

<b>Meeting</b>	<b>SPA Board Meeting</b>
<b>Date and Time</b>	<b>27 October 2015, 10.00- 12.45</b>
<b>Location</b>	<b>Stirling Court Hotel, Stirling</b>
<b>Title of Paper</b>	<b>Police Scotland – People and Development Performance Report</b>
<b>Item Number</b>	<b>8.1</b>
<b>Presented By</b>	<b>Mr John Gillies, Director of People and Development</b>
<b>Recommendation to Members</b>	<b>For Consultation</b>
<b>Appendix Attached:</b>	<b>HR Performance Report August 2015</b>

## **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 up to 31 August 2015 unless otherwise stated and contains data that was accurate at the time of submission.

## **2. FURTHER DETAIL ON 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 legal implications associated with this report.

**6. REPUTATIONAL IMPLICATIONS**

6.1 There are no reputational implications associated with this report.

**7. SOCIAL IMPLICATIONS**

7.1 There are no social implications associated with this report.

**8. EQUALITIES IMPLICATIONS**

8.1 There are no equality implications associated with this report.

**RECOMMENDATIONS**

Members are invited to note the content of this paper.

**Police Scotland  
SPA Public Board Meeting  
HR Performance Report October 2015**

**Introduction**

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

This report covers information as at 31 August 2015 unless otherwise stated and contains data that was accurate at the time of submission. Members are invited to note the content of this report.

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## Police Scotland Divisional Identifiers

### Local Policing

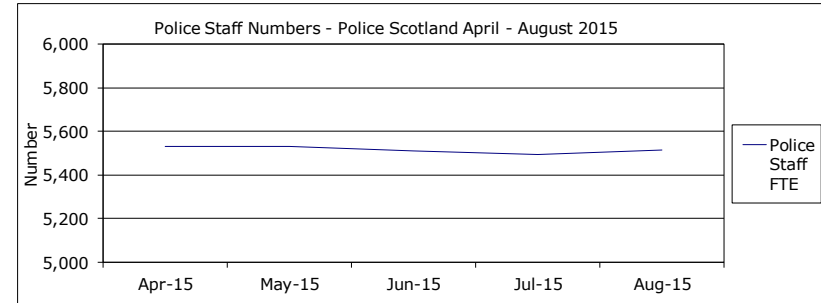
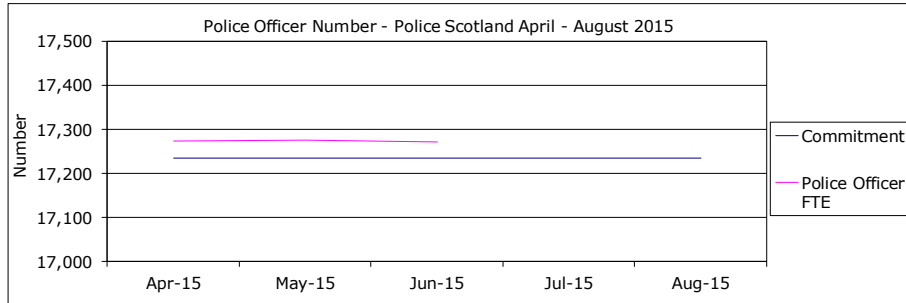
Command Area	Division	
<b>North</b>	<b>A</b>	<b>Aberdeen City</b>
	<b>B</b>	<b>Aberdeenshire and Moray</b>
	<b>D</b>	<b>Tayside</b>
	<b>N</b>	<b>Highlands and Islands</b>
<b>East</b>	<b>C</b>	<b>Forth Valley</b>
	<b>E</b>	<b>Edinburgh</b>
	<b>J</b>	<b>The Lothians &amp; Scottish Borders</b>
	<b>P</b>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

### Specialist Functions

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

**1 Resourcing  
Police Officer/ Staff Numbers**

Metric	Measure	Apr-15	May-15	Jun-15	Jul-15	Aug-15
Commitment	FTE	17234	17234	17234	17234	17234
Police Officer FTE	FTE	17273.7	17275.4	17272.0		
Police Staff FTE	FTE	5530.44	5530.02	5511.25	5492.15	5512.97



## Comments

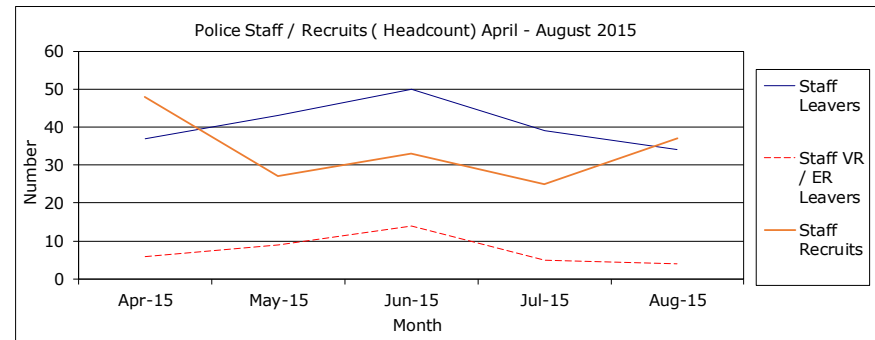
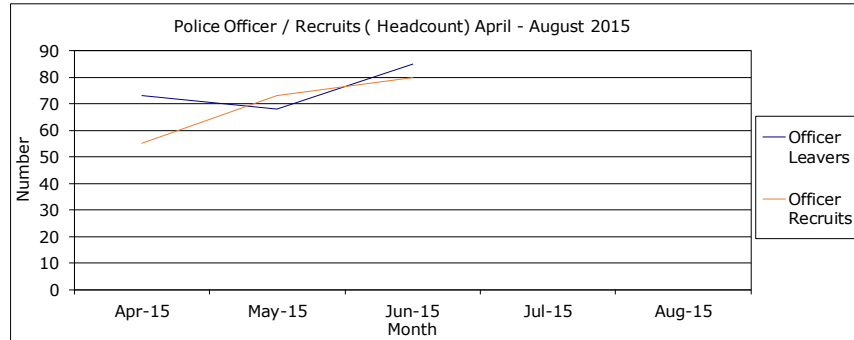
Police Officer and Police Staff numbers are measured as Full Time Equivalent (FTE); an accurate representation of available resource which takes account of Flexible Working Patterns, Part-Time staff, etc. There has been an increase in the Police Staff establishment which is linked to the current recruitment campaign within C3 to allow the restructure within that business area to move towards a steady state.

