior leaders have listened and taken on-board officer and staff feedback. The outputs from each workshop have been analysed with the aim of identifying and prioritising the 'top ideas' but equally not losing sight of quick practical ideas and longer term suggestions that are important concerns across the workforce. The approach to the improvement plan will be presented to the SPA Board in February.

Leadership Strategy

An action plan has been implemented to deliver the leadership development strategy and work is progressing on many of the core projects linked to Phase 1 (2015/16). This includes a review of all leadership programmes; development of a mentoring strategy; design and introduction of a revised appraisal and personal development process; and development of an integrated competency framework. Each of these projects will be developed in full consultation with all stakeholders and are targeted to launch in the early part of 2016/17. Next steps will focus on the development of delivery plans for Phase 2 projects.

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. The 'Train the Trainers' courses have begun and are in their second week with positive feedback. The Force is currently giving consideration to the roll out plan that will support effective implementation of the changes to the relevant policies and practices.

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.

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SPA PERFORMANCE REPORT

This report covers data from 1 April 2015 until 31 December 2015 unless otherwise stated and contains data that was accurate at time of submission.

25th February 2016

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Police Scotland Divisional Identifiers

Local Policing

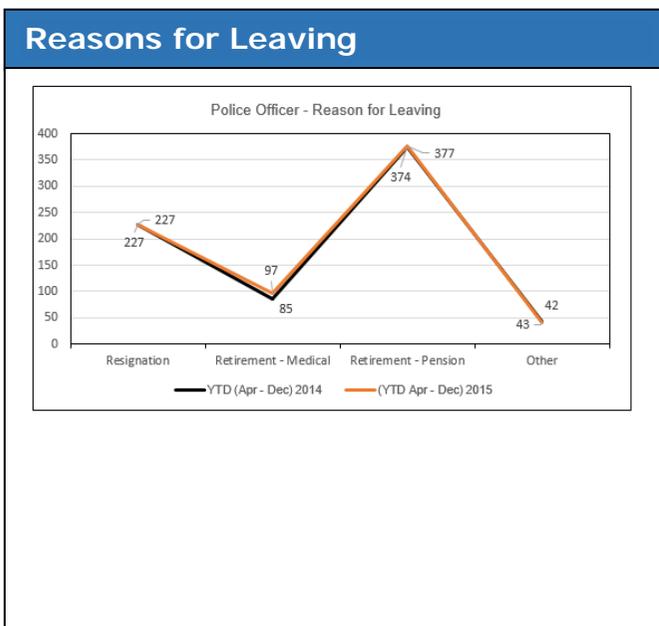
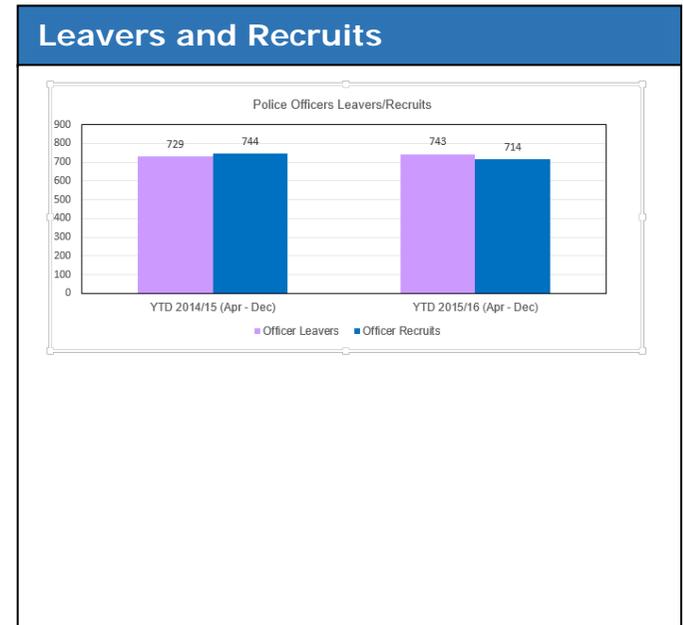
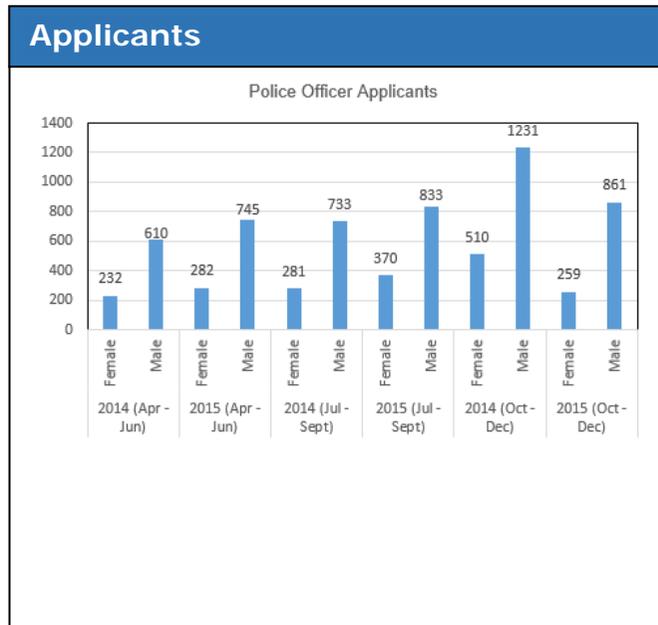
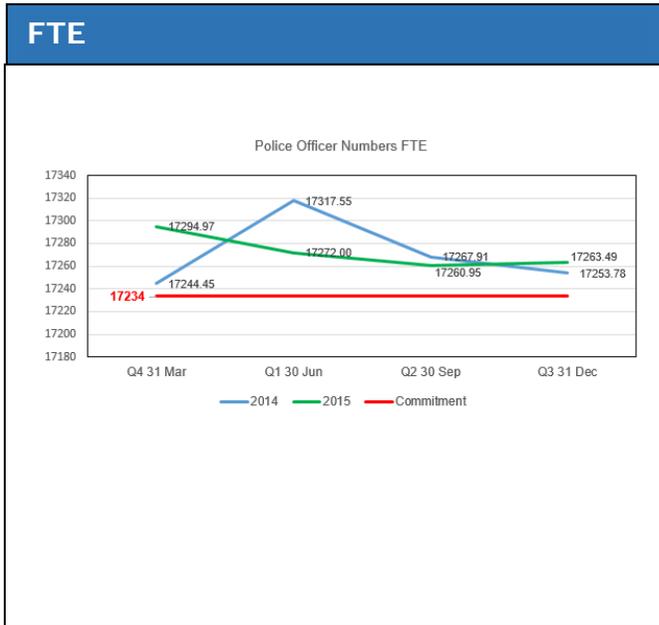
Command Area	Division	
North	A	Aberdeen City
	B	Aberdeenshire and Moray
	D	Tayside
	N	Highlands and Islands
East	C	Forth Valley
	E	Edinburgh
	J	The Lothians & Scottish Borders
	P	Fife
West	G	Greater Glasgow
	K	Renfrewshire and Inverclyde
	L	Argyll and West Dunbartonshire
	Q	Lanarkshire
	U	Ayrshire
	V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

