SCOTTISH POLICE AUTHORITY

Meeting	**SPA Board Meeting**
Date and Time	**16 December 2015, 1300hrs - 1545hrs**
Location	**Tollcross International Swimming Centre, Glasgow**
Title of Paper	**Police Scotland People and Development Report**
Item Number	**13.2**
Presented By	**Mr John Gillies, Director of People & Development, Police Scotland**
Recommendation to Members	**For Consultation**
Appendix Attached: YES	**Appendix A Performance Report Appendix B Overview Report**

PURPOSE

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

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

1. BACKGROUND

1.1 The attached Performance Report covers information up to 30 September 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 and Development as a standing agenda item to the SPA Board.

2.2 The attached Performance and Overview Reports provides information and data in respect of People & Development within Police Scotland and the SPA. The Director of People & Development will provide further narrative 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 community impact implications associated with this paper.

9. EQUALITIES IMPLICATIONS

9.1 There are no equality implications associated with this paper.

RECOMMENDATIONS

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

APPENDIX A

SCOTTISH POLICE AUTHORITY

POLICE SCOTLAND
Keeping people safe

HRRC PERFOMANCE REPORT

This report covers data from 1 April until 30 September 2015 unless otherwise stated and contains data that was accurate at the time of submission.

8 December 2015

Table of Contents

Resourcing	Page Number
Police Officer Numbers	4
Police Officer Applicants	4
Police Officer Leavers/Recruits	4
Police Officer Reason for Leaving	4
Police Staff Numbers	5
Police Staff Applicants	5
Police Staff Leavers/Recruits	5
Police Staff Reason for Leaving	5
Attendance	
Police Officer Absence (Local Policing)	6
Police Officer Breakdown (Local Policing)	6
Police Officer Absence (Specialist Function)	6
Police Officer Breakdown (Specialist Function)	6
Police Staff Absence (Local Policing)	7
Police Staff Breakdown (Local Policing)	7
Police Staff Absence (Specialist Function)	7
Police Staff Breakdown (Specialist Function)	7
Equality & Diversity/Employee Relations	
Gender Split (Police Officer & Police Staff)	8
Grievance (Police Officer & Police Staff)	8
Training	
Police Officer/Police Staff Training & Evaluation	9