The data above provides Police Officer and Police Staff numbers since the beginning of the financial year 2015-16. While Police Officer numbers fluctuate, they continue to exceed the Scottish Government's commitment to 17,234 FTE. Further detail providing a full breakdown of Police Officer distribution by Local, Regional and National resources is published on the PS website.

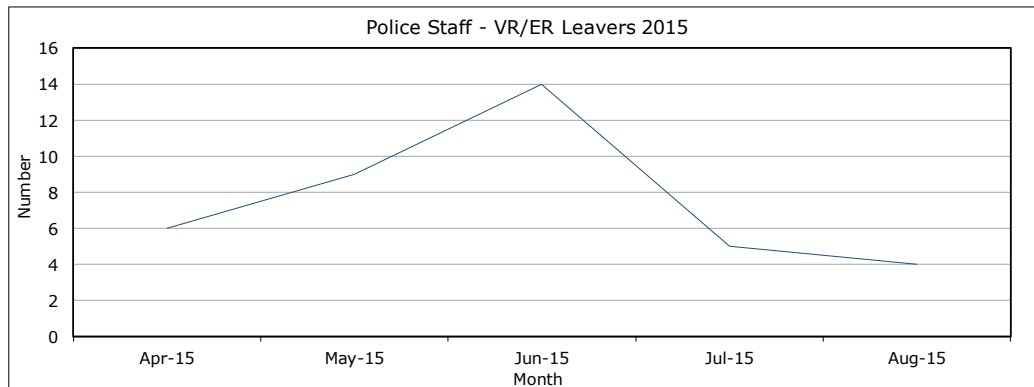
Police Scotland Resources are reported to the Scottish Government on a quarterly basis therefore numbers are reported quarterly in this report for consistency. The quarter June to September will not be reported until 3 November 2015 and therefore are not included in this report (this relates to pages 5-7).

**1 Resourcing  
Police Officer / Staff Leavers and Recruits**

Metric	Measure	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Total
Officer Leavers	Headcount	73	68	85			226
Officer Recruits	Headcount	55	73	80			208
Staff Leavers	Headcount	37	43	50	39	34	203
Staff VR / ER Leavers	Headcount	6	9	14	5	4	38
Staff Recruits	Headcount	48	27	33	25	37	170



Metric	Measure	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Total
Staff Leavers	VR/ER	6	9	14	5	4	38

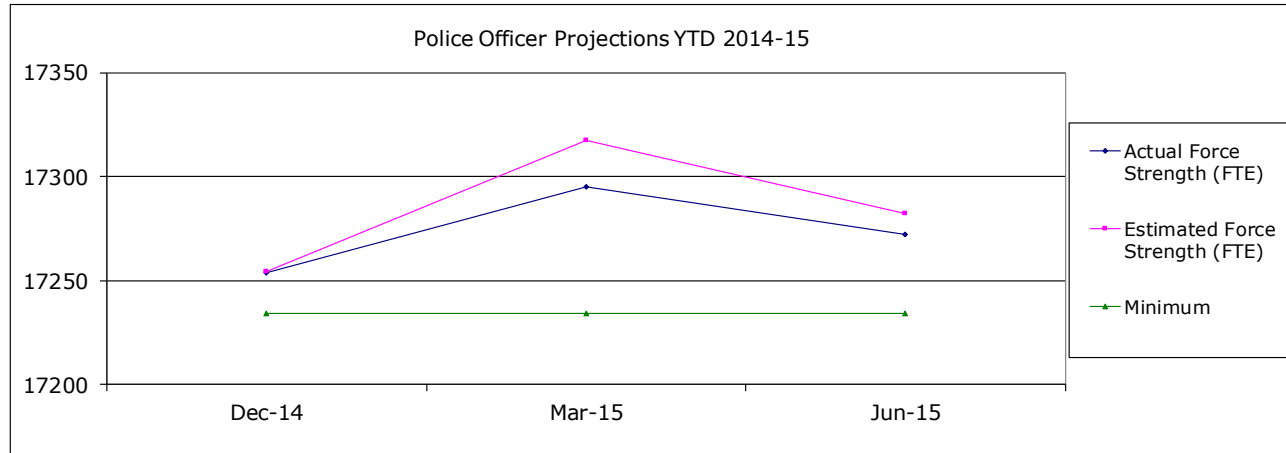


**Comments**

The above data relating to Police Officer and Police Staff Leavers (release dates) and Recruits is measured in Headcount, i.e. the actual number of employees irrespective of hours worked as each individual will require to be managed through the Leaving or Recruitment process. Please note agency staff are not included in these figures. The total Police Staff leavers on voluntary redundancy/early retirement for the period April 2015 to August 2015 is 38. The remainder of leavers (165) have left the organisation for other reasons which could include – death in service, dismissal, end of temporary contract, police staff transfer to police force, resignation, retirement (medical) and retirement.

The recent increase in Police Staff Recruits is as a result of the current recruitment campaign within C3 as referred to on page 5.