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Commentary

FTE at 31 December 2015 was 17263.49 which is above the 17234 commitment. Applications in this quarter are down from the previous year but are sufficient to maintain the commitment and no difficulties in that regard are anticipated in the immediate future.

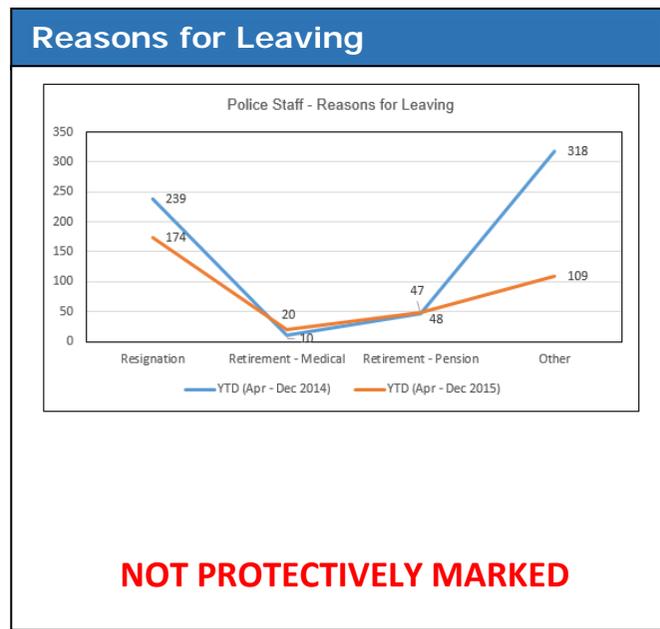
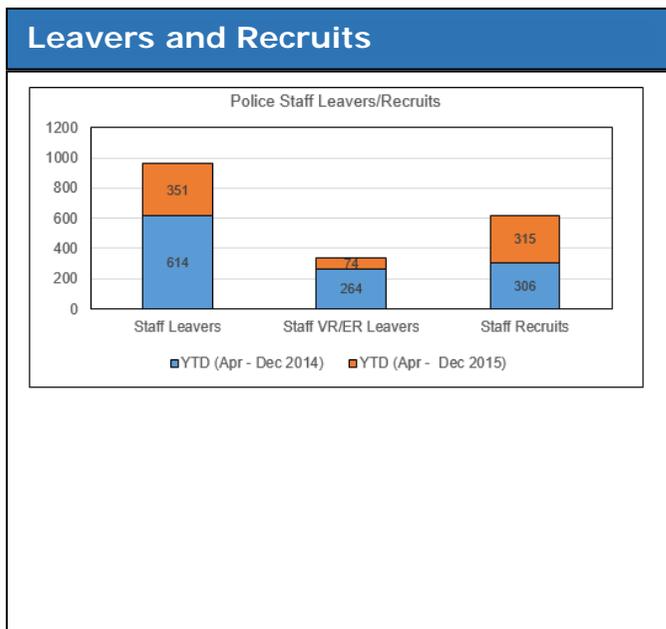
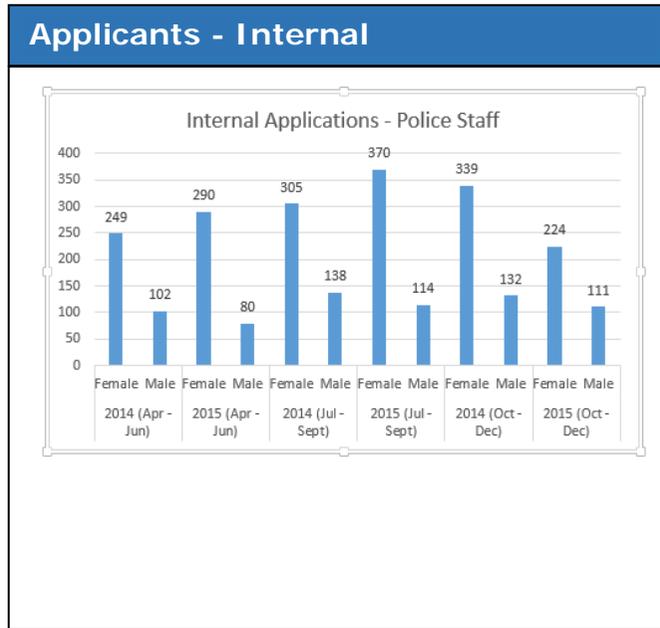
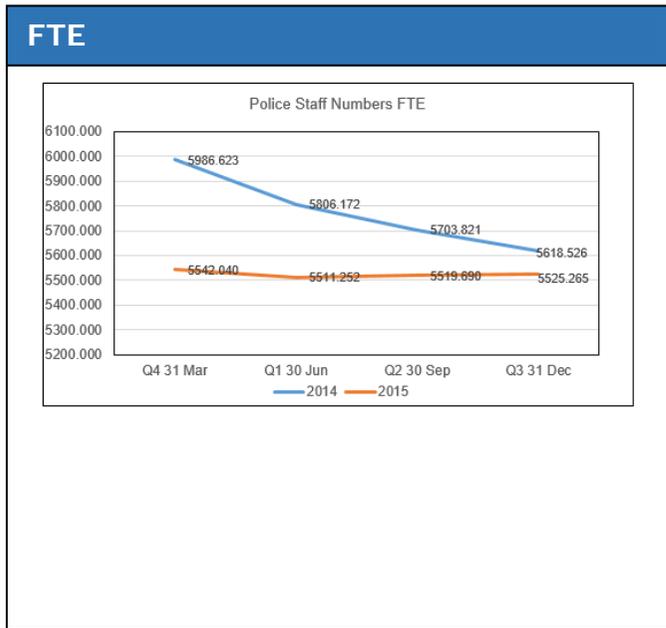
The trend of leavers is almost identical to the previous year.