WORKING DRAFT COPY

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

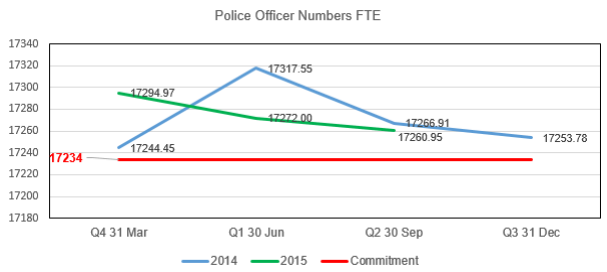
Specialist Functions

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

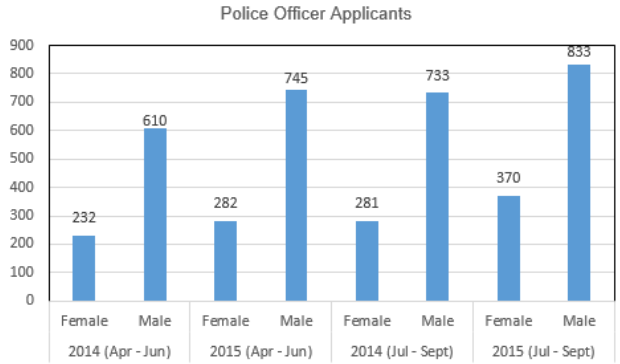
WORKING DRAFT

Police Officer - Resourcing

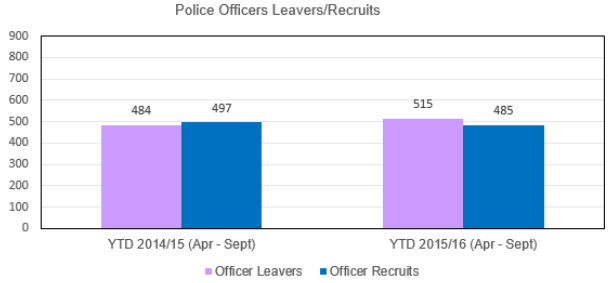
FTE



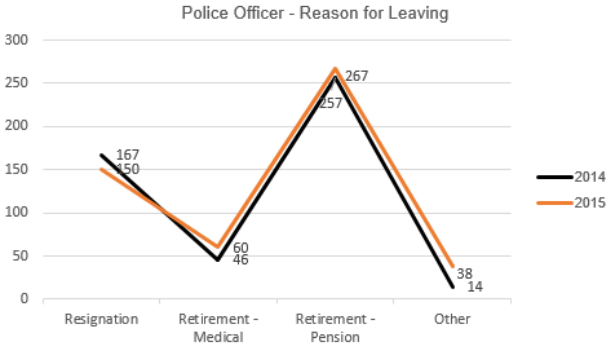
Applicants



Leavers and Recruits



Reasons for Leaving



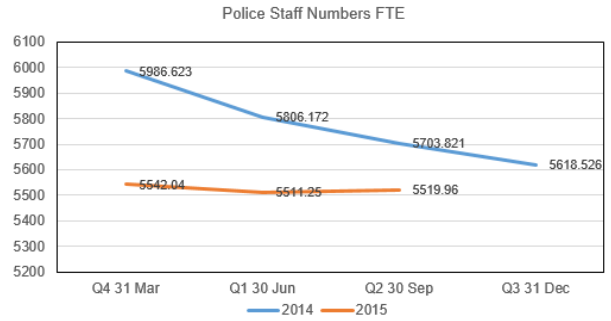
Commentary

FTE as at 30 September 2015 is 17,260.946 which is above the 17,234 commitment.

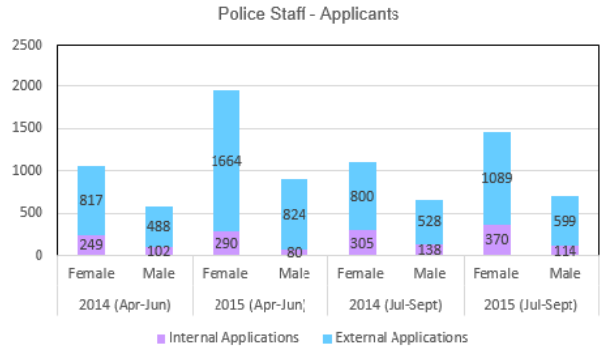
Reasons for leaving 'Resignation' category includes Resignations for Education; Other Employment; Resignation 30+;30++ Scheme and Personal. 'Other' category includes Death in Service; Dismissal-Attendance; Dismissal-Discipline; Regulation 9 Dismissal; Regulation 9 Resignation and Transfer to other Force.

Police Staff - Resourcing

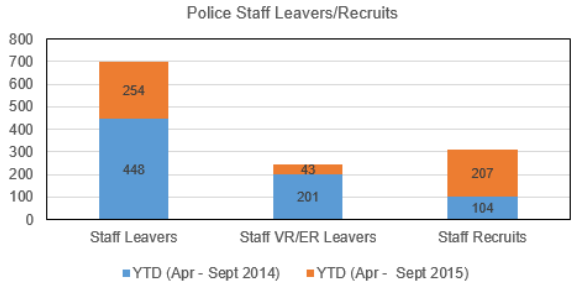
FTE



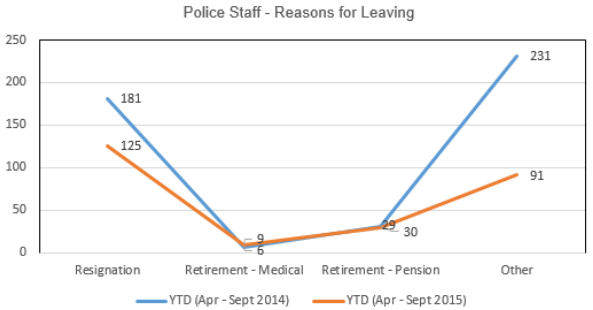
Applicants



Leavers and Recruits



Reasons for Leaving



Commentary

VR/ER leaver numbers are included in the overall staff leaver number, but are shown separately on the graph for information and figures are obtained direct from the business area responsible for managing Voluntary Redundancies.