**1 Resourcing**  
**Police Officer Numbers - Change Graph**



**Comments**

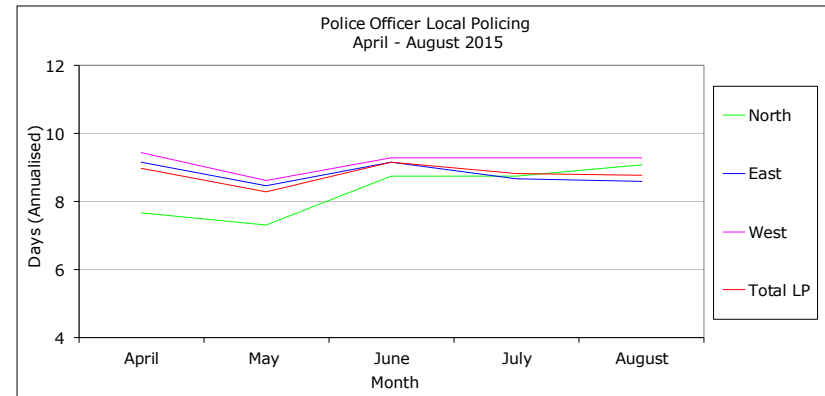
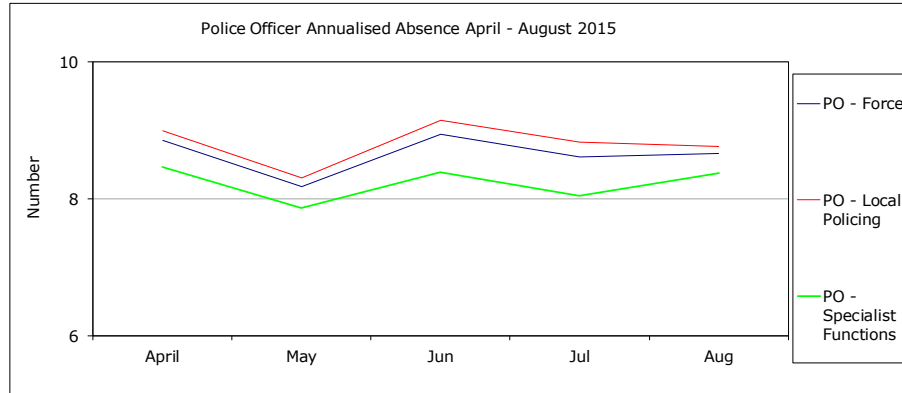
The Police Officer Numbers – Change Graph (above) is an extract from work carried out by the Resource Planning & Coordination (RPC) Function within People & Development (P&D). The graph shows the actual strength (FTE) of Police Officer numbers (blue line) through to the end of June 2015. The estimated force strength (pink line) is based upon a variety of factors, but includes analysis of officer numbers, service, ill health retirements etc. These are all presented relative to the Scottish Government’s commitment to 17,234 (green line). Police Resources are reported to the Scottish Government on a quarterly basis therefore numbers are reported quarterly in this report for consistency.

The RPC carries out further detailed work in relation to Police Officer numbers and reports to the PS Resource Governance Group chaired by DCC Fitzpatrick.

**2 Attendance  
Police Officer Absence**

Metric- Absence	Measure	April	May	Jun	Jul	Aug
Police Officer- Force	Days	8.85	8.18	8.94	8.61	8.66
Police Officer- Local Policing	Days	8.99	8.30	9.15	8.83	8.77
Police Officer- Specialist Functions	Days	8.46	7.87	8.39	8.04	8.37

Metric- Absence	Measure	April	May	June	July	August
North	Days	7.67	7.32	8.74	8.74	9.09
East	Days	9.15	8.48	9.17	8.68	8.60
West	Days	9.44	8.61	9.30	9.30	9.30
Total LP	Days	8.99	8.30	9.15	8.83	8.77



**Comments**

The information above provides data in relation to Police Officer absence in the period April 2015 to August 2015. Attendance rates are measured as “Annualised Absence”, i.e. the number of absence days per person per year.

The data is presented in terms of Force, Local Policing and Specialist functions in the first table. The second table provides data relating to Police Officer absence within the Local Policing function broken down by Command Area.

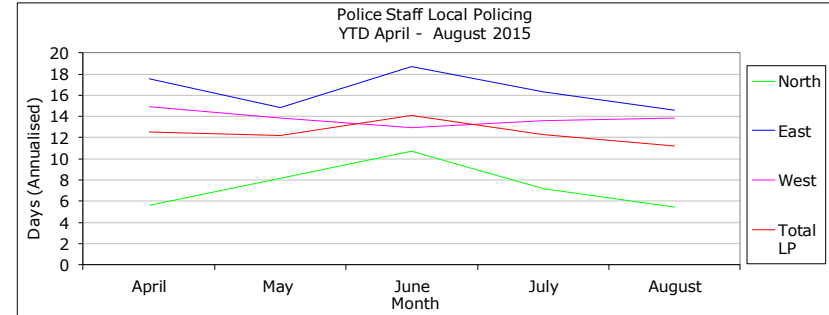
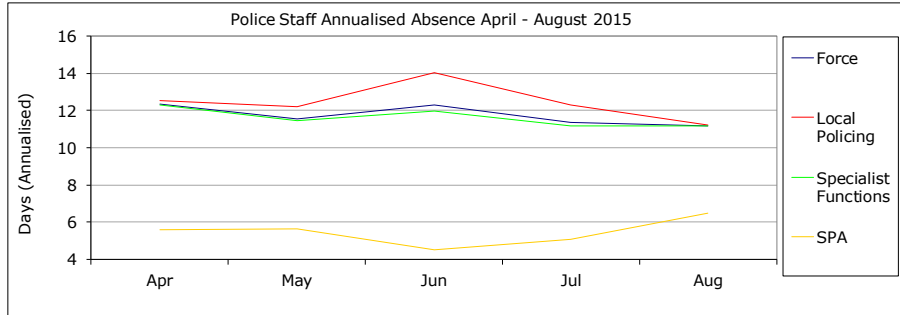
Overall, Police Officer annualised absence has reduced since the last report in June. This is primarily due to a reduction in Local Policing. As reported previously, all areas of Local Policing have now progressed local action plans to help focus management activity in support of returning those absent back to work. Custody and Criminal Justice Divisions have also introduced specific attendance review groups. Other Specialist Functions are looking to implement a similar approach with reviews of attendance management expected to be carried out over the next few months.