A review of our approach to exit interviews has just concluded. This will lead to an introduction of a new approach which will provide more granular detail as to leaver patterns so help guide future HR development work including activity around recruitment and retention.

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Police Staff - Resourcing

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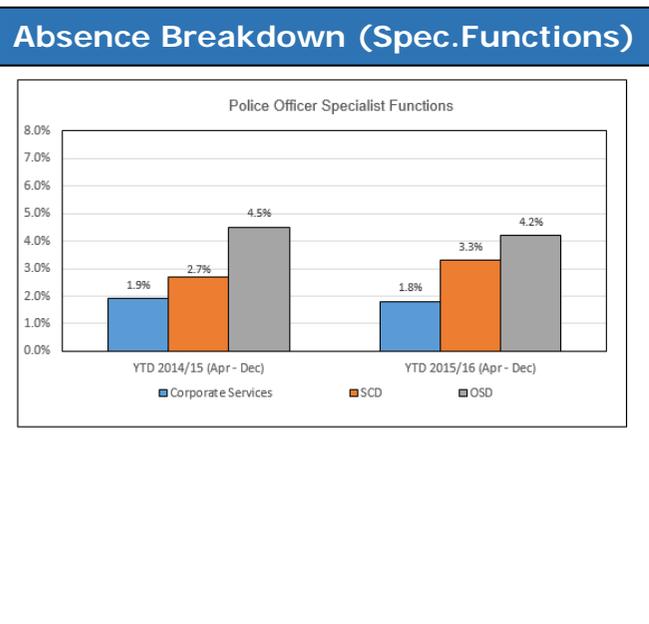
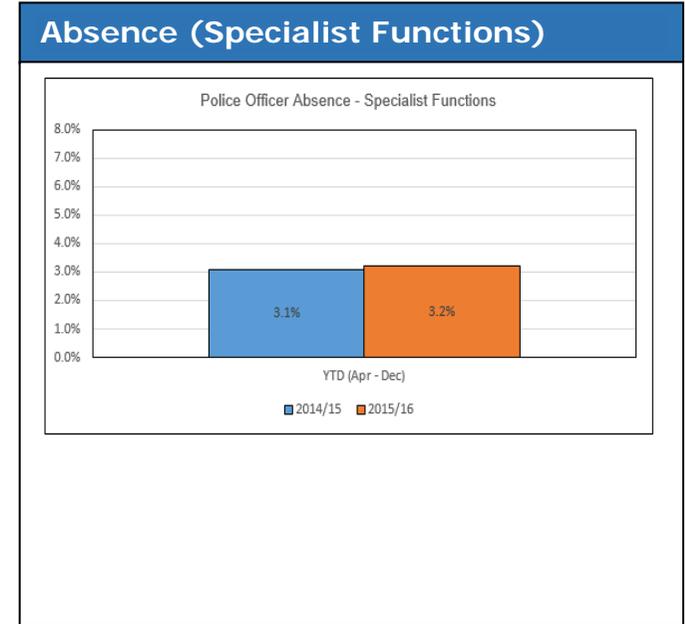
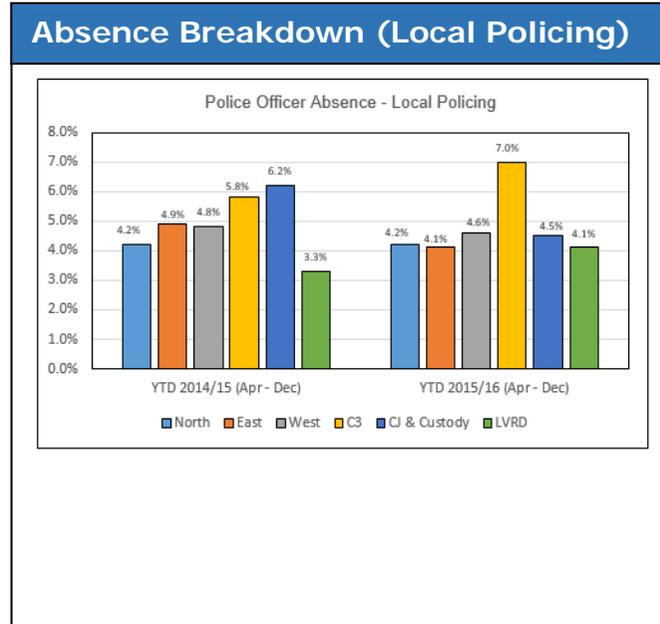
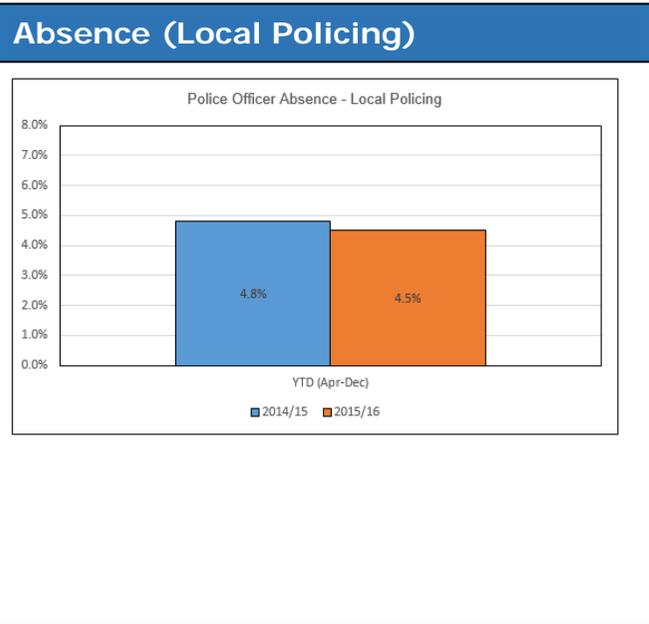
Commentary