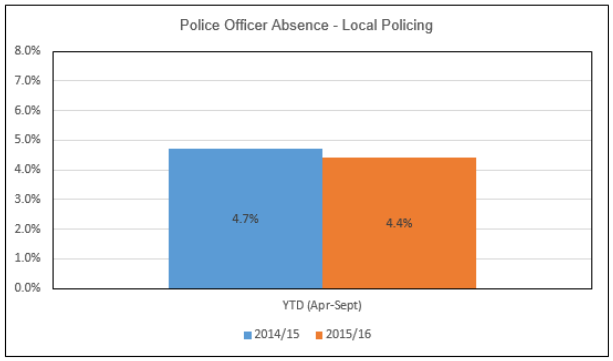
Number of applications has fallen in the last quarter which suggests less vacancies have been advertised as business areas achieve a steady state.

There are significantly less leavers this year as the pace of organisational change has slowed.

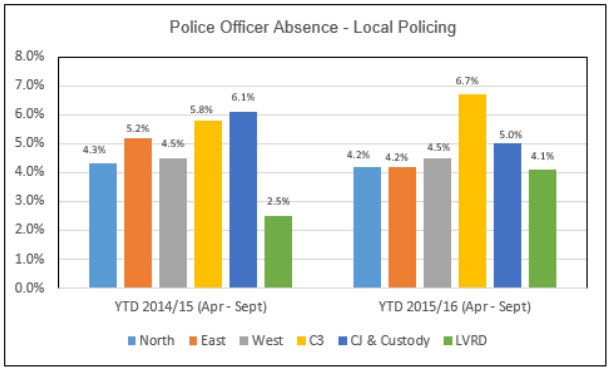
Reasons for leaving 'Resignation' category includes Resignation for Education, Other Employment and Personal reasons. Other category includes Death in Service, Dismissal, End of Temporary Contract, Transfer to another Police Force and Voluntary Redundancy.

Police Officer - Attendance

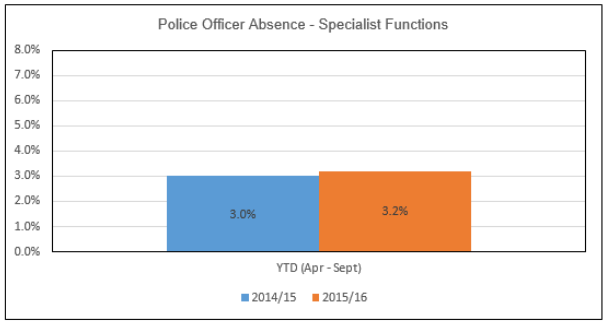
Absence (Local Policing)



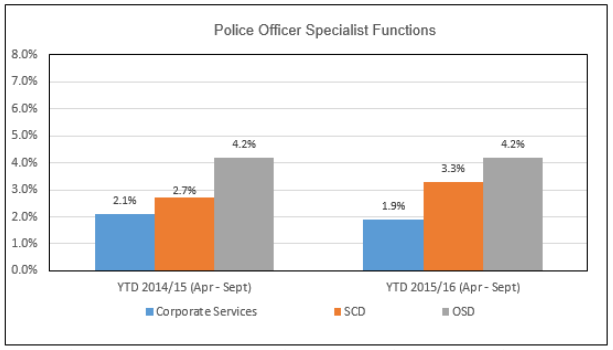
Absence Breakdown (Local Policing)



Absence (Specialist Functions)



Absence Breakdown (Spec.Functions)



Commentary

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

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.

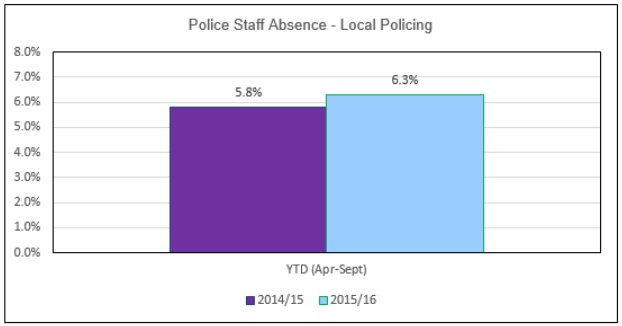
There is no significant change in the overall Police Officer absence since the first quarter.