**2 Attendance  
Police Staff Absence**

Metric- Absence	Measure	Apr	May	Jun	Jul	Aug
Police Staff- Force	Days	12.35	11.57	12.29	11.36	11.19
Police Staff- Local Policing	Days	12.54	12.22	14.06	12.30	11.21
Police Staff- Specialist Functions	Days	12.31	11.44	11.95	11.18	11.19
SPA - Staff	Days	5.59	5.64	4.52	5.05	6.46

Metric- Absence	Measure	April	May	June	July	August
North	Days	5.63	8.13	10.74	7.17	5.46
East	Days	17.51	14.80	18.72	16.28	14.56
West	Days	14.89	13.86	12.91	13.59	13.88
Total LP	Days	12.54	12.22	14.06	12.30	11.21



**Comments**

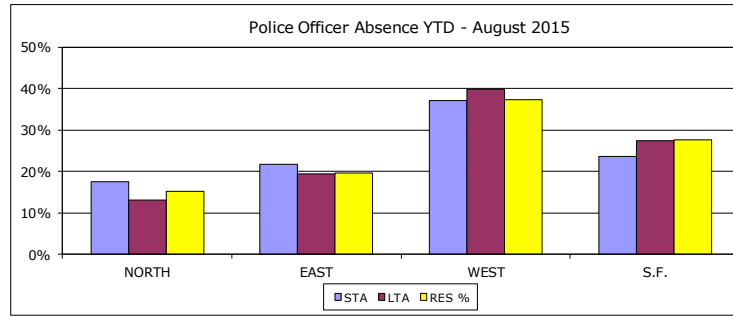
The information above provides data in relation to Police Staff absence from April 2015 to August 2015. Attendance rates are measured as “Annualised Absence”, i.e. the number of absence days per person per year.

The data is presented in terms of Force, Local Policing, Specialist functions and SPA in the first table. The second table provides data relating to Police Staff absence, within the Local Policing function broken down by Command Area.

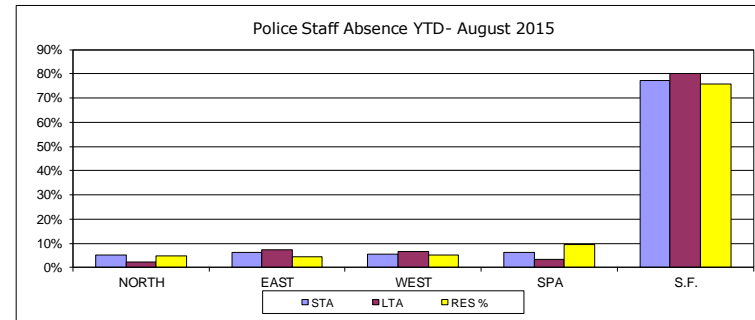
Overall, Police Staff annualised absence has reduced since the last report which covered the period up to the end of June. A modest reduction was observed in Specialist Functions with a larger reduction in Local Policing (North and East). Please refer to page 8 regarding management activity in support of attendance management.

**2 Police Officer / Staff Absence**

P.OFF	TYPE	NORTH	EAST	WEST	S.F.	TOTAL
	STA	17.5%	21.7%	37.0%	23.7%	100%
	LTA	13.1%	19.5%	39.8%	27.5%	100%
	RES %	15.2%	19.7%	37.3%	27.7%	100%



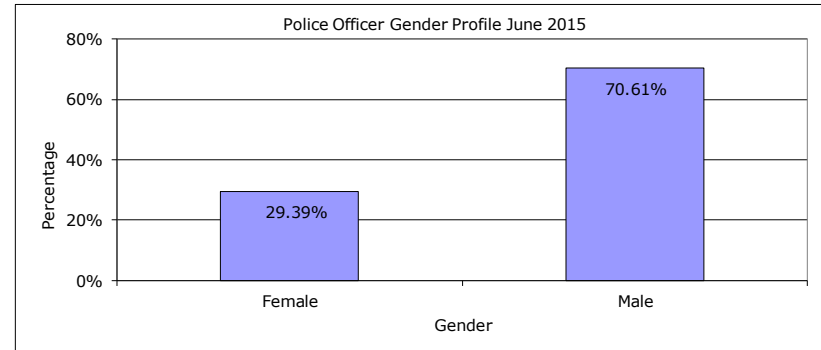
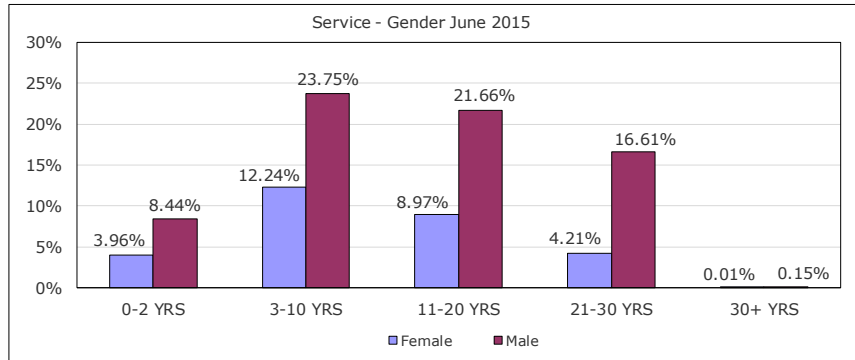
P.STAFF	TYPE	NORTH	EAST	WEST	SPA	S.F.	TOTAL
	STA	5.0%	6.1%	5.4%	6.1%	77.4%	100%
	LTA	2.2%	7.5%	6.7%	3.5%	80.1%	100%
	RES %	4.9%	4.6%	5.0%	9.5%	76.0%	100%



**Comments**

The tables provide data relating to Short Term Absence (STA) - less than 28 days and Long Term Absence (LTA) - over 28 days in terms of the % of the total absence within those categories (blue and red columns) against the % of total resources within the respective area (RES%), in this case for Local Policing by area (North, East and West) and for Specialist Functions.