Staff numbers have steadied in recent months with less opportunities for VR/VER being presented. Recruitment has also slowed with 351 members of staff having resigned or retired whilst only 315 have been replaced.

There is robust analysis of recruitment activity at an executive level both for replacement of leavers and against requests for new posts to ensure any activity is a business critical need.

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Police Officer - Attendance



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.

Local Policing Absence includes Police Officers based in Local Policing, C3, Custody, Criminal Justice and LVRD.

Specialist Functions Absence includes Police Officers based in Corporate Services, SCD and OSD.

There is no significant change in the overall Police Officer absence since the first quarter.

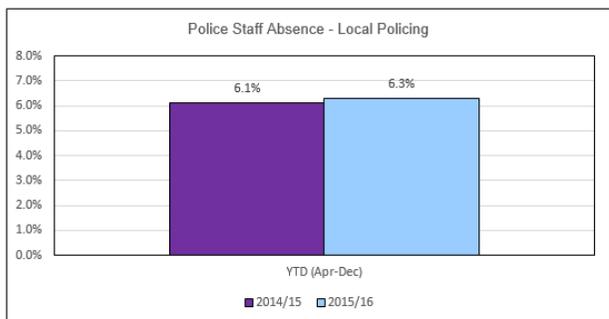
There are only a small number of Officers in LVRD and therefore 1 or 2 officers reporting sick shows a disproportionate increase in the graph.

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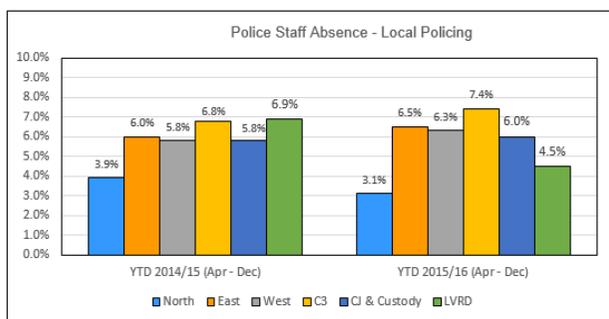
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Police Staff - Attendance

