

Meeting	Scottish Police Authority Board Meeting
Date	28 March 2019
Location	Maryhill Burgh Halls, Glasgow
Title of Paper	Police Scotland Strategic Workforce Plan Update
Presented By	ACC Angela McLaren
Recommendation to Members	For Discussion
Appendix Attached	No

PURPOSE

The purpose of this paper is to provide an update to the Board on the progress of the Strategic Workforce Plan

The paper is submitted for discussion.

1. BACKGROUND

- 1.1 Police Scotland's People Strategy was launched in August 2018. A key element contained within the Strategy was the development of a Strategic Workforce Plan.
- 1.2 The development of the Plan has been ongoing since the launch of the strategy, governed through a Project Board chaired by ACC McLaren. This paper sets out next steps.

2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 Our workforce is our most important resource and we recognise that our people will drive the success of Scottish policing to meet future demand. New threats and demands mean we must create a sustainable, diverse, multi-skilled and experienced workforce that can operate effectively in public, private and virtual space. At the same time, we must strengthen the diversity of our whole workforce as well as change the workforce mix to address the evolving needs and complexities of our diverse communities.
- 2.2 Strategic Workforce Planning is the means by which this will be achieved and at its simplest is a means of determining the current state of the workforce, the required future state of the workforce and the means to get from one to the other.
- 2.3 It is a key element of the strategic and operational planning for policing and requires to be responsive and iterative. It is recognised that the vast majority of any improvement in our impact, efficiency or effectiveness comes when the right people, with the right blend of knowledge, skills and behaviours, are deployed appropriately.
- 2.4 Our approach to strategic workforce planning will therefore help us to:
 - Deliver improved services by linking the strategy and people plans;
 - Decide and plan for the right people with the right skills
 - Manage supply and demand
 - Implement diversity approaches successfully
 - Manage and control employment expenditure
- 2.5 A draft version of the Strategic Workforce Plan was submitted to the Resources Committee on 14 May 2019 for discussion. The plan was welcomed by the members who provided views on its content. This draft was also shared with Audit Scotland who similarly provided

feedback. This feedback is currently being considered and incorporated into the plan.

2.6 A finalised version of the plan will be presented to Resources Committee on 30th April 2019 with a view to submission to the SPA Board on 22nd May 2019.

2.8 The Strategic Workforce Plan will be refreshed on a bi-annual basis. Milestones within the plan will be tracked through SPA Resources Committee.

3. FINANCIAL IMPLICATIONS

3.1 There are financial implications associated with this paper. A Strategic Workforce Plan will allow for clearer financial planning. Police Scotland's Finance function have formed part of the project team supporting the development of the plan.

4. PERSONNEL IMPLICATIONS

4.1 There are personnel implications associated with this paper. Activity around workforce planning is fundamental in supporting the development of the future workforce.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications associated with this paper.

6. REPUTATIONAL IMPLICATIONS

6.1 There are reputational implications if we fail to deliver a workforce plan. Audit Scotland have previously highlighted the absence of a workforce plan and the impact this has on financial planning arrangements.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications associated with this paper.

8. COMMUNITY IMPACT

8.1 There is no community impact associated with this paper.

9. EQUALITIES IMPLICATIONS

9.1 There are equalities implications associated with workforce planning. An Equality and Human Rights Impact Assessment (EqHRIA) is being conducted for the Strategic Workforce Plan and we will continue to monitor impact throughout the year.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications associated with this paper.

RECOMMENDATIONS

Members are requested to:

Discuss the above contents regarding progress on preparing the Strategic Workforce Plan.