Effectively this means that where the yellow columns are smaller than either of the columns pertaining to absence category, then the absence is higher than would be expected given the resources of that area or function.



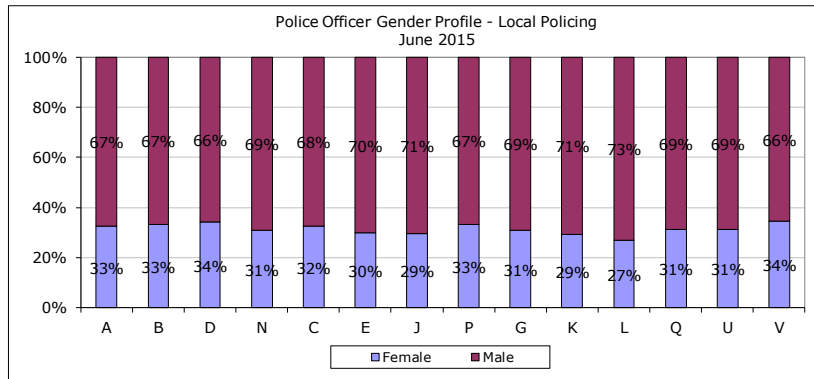
### Comments

The profiles for Police Officers are updated on a quarterly basis. The above data shows the service bracket and gender breakdown of Police Officers in Police Scotland as at 30 June 2015.

The Service Profile data above shows a significant proportion of police officers in the 3-10 years' service bracket. The service bracket breakdown above is the recognised breakdown of service brackets within PS.

The Gender Profile data shows an overall approximately 29%/71% split female/male officers, which remains broadly similar to the preceding three months (variation of 0.08%). Actions relating to the addressing of gender imbalance particularly within promoted posts and specialist functions are incorporated in our Equality and Diversity action plans 2014/15 and 2015/2016. Equality and Diversity updates will be progressed through HRRC.

**3 Equality & Diversity  
Police Officer Profiles**



**Comments**

The data above shows gender profiles within promoted posts and in terms of recruits and leavers. While the ratio of female to male officers within promoted posts varies across the whole rank spectrum, analysis of the recruit/leaver data displays progress in addressing gender imbalance, with a greater retention of female officers.

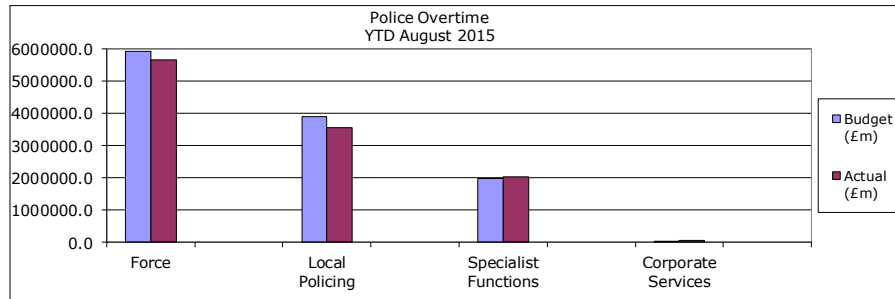
Actions relating to the addressing of gender imbalance are incorporated into our Equality & Diversity action plans for 2015-16. Updates in relation to People & Development Equality & Diversity will flow through to the HR & Remuneration Committee as that work progresses throughout the year.

Action is being developed to support an increase in under-represented groups. PS is working with various groups, including the Scottish Women’s Development Forum (SWDF), SEMPER and the Scottish Police Muslim Association (SPMA), to rebalance representation, particularly in promoted posts and specialist functions. In addition, specialist functions are seeking to proactively balance gender profiles, e.g. an Equality & Diversity Action Plan has been developed for OSD.

Figures presented within the first table are as at 30 June 2015, this being the most recently published data relating to Police Officer numbers. Figures in the table detailing recruits and leavers are also as at end June 2015. The figures are broadly similar to the preceding year’s data.

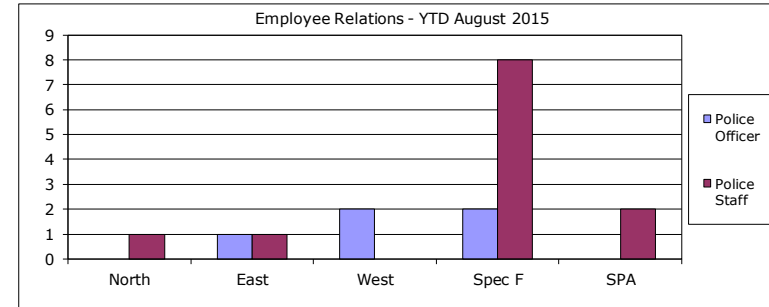
**4 Overtime**

Metric- Overtime	Force	Local Policing	Specialist Functions	Corporate Services
Budget (£m)	£5,923,000	£3,895,000	£1,987,000	£41,000
Actual (£m)	£5,672,000	£3,565,000	£2,040,000	£67,000