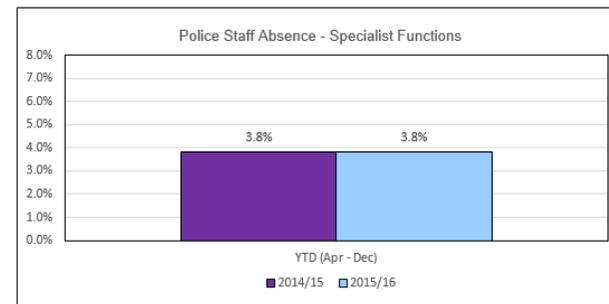
Absence (Local Policing)



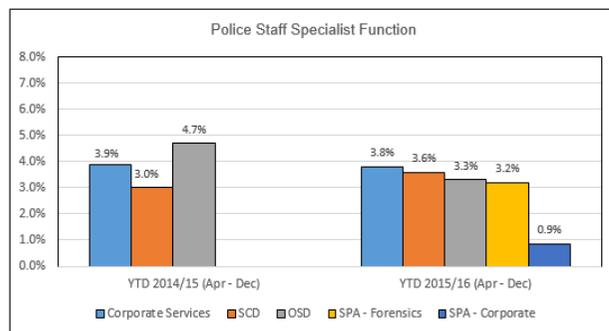
Absence Breakdown (Local Policing)



Absence (Specialist Functions)



Absence Breakdown (Spec.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 there is no breakdown of absence available for YTD2014/15 for SPA Forensics and SPA Corporate.

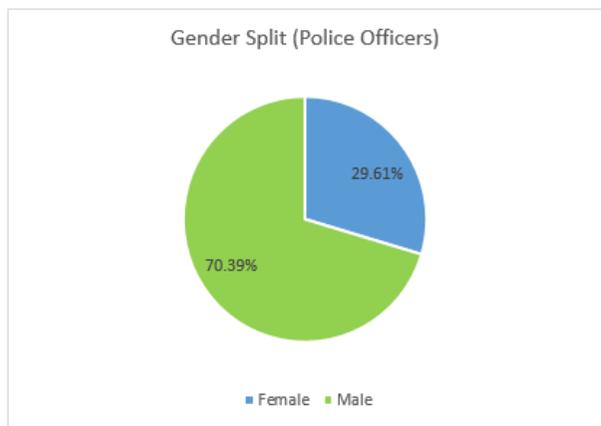
Absence is broadly similar across the comparable period from the year before. Members are aware of the impact of vacancies and reduced staffing on absence statistics that have been previously been reported in detail.

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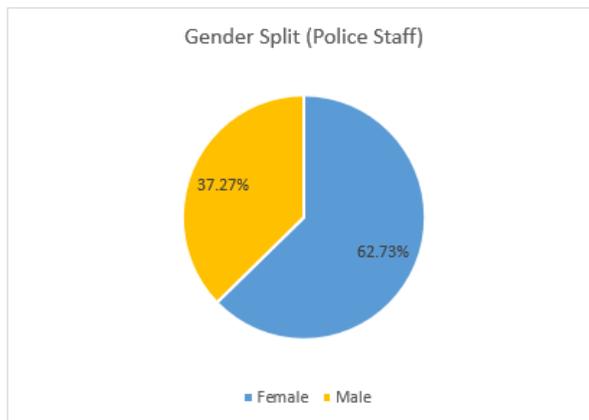
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Police Officer & Police Staff - Equality and Diversity & Employee Relations

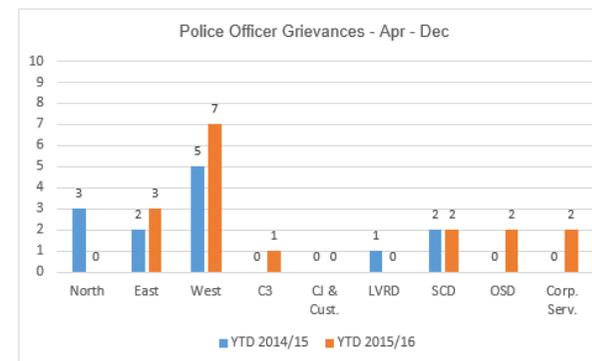
Gender Split – Police Officers



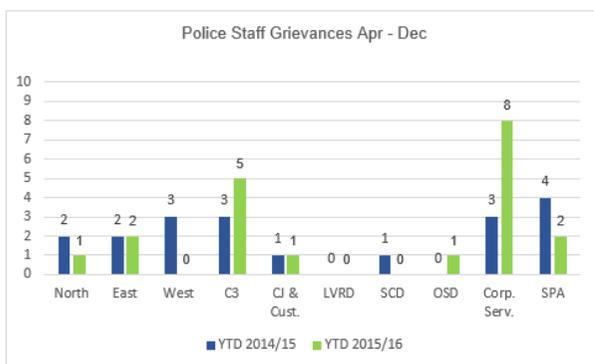
Gender Split - Police Staff



Grievance – Police Officer



Grievance – Police Staff



Commentary

The gender splits for both staff and officers remains nearly static at the moment. That said, work continues through proactive recruitment to address the gender imbalance.

