SCOTTISH POLICE AUTHORITY

Agenda Item 2.3

Meeting	SPA People Committee
Date	1 June 2022
Location	Video Conference
Title of Paper	Bi Annual Update on Strategic Workforce Planning
Presented By	Peter Blair, Head of Strategic Workforce Planning
Recommendation to Members	For Discussion
Appendix Attached	No

PURPOSE

The purpose of this report is to provide Members with an update on the progress of the Strategic Workforce Plan

Members are invited to Discuss the contents of this report.

1   BACKGROUND

1.1   The first iteration of the Strategic Workforce Plan (SWP) was presented to the SPA Board on 22 January 2021.

1.1   The plan identified a shortfall in resources amounting to £23 million based on current and future demands placed on the organisation which at that time could not be met by efficiencies or restructure.

1.1   The plan also identified 8 pieces of work that were required be undertaken to improve the efficiency of the Force and potentially release capacity.

1.1   Since publication, significant work has been undertaken to progress in both these areas: managing the resource bids and progressing the workstreams. This paper will describe this progress.

2   FURTHER DETAIL ON THE REPORT TOPIC

2.1   As detailed by DCO Page in his paper on the SWP refresh at the February 2022 Board the SWP needs to be more closely linked to the ongoing day to day transformation activity that improves our current operating model. In order to develop closer ties between the Change function and the SWP, the Organisational Design and Delivery Group (ODDG) now manages all permanent bids for resources in line with a risk and demand prioritisation assessment. In this way when capacity becomes available this is directed to the appropriate place through ODDG.

2.2   The assessment of resource requests is an ongoing exercise that is refreshed at each meeting of ODDG and benefits from the triage of a newly formed Resource Prioritisation Group, chaired by ACC Professionalism. This group looks to agree resource prioritisation from an operational perspective prior to review at ODDG.

2.3   Earlier this year a £3 million efficiency was reinvested through ODDG to support key areas of demand identified in the SWP. As a result Cyber Forensics, Driver Training, Public Protection Data Management and Criminal Justice all benefitted from additional funding to support the emerging demand within these areas.

2.4   The remaining bids, as detailed in the SWP, remain valid should additional resource become available for re-investment but will be reviewed in the refresh of the Plan scheduled for the coming months.

2.5 **National Workstreams**

2.5.1 <u>**Remote and Rural Recruitment and Retention**</u>
SRO: ACC Hawkins
Completion Date: Ongoing

The work of this workstream is being taken forward by ACC Hawkins as a sustainable policing strategy which sub divides under the following broad themes:

- **Attraction** - how to attract internal/external candidates.
- **Accommodation** - Work underway includes looking at: Marketing, Secondments and Estates.
- **Retention** - how we retain officers/staff.
- **Allowances –** what is required and how it can be fairly provided.
- **Development** - how to support and develop officers/staff within remote & rural areas.
- **Transition** - how we manage the consequences of movement /use of tenure.
- **Tenure** of officers posted to remote and rural areas and the duration of this is being addressed.

The divisional Commanders of N and L division are co-chairing this tactical group which is addressing these range of issues/ workstreams. There has been no end date set for the completion of this workstream as these issues are ongoing and require continued attention.

2.5.2 <u>**Rank Ratio**</u>
SRO: Chief Supt Mark Hargreaves
Completion Date: 30 June 2022

A Short Life Working Group has been set up under Chief Superintendent Mark Hargreaves the initial focus of which will look at the information already captured both within Police Scotland, and whether similar rank ratio issues exist in policing environments in England & Wales. Initial engagement has included, although not limited to, the following:

- Strategic Workforce Planning team
- Local Policing Improvement team
- Demand & Productivity Unit
- Specialist Crime Support
- People Engagement Management

The group has met on two occasions since January and is currently examining:

- The need for this work and budgetary options
- Creating more supervisory capacity in the front line
- Supervisor imbalance in departmental posts
- Creating cluster departments covering regions rather than Divisions
- Bespoke promotion processes

2.5.3 **Modified Duties**
SRO: Jude Helliker
Completion Date: 30 April 2022

A new Task Force to look at modified Duties was established under Kirsty Garrick, Head of Engagement and People Partnering in January 2022. Three workstreams were developed and delivered in their individual areas:

- Quick Wins Sub Group – focussing on correcting the data initially and moving to look at training for managers in this area.
- Data and Naming Conventions Sub Group - focussing on ensuring the category names are descriptive and necessary.
- Pathways Sub Group – focussing on processes and procedures that support officers who require a modification to their duty.

In addition, a Communications plan was produced which was designed to communicate the work and desired outcomes of the Task Force to the Force prior to any engagement with line managers and individuals who have some form of duty modifications.
Work in the area is now complete and a paper was submitted to Strategic Leadership Board in May 2022 with clear proposals and recommendations.

2.5.4 **Operational Base Levels**
SRO: ACC Mark Williams
Completion Date: March 2023

The OBL SLWG has been in existence for two years and continues to develop plans to introduce Operational Base Levels across Police Scotland. It has recently established a technical Sub Group which comprises RDU, DPU, C3 to review software options to assist in this area.

Divisional Commanders of the pilot Divisions (Q, N and J Divisions) have agreed to support a pilot where a simulated OBLs once developed will be applied to their on their operating model.

The group have also looked at data availability to support the pilot and DPU are currently reviewing the data requirements.

2.5.5 **Workforce Mix**
SRO: Director Helliker
Completion Date: March 2023

This is a complex area and is being picked up in a variety of areas across the Force and is contingent on both funding and overall Force resilience. Options for this will be considered at the conclusion of Middle Office review and in terms of the high number of officer vacancies anticipated this year. This is an ongoing business stream.