**5 Employee Relations**

Grievances	North	East	West	Spec F	SPA	Total
Police Officer	0	1	2	2	0	5
Police Staff	1	1	0	8	2	12



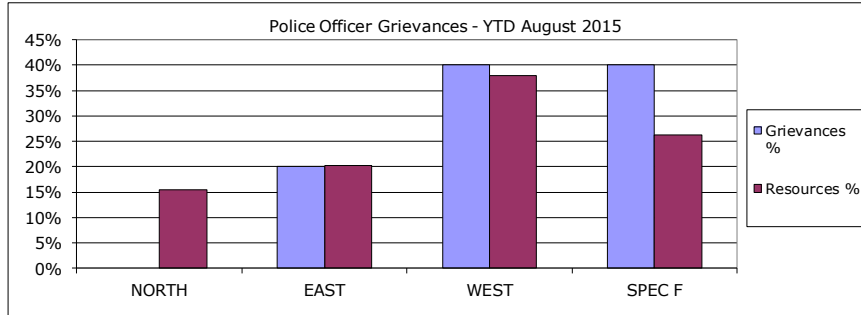
**Comments**

Overtime data above relates to the financial year to date at 31 August 2015. At the time of reporting this is the most up to date overtime data available. The tables above show police overtime budget versus actual spend for the Force, Local Policing and Specialist Functions respectively.

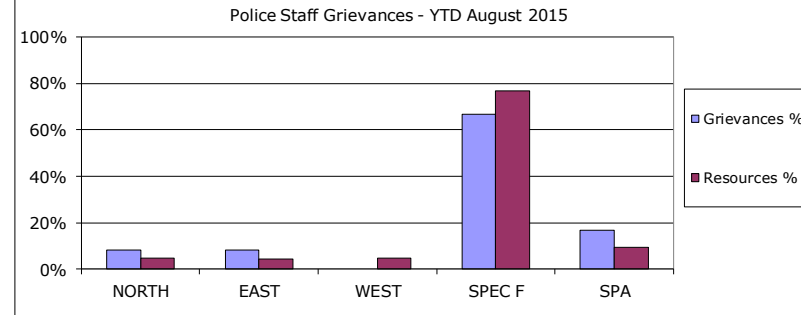
The Grievance data above relates to the number of reported Grievances for Police Officers (5) plus Police Staff (12) for period 01 April 2015 to 31 August 2015.

**5 Employee Relations**

OFFICER GRIEVANCES	NORTH	EAST	WEST	SPEC F	TOTAL
Grievance Number	0	1	2	2	5
Grievances %	0.0%	20.0%	40.0%	40.0%	100%
Resources %	15.5%	20.2%	38.0%	26.3%	100%



STAFF GRIEVANCES	NORTH	EAST	WEST	SPEC F	SPA	TOTAL
Grievance Number	1	1	0	8	2	12
Grievances %	8.3%	8.3%	0.0%	66.7%	16.7%	100%
Resources %	4.7%	4.4%	4.9%	76.6%	9.3%	100%



**Comments**

The Grievance data above relates to the number of reported grievances for Police Officers (5) plus Police Staff (12) for the period 01 April 2015 to 31 August 2015. Please note that previous data may have included capability and discipline data figures based on legacy categorisation.

The data above provides total numbers within the employee relations category, as held on the HR Connect system.

Local monitoring of grievances continues however no firm trends have been established to date.

## **Section B – Functional Updates**

### **Corporate Strategy – “Our People”**

#### **Overview of activity**

The Corporate Strategy is now moving in to the final six months of the Programme and a firm focus is now on driving the delivery of the remaining milestones within the Corporate Strategy timeframes. Progress and Issues continue to be monitored through the DCC Designate Business Area Board on a monthly basis.

Since the last HRRC update ‘Our People’ have delivered another two milestones.

The Personal Identifier/Shoulder Numbers workstream is now complete. Epauettes have now been delivered to A and B Divisions which was the last remaining area to cover and the IT changeover in STORM and SCoPE is complete.

The Leadership Strategy milestone is now complete, a full document, eight page summary and one page poster are now all signed off and agreed. The first phase of the soft launch has taken place with documentation now available on the intranet.

A programme of briefings has been implemented across all divisions and departments as part of the soft launch and cascade of the strategy; these sessions will continue through the month of October.

The Resource Management/Deployment Model has been delayed. The structure was due to be completed by 2 November 2015 and thereafter a phased National Resource deployment function was to be operating from February 2016.

Despite this delay this milestone will still be delivered within the Corporate Strategy timescales. The proposed structure implementation date is now 1 February 2016 with national delivery of Resource Deployment operating by 31 March 2016.

#### **Resource Management**

##### **Recruitment Review Project**

This Project which commenced on 20 April 2015 is reviewing Police Scotland's recruitment activities in relation to police officers, special constables, members of police staff, agency/ unpaid staff, internal police recruitment and how the service diversifies its workforce.

Phase 1 of the Review which refers to Police Officers is almost complete and key pieces of work are being progressed. To date changes have been proposed in relation to a review of our tattoo policy and the requirement

for candidates to have a full UK driving licence to ensure the Service is representative of the communities we serve. The Police Officer application form is also being simplified. At the present time a paper is being prepared outlining a proposal to replace the Standard Entrance Test. External benchmarking is being conducted including the SEARCH Assessment Centre utilised by the 43 English and Welsh Forces and the introduction of a modern, fit for purpose E Recruitment System designed to enable us to attract, progress and recruit the best candidates from the employment market.

### **Resource Deployment Project**

Following a review of the project plan, and primarily due to delays in recruitment, revised timescales have been developed with the completed structure now scheduled for 01 February 2016 (as opposed to 2 November 2015) and a national service operating by 1 April 2016.