Work continues to support Officers and Staff within C3 function and the recruitment campaign is resulting in vacancies being filled.

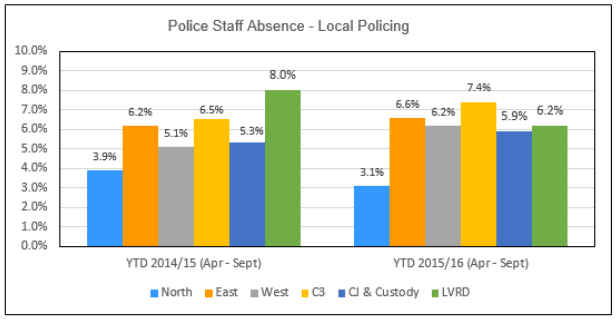
There are only a small number of Officers in LVRD and therefore 1 or 2 officers reporting sick shows a disproportionate increase in the graph.

Police Staff - Attendance

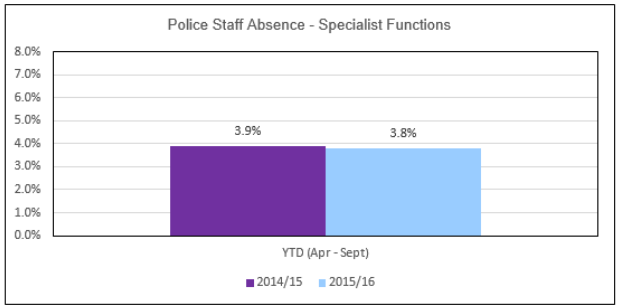
Absence (Local Policing)



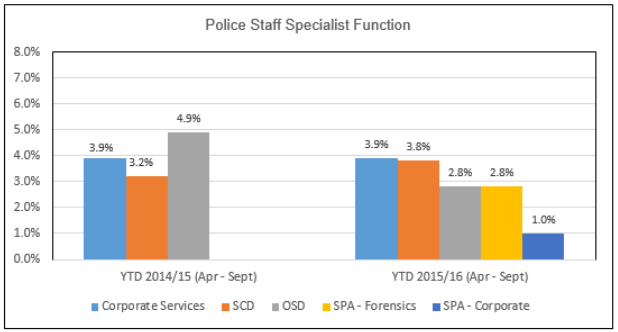
Absence Breakdown (Local Policing)



Absence (Specialist Functions)



Absence Breakdown (Spec.Functions)



Commentary

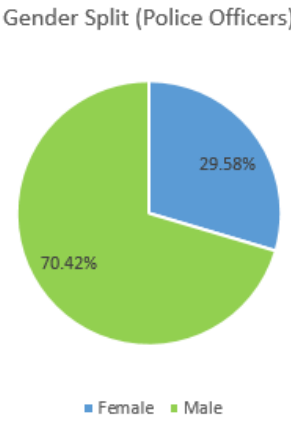
Absence for Police Staff is expressed as a percentage and is calculated by totalling work days lost, dividing by total work days available and multiplying by 100.

Please note there is no breakdown of absence available for YTD2014/15 for SPA Forensics and SPA Corporate.

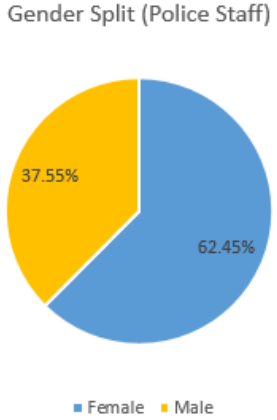
Absence is broadly similar across the comparable period from the year before. Members are aware of the impact of vacancies and reduced staffing has on absence statistics that have been previously been reported in detail.