2.5.6 **Staff Availability – Flexibility of Terms and Conditions**
SRO: Director Helliker
Complete

This area was completed by the introduction of the Police Staff Workforce Agreement in 2021.

2.5.7 **Annual Leave**
SRO: Director Helliker and ACC Williams
Complete

This area was completed with the introduction of availability data to Organisational Delivery Board for monitoring and governance.

2.5.8 **Shift Patterns Review**
SRO: ACC Mairs
Complete

This area concerned the change of shift patterns in rural areas to provide a potentially more efficient service delivery. The Divisional Commanders in L Division and N Division are now taking this forward as a BAU change through exist governance. In the longer terms Local Policing Design intend to review the Local Policing shift patterns in totality and this will be picked up in the next iteration of the SWP.

2.6 **Quarterly SWP Updates**

The introduction of Workforce Planning Business Partners early this year has allowed for a re-energising of local efforts in the space in particular in re-affirming that each areas workforce plan is a business practice that articulates and outlines the steps needed to meet organisational commitments in as efficient a manner as possible.

A quarterly reporting schedule was set out in the SWP as published in January 2021. There have been four quarters since that time, with three of them falling either during Operation Urram or repurposed for other activity at the request of ODDG. The latest set of updates were received in March 2022, and a summary of key observations are provided below.

2.7 **C3**

C3 have now been permitted to recruit to their budgeted establishment after issues surrounding "vacancy factors" were cleared up by Finance.

2.8 **CJSD**

32.5FTE of CJPCSOs have been recruited in the last eighteen months, although the concurrent release of officers has not yet been realised.

Delays have been encountered with MOR functions which are tied in with COS systems and processes.

2.9 **Local Policing East**

Several actions in the C and E Division plans were predicated on expanding the number of resources, which was not approved by the ACC ahead of Scrutiny Panel. Although many of the resources identified as required were provided once COP26 was over, as well as he return of the FRU, action remains required to prioritise on a portfolio level.

It has been identified many resources have been used to manually interrogate data from SCoPE, and it is expected that the greater use of the SWP dashboards will free up capacity for reallocation within the division.

2.10 **Local Policing West**

K Division's review of CAM's impact on the division has been superseded by an HMICS inspection, with results awaited.

The plan of Q Division was largely influenced by proposals to share accommodation with partner agencies in both North and South Lanarkshire. This is currently at risk of delay, and if not approved an alternative solution will be progressed.

V Division have longstanding recruitment challenges, and the impact of pension changes is yet to be determined.

2.11 **Local Policing North**

Several of A Division's actions have been overtaken by the introduction of "My Career".

N Division intend on refreshing the majority of their actions to reflect changes in their SMT.

2.12 **OSD**

Most Armed Policing actions are considered on track, particularly in relation to the use of tasers.

Articulating the impact of the refreshed Scottish Government Road Safety framework will be a priority for the next version of the SWP.

2.13 **PPCW**

Part of the PPCW submission was to consider the possibly of recruiting additional Partnership Development Managers – possibly as many as one for each territorial division – to review existing partnership structures/effectiveness locally and identify potential improvements. These would be under the PPCW umbrella but operating in divisions and a replacement for local Divisional Superintendents undertaking the 'Partnerships' role.

This remains an aspirational vision at present and remains to be fully developed, costed or discussed with the Executive to ascertain the level of support for it.

2.14 **SCD**

The Major Crime workforce plan outlined that while existing structures were considered as effective in addressing the largely predictable volume of demand in the area of homicide, opportunities had been identified where a number of civilian investigators could take responsibility for supporting historic undetected and unresolved homicides via the preparation of cases. This was a concept already seen elsewhere in UK policing, and was viewed as an opportunity to redeploy detective roles to other areas of greater demand or managed through natural attrition.

No progress has been made in this area with the impact of COVID 19 cited as well as the potential loss of experienced police officers with the pension changes. The potential for this exercise to help mitigate risks around a reduction in officer resource remains to be explored.

The indicative £20.65 million resource gap identified in the SWP included £11.99 million from SCD, and with this not being available the OCCTU portfolio have introduced a Priority Based Budgeting process in compliance with the Budget Strategy. The final panel session is scheduled for June 2022, which is expected to close down any aspirational elements of their plan.

2.15 **Summary**

Significant progress has been made in terms of process and governance around workforce changes since the introduction of the SWP with the set-up of the ODDG and Demand, Design and Resources Board as detailed in DCO's paper to the February Board. This has allowed for £3 million of resources to be prioritised and allocated in line with demand and risk.

Additionally, the majority of the workstreams identified in the plan have now been completed or are their final stages of completion. That said, some of the enduring issues will take longer to address and the workstreams remain active in these areas.

The plan will be refreshed in the coming year and in is anticipated will move Police Scotland further forward in terms of understanding and delivering sustainable workforce planning.

Pensions Remedy Impact

As members will be aware from People Committee paper - 'Workforce Impact of Changes to Police Pensions', although this is creating short term tactical challenges for the service it will also create a shift in the longer term planning re when officers will normally retire and this and associated impacts resulting from these changes require to be factored into future SWP refresh work.

3.   FINANCIAL IMPLICATIONS

3.1   There are no financial implications associated with this paper.

4.   PERSONNEL IMPLICATIONS

4.1   There are no personnel implications associated with this paper.

5.   LEGAL IMPLICATIONS

5.1   There are no legal implications associated with this paper.

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 equalities impact implications associated with this paper.

10.   ENVIRONMENT IMPLICATIONS

10.1   There are no environmental implications associated with this paper.

RECOMMENDATIONS

Members are requested to discuss the information contained within this report.