Applications for the posts of Divisional Resource Advisors have now closed and interviews will take place w/c 19 October 2015 after which Team Leader then Support Officer posts will be advertised.

Following approval from HRRC for the recruitment of 15 Police Constables temporarily into the structure plans are ongoing to advertise these posts and in doing so release a number of supervisory officers back to divisional policing.

This will result in temporary Resource Development Unit (RDU) staffing of 105 FTE posts reducing to 90 FTE posts over 2 years as business benefits are realised through the rationalisation of processes, i6 and other IT automation.

National process mapping workshops are being held in Perth 6 – 8 October 2015. This will involve RDU staff from across Scotland in the creation of standardised and consistent national Resource Deployment processes. Lean Six Sigma methodology is being utilised with a view to making management of processes more efficient.

Communication is ongoing with RDU Staff with recent meetings being held in Hawick, Inverness, Fettes and Govan. Further meetings are scheduled with staff in Peterhead, Aberdeen and Perth. A staff bulletin is also now circulated on a fortnightly basis.

Updates on progress have also been given to Commanders in the West and SCD with those in the East, North and 5C all scheduled for October.

### **Resource Deployment**

Work is ongoing to introduce improved working practices in all aspects of resource deployment, with an emphasis on introducing streamlined and efficient practices.



This includes a review of Patrol Plan Methodology, the cornerstone of Police Deployment, which will bring a consistent approach to resourcing across the country. This in turn, will improve the availability of resources and compliance with regulations.

Other improvements will include reviewing current procedures to reduce duplication, increase visibility of resources and integrate planning into day to day business.

### **Resource Planning and Coordination**

The National Transfer Committee (NTC), which convenes bi-monthly is responsible for assessing all internal applications for Divisional transfer and has now approved 245 requests for transfer since being established.

Resource Planning & Coordination continue to work with N Division, running a successful Highlands & Islands recruiting roadshow during July which resulted in their largest ever intake.

Additionally, 80 officers were promoted following the latest parade in August.

### **Data Process Management Project**

The above project breaks down into four distinct work streams. Training, Data Repair, Processes and Weeding.

#### **Training:**

Online training is being developed for data input staff within Shared Services and Business Support Units. This will use the Moodle Training Platform.

#### **Data Repair:**

Online electronic forms have been developed which will replace the Police Scotland Form "Notification of Change in Circumstances". These will go live imminently and allow all staff to update key information including Name, Address, Next of Kin and Emergency Contact Details. In addition Business Telephone Numbers have been included which once updated onto SCoPE will populate the National Contact Directory.

A Communications Strategy has been developed to support this initiative and will be rolled out with the electronic forms.

#### **Processes:**

Processes aligned to SCoPE are being flagged up to the Project Team for review. Work is ongoing around several processes. Work has been completed on a number of others including Internal Police Recruitment, Internal Police Transfers, Police Promotions, Acting Ranks and Temporary Promotions, SNV Lists, Allowances, Payroll Location. A spreadsheet is being finalised showing agreed ownership of specific areas within SCoPE.

Weeding:

Work is in progress to review our data to ensure compliance with data management legislation, policy and protocols.

## **People Management**

### **Supernumerary Employees**

There are currently 26 supernumerary employees across SPA and Police Scotland, although this number varies as employees leave the pool and new ones enter it at different intervals. Since the inception of SPA/Police Scotland, 58 supernumerary employees have been appointed into permanent roles. A full review of supernumerary employees will take place by the end of the financial year and be reported to the HRRC.

Currently there are 65 posts for redeployment on our website.

### **Voluntary Redundancy/Early Retirement**

The National Voluntary Release Panel has met on 47 occasions and reviewed 1,196 applications for VR/ER. To date, 1,068 applications have been approved and 93% (996) of those have been formally confirmed to those staff and accepted. 5% (58) formally offered VR/ER after the panel approved their application chose to reject the offer at this point in time and there are a further 1.3% (14) of applications pending a decision to accept or reject the offer.

Based on the current profile, the total cost of releasing all those who have been approved, accepted or awaiting response to formal offer is £31.987 million. The Return on Investment profile is currently 1.06 years based on a full year savings of £30.238 million.

Included in the total VR/ER applications approved to date there are:

- 527 accepted where staff left during 2013/14. This generated savings in 2013/14 of £5.371m (full year saving £14.677m) and
- 407 accepted with 1 pending decision where staff left during 2014/15. This generated savings in 2014/15 of £6.544m (full year savings £12.894m).
- 62 accepted with 13 pending decisions where staff will leave during 2015/16. This will generate savings in 2015/16 of £1.948m (full year savings £2.666m).

The current scheme will continue to run for the financial period 2015/16.

## **Strategy and Specialist Services**

### **Opinion Survey**

The Axiom report on the survey findings was signed off by the SPA on Tuesday 29 September 2015. The organisational communication of the results commenced on Friday 2 October with a series of briefings taking place at Police Scotland Training College - Tulliallan. The briefings, led by DCC Richardson, John Foley and John Gillies, involved Divisional Commanders, Senior Management, Staff Associations, Trade Unions and key individuals who were involved with the delivery of the survey. This coincided with the results being available on the intranet. Corporate Communications, working alongside their SPA counterparts, have developed key messages, Q&As and FAQs which will help provide context for our Officers and Staff.

The response plan is a key activity which Police Scotland has collaborated with SPA in establishing. A dedicated Engagement Team will work with the organisation and key stakeholders in identifying the way forward. This will involve the delivery of a number of Engagement Conferences. These will take place across the country with the objective of developing action plans to take the organisation forward and address the issues the survey results have identified.

A comprehensive action plan will be developed by December and reported to the HRRRC.

### **Equality and Diversity**

Agreement has been reached to review and update the current PSoS / SPA Employment Monitoring questionnaire. This will be relaunched in the first quarter 2016.