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

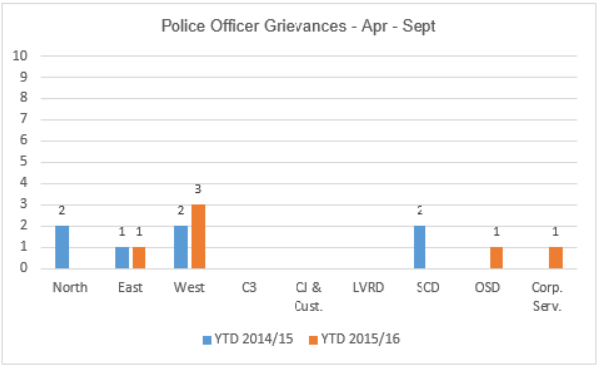
Gender Split – Police Officers



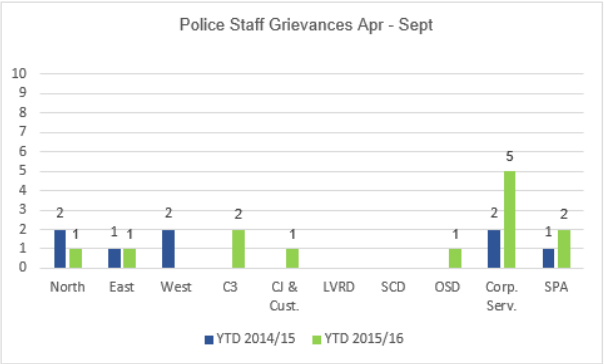
Gender Split - Police Staff



Grievance – Police Officer



Grievance – Police Staff



Commentary

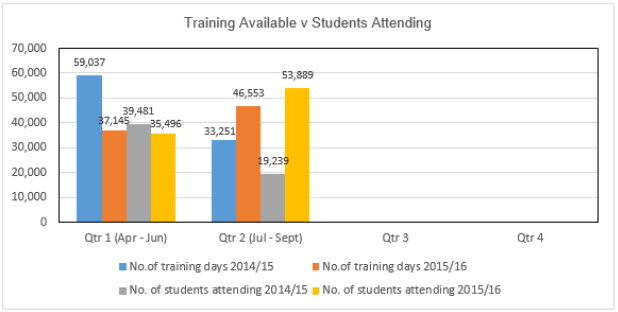
The gender split, based on headcount for Police Officers at 30 September 2015 is 12,312 Male and 5,172 Female and the pie chart provides visual representation of the percentage split.

The gender split, based on headcount for Police Staff at 30 September 2015 is 3,695 Female and 2,222 Male and as above the pie chart illustrates the percentage split.

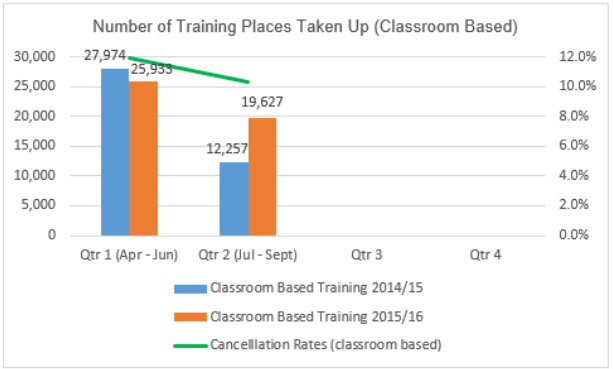
The number of grievances for the size of the organisation remains small. Whilst the number of grievances within Corporate Services appears higher than other areas 34% of Staff are employed within this function with 38% of the grievances recorded in that function which is proportionate to the Staff levels.