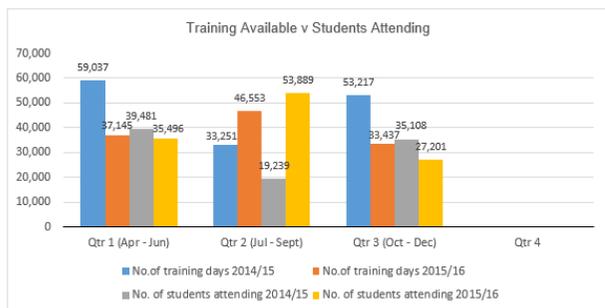
The number of grievances for the size of the organisation remains small. Whilst the number of grievances within Corporate Services appears higher than other areas 34% of Staff are employed within this function with 40% of the grievances recorded in that function which is proportionate to the Staff levels.

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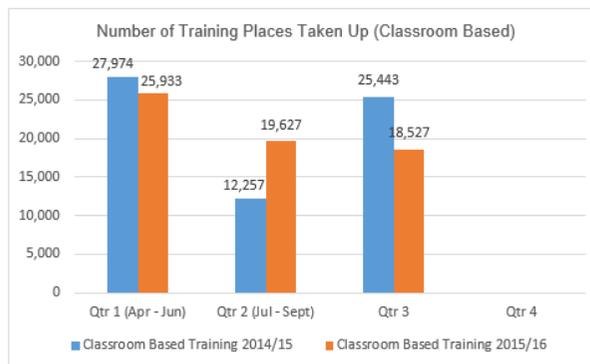
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Police Officer & Police Staff – Training

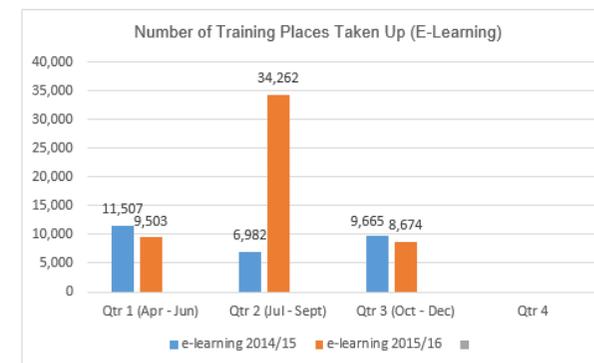
All Training



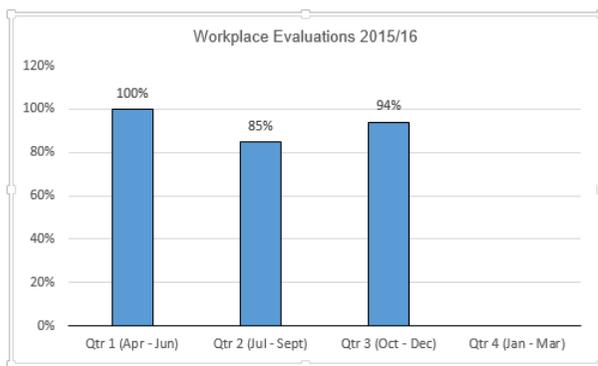
Classroom Based Training



E-Learning Training



Training Evaluations



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 complete a 2 hour (0.25 of a day) e learning course equates to $4 \times 0.25 = 1$ 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 and the significant increase in e-learning undertaken across the Force with the introduction of the mandatory counter-corruption package requiring completion. In Q3, levels of e-learning have dropped to more typical levels which has resulted in the decline of the number of training days and students attending during that period.

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.

The data set for training activity continues to be developed to better inform senior management and the SPA relative to delivery versus demand etc. This will develop over the next quarterly reporting period.

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