Stonewall Workplace Equality Index submission for Police Scotland has been submitted. Part of this submission is for Stonewall to facilitate a staff survey on behalf of Police Scotland to help gather evidence which will be measured against the submission. This is currently ongoing and is available to staff through the Police Scotland Intranet.

Training, Leadership and Development have supported the review of diversity Training across Police Scotland/SPA and have assigned a Police Sergeant to co-ordinate this work. HR E&D have been asked to contribute to the review.

In relation to the Pregnancy and Maternity Working Group, the themes and findings have been pulled together from the survey and recommendations with a proposed action plan have been drawn up. The document is in the final stages of preparation prior to submitting to the Senior Leadership Board following which it will be tabled at a future SPA HRRRC meeting.

Disability in Employment work is currently ongoing to review the SOP and ensure that processes are in place to manage this process.

Supporting EIA Authors continues to be significant part of the workload of the Equality and Diversity team to ensure that due regard is given to the three needs of the general duty under the Equality Act 2010.

### **Reward Modernisation – Police Staff**

The following progress has been made in key areas since the previous report:

Benchmarking – the sourced benchmark information has been applied, where appropriate, to the development of the principle terms and conditions options appraisals.

Common Leave Year – a separate paper is submitted for HRRC approval to progress the implementation of a common leave year.

Common Pay Date – Staff who are paid by legacy Central Scotland, Grampian and Lothian and Borders payroll departments will move to a common monthly pay date with effect from 28 October 2015. The associated communications were uploaded to the intranet site(s) W/C 31 August 2015, and a reminder was included as a strapline in September payslip (for those staff impacted). A follow up will also be included in the October payslip. Amendment to contract letters were issued to home addresses to all impacted staff on Friday 18 September 2015.

Financial Analysts – Following a tender evaluation exercise, Deloitte consultants have been appointed to conduct a key piece of work in relation to the financial/payroll data sourced for the development of the fully costed options appraisals. The final report, which will include a fully verified employee payroll data set (c6000 records), is scheduled for completion by the end of November 2015 – following which any potential refresh of the options appraisal document set will be conducted as a matter of urgency. The consultants commenced their contract on 28 September 2015.

Pay and Grading – Specialist consultancy has been procured to assist in the progression and implementation of the job evaluation/job families approach to a new pay and grading model. An initial meeting was held with the consultant on 7 September 2015 to further develop the approach and detailed process requirements.

Training facilitated by the JE/Job Families Consultant has been provided to trade union representatives and key staff within P&D and Corporate Communications. The training objectives were to provide sufficient detailed understanding of the Job Evaluation Scheme to support future staff communications, and also provide sufficient technical knowledge to facilitate engagement in the future quality assurance process associated with the technical analysis. In total three x 2 day events were held for 41 people.

Trade Union Engagement – a formal JNCC Modernisation sub group is established and meets on a fortnightly basis. The trade unions have formally accepted the proposal to progress the implementation of a new pay and grading structure based on a Job Families approach, underpinned by the Scottish Councils analytical job evaluation scheme. Work is in progress to establish a JE Technical working group.

### **Health & Safety**

A draft fire policy and management system was issued for consultation via the National H&S Board and feedback has been received which the team are continuing to work through. A programme of fire risk assessments has commenced, with priority sites being completed first (i.e. sites without fire risk assessments and those identified as high risk). Significant research and consultation work is also being undertaken in relation to water safety in order a final proposal is tabled at the next National H&S Board meeting in November.

### **Health & Wellbeing**

Work continues to raise awareness of the EAP within all local policing and specialist divisions which continues to be very positively received. In addition the team attended the Supporting Equality for All event at the Police Scotland Training College, Tulliallan in September and had a positive response from the probationers. Work has commenced on a draft health and wellbeing strategy which will be presented at the next H&W Forum in November. The recruitment process for Health & Wellbeing Sergeant has been successfully completed. It is anticipated the successful candidate will join the team in November.

## **Training and Leadership Development (TLD)**

### **TLD Governance, Demand and Planning**

In the period 1 April 2015 to 31 August 2015, 75,676 training spaces were taken up and 13,932 courses delivered.

Since May, workplace evaluations (normally measured approximately 6 months after completion of a training programme) have been conducted on three programmes. Students are asked the extent to which they agree with the statement "I have applied the knowledge and skills, gained on the programme in the workplace" and across the three evaluations conducted, 82% of respondents strongly agreed or agreed with this statement.

### **Criminal Justice (Scotland) Bill**

The Criminal Justice Project board met w/c 21 September 2015. No decision was made at that time in respect of training delivery meantime. An options paper is being considered by ACC Graham.

The training roll-out has been suspended following consultation with the Scottish Government. The CJ Bill itself is being scrutinised by the SG Justice Committee. Full details of the scrutiny should be known by end of October 2015.

Should this process continue as planned, it is anticipated that the training delivery will commence on 1 February 2016 and end of 31 August 2016.

### **Diploma in Police Service Leadership & Management (DPSLM)**

The DPSLM is now being delivered via the Moodle platform with all students being able to access the system from home. The first cohort of 60 students have completed exams under the new award, and the second cohort of 236 students commenced in September. A third cohort is scheduled to commence in January 2016 and the application and selection process is currently underway for programmes scheduled to January 2017.

### **Future processes (All)**

LPD has implemented the soft launch for the Leadership Strategy and a schedule of Divisional Management briefings through September - October, including the SPA management team. These sessions are facilitating an increased understanding of the strategy, its purpose, and the next stages to support developing leadership capacity and capabilities.

A review of all LPD programmes and activities is also underway to ensure the function's work programme is aligned to deliver the requirements of the strategy. Key programmes of work which are now being targeted for development and delivery include the revised PDR framework and the Integrated Talent Management programme.