Police Officer & Police Staff – Training

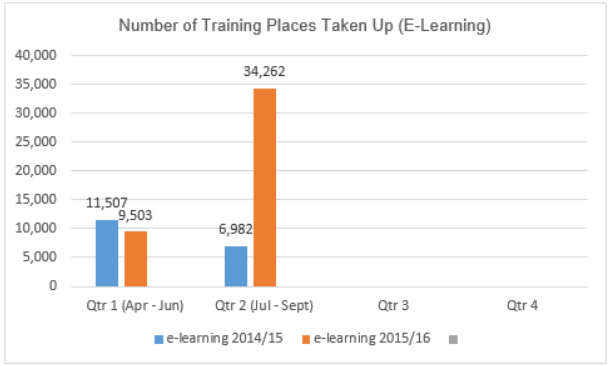
All Training



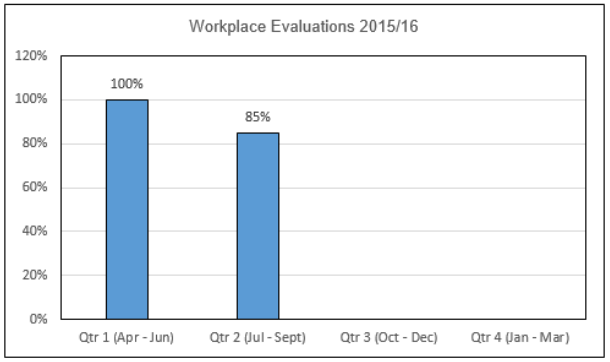
Classroom Based Training



E-Learning Training



Training Evaluations



Courses evaluated in Q2 were:
Transferees
Road Policing Forensic Investigation
Economic Crime programme
Early Intervention through Education
Probationer Training Module 4 (x2)

Commentary

The increase in training days and number of students participating in training 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. In the second quarter of this financial year, e-learning accounted for over 63% of all training places taken up with the package on counter corruption accounting for just under half of all e-learning completed.

The increased utilisation of e-learning, whilst reducing abstractions has also impacted the cancellation rate which has fallen by just under 2% points.

Workplace evaluations are conducted on courses which are credit rated/accredited as well as those which are considered 'core' to the training curriculum. Work is underway with business areas to identify their priority training areas in order to collate next year's evaluation plan.'

APPENDIX B

SCOTTISH POLICE AUTHORITY

POLICE SCOTLAND
Keeping people safe

HRRC OVERVIEW REPORT

8 December 2015

CORPORATE STRATEGY

Progress continues to be made on the Corporate Strategy for 'Our People' with progress and issues fed into the monthly DCC Designate Business Area Board which provides strategic oversight and direction. We are now into the final six months of the programme and steady progress continues to be made against our Strategic Delivery Plan.

The following milestones have been delivered between July - September 2015

- Personal Identifiers/Shoulder Numbers
- Leadership Strategy
- Employee Relations Model
- Employee Relations Framework

Looking into the next quarter Oct - Dec 2015 there are no milestones scheduled for delivery. The next milestones are not scheduled for delivery until February 2016.

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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% (1,013) 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.

Supernumerary Employees

There are currently 40 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 71 posts for 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 is ongoing on to process map all HR Transactional Activity, on a priority basis, and to ensure that all processes are rolled out to Shared Services staff East/West/North.

RESOURCE MANAGEMENT

Resource Deployment

Progress for populating the Resource Deployment Unit structure remains on track. Force and Area Managers and Divisional Resource Advisors have now been appointed. The process for appointing Team Leaders is now underway. The majority of Support Officers will be matched into existing posts. Work has been taking place in relation to streamlining business processes and developing a familiarisation and training programme for staff. Finally a model for national workload distribution has been created and is circulating for review by staff affected. A number of staff meetings and workshops have taken place in order to facilitate this work.

Systems Data and MI

Work continues to reflect in SCOPE the restructure of operational divisions, the latest being the merger of A and B divisions. Preparations are also underway to support Force developments (I6 delivery, iDAP, STORM Unity, Stop/Search, new national Intelligence system, Contacts database, the Modernisation programme, etc.). Testing for next upgrade of SCOPE, to underpin business processes, is also underway and the upgrade is scheduled for implementation in December/January. The management of Freedom of Information requests, and the provision of performance information, against a backdrop of increasing demand, is proving challenging within existing staffing constraints.

Recruiting

Application levels remaining challenging for recruitment with only 315 applications received in October 2015, the lowest number in this financial year. That said with a lower than normal attrition in recent month's recruitment has returned to a four weekly basis. The removal of the necessity for driving licences and the change to the application form will potentially assist in improving the application levels.

STRATEGY & SPECIALIST SERVICES

Reward Management – Police Staff

Modernisation Steering Group took place on 12 November 15 which was chaired by DCC Richardson. The project plan was reviewed in line with all deliverables.
Deloitte consultants have delivered a mid-point report to Steering Group members, which demonstrates progress on the overall deliverables. The Data Dictionary element, which maps all Payroll descriptors and codes to a common set of single terms is near completion, and overall delivery remains on track for end November. The final report, which will include a fully verified data set (c6000 records), is scheduled for completion by the end of November 2015, at which point a final report will be presented to key stakeholders. Completion of the verified data set is critical for the subsequent further development of the options appraisal work.

Pay and Grading – Additional resource has been allocated to this work stream from People Management to support the job analysis work. In addition 74 business area Champions have been identified are being trained to support the job families work stream along with 5 seconded officers who are trained Facilitators.

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 which was presented to the Health and Safety Board for endorsement on 18 November 2015. 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’ i.e. those which receive prisoners 365 days per year. This will be complete by mid December 2015 and then the focus will move to other buildings which are either ‘Secondary Custody Centres’ or those which have residential accommodation.

STRATEGY & SPECIALIST SERVICES

In addition, the Health and Safety Team are supporting divisions and departments ensuring essential Designated Safety Co-ordinator Training is provided to managers who are involved in monitoring Health and Safety at a local level. Due to demand, additional dates have been made available for this training during January and February 2016. The Health and Wellbeing Group met on 3 November 2015. A series of wellbeing initiatives were discussed and will now be presented to the Force Executive and SPA for approval. A quarterly review took place with Optima (Occupational Health) and AXA (Employee Assistance) on 11 November 2015 to assess performance statistics and review areas for improvement.

Equality and Diversity

Re-Launch of SCOPE E&D Employment Monitoring Questionnaire **-** Re-launch of questionnaire will follow a review of E&D employment monitoring categories. Categories have been consulted on as part of the Focus Group held with statutory and diversity staff associations and representatives from SCOPE and ICT on 3 November 2015. Once approved SCoPE Team and ICT will be required to implement changes. Re-launch of questionnaire is planned for 1 March 2016
Stonewall Workplace Equality Index (WEI) - The survey facilitated by Stonewall as part of Police Scotland's WEI submission has now closed. Analysis will be undertaken by Stonewall. Results expected from WEI submission in January/February 2016.

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TRAINING, LEADERSHIP & DEVELOPMENT

Staff Opinion Survey: Employee Engagement

A series of engagement workshops have been scheduled across all regions, between 24th November – 16th December, to engage police officers and staff and hear views about which proposed actions are most likely to help us make the necessary improvements. The workshops are designed to provide an opportunity for face-to-face dialogue with staff at all levels in an open, constructive, and positive way. In addition, the engagement team are working closely with Divisions to coordinate local events which address local, geographical, and operational requirements. The outcomes of the workshops will be presented to the SPA Board and Police Scotland Executive Team in December.

Leadership Strategy

Launch of the strategy commenced in late August through a 'soft launch' of local communication briefings with senior management teams across each Division and business area. These have facilitated a valuable opportunity to gain feedback on the strategy, understand key leadership challenges faced at an operational level, and encourage views and suggestions on how the strategy can be utilised as a vehicle for developing future leadership capacity. The strategy is underpinned by a comprehensive action plan which has been reviewed and re-prioritised to take account of the feedback, define more measurable actions, facilitate joined-up development on key projects, and ensure that all work programmes across the Leadership and Professional Development (LPD) team are aligned to deliver the strategy priorities. A summary of the priorities and timelines for the short to medium term is included within the main HRRC report.

TLD Performance Overview Commentary:

CJ(S) Bill - Scottish Government have announced that the enactment date will be autumn 2016. Training Delivery are working closely with the CJ(S) Bill Project Team and are now in the process of implementing the Training Delivery Plan previously agreed. Train the Trainer courses are scheduled to commence mid-January 2016 with the live delivery to staff commencing mid-February 2016.

IDP – The Investigators Development Programme is currently being developed in collaboration with Specialist Crime Division and Local Policing for an expected launch in late 2016.