



<b>Meeting</b>	<b>SPA Policing Performance Committee</b>
<b>Date</b>	<b>12 September 2023</b>
<b>Location</b>	<b>Video Conference</b>
<b>Title of Paper</b>	<b>Resource Deployment Unit Update</b>
<b>Presented By</b>	<b>ACC Gary Ritchie/ Superintendent Emma Croft</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>No</b>

**PURPOSE**

The purpose of this paper is to provide update on next steps and progress to date, following independent assurance review of the Resource Deployment Unit Redesign Business Case.

This paper is submitted for discussion.

## **1. BACKGROUND**

- 1.1 The RDU function has been subject of ongoing review, and development, since the formation of Police Scotland, reflecting the need to unify legacy processes and implement a consistent national provision. There has been an increasing need to enhance the organisation’s capability to respond to major incidents, to mass-mobilise resources within Scotland and elsewhere, and effectively respond to no-notice events and the demands of modern day policing.
- 1.2 The following table summarises work undertaken following the formation of Police Scotland in relation to the Resource Deployment Provision.

Date	Redesign Activity
Sept 2015	Review of all legacy provisions to standardise process. Review of highlighted significant regional variations and myriad of differing processes and Scope access levels. Recognition of level of work required and need for formal project.
Sept 2016	Full range of RDU processes mapped however progression hampered by legacy electronic systems requiring localised changes. Project board structure in place. Proposal developed to proceed to IBC, however Project Board did not approve progression as the 2026 Initiative was being developed.
Aug 2017	RDU Project presented to Executive detailing 20 recommendations to redesign the structure and adapt process. RDU redesign risk raised on the Corporate Management Board register Jan 2018 but not supported to proceed as a formal project at this time due to competing demands.
June 2019	RDU Redesign principles progressed to Potential Project Initiation stage however was not approved at Change Board as a standalone project as RDU Change was considered a component part of the transforming corporate support services work stream. PWC consultancy was appointed to identify a revised work model. A revised duty management system was considered to create capacity to standardise process across the organisation however was discounted at the time as it could not scale up to the size of Police Scotland (e.g. savings in staffing made by automating one process were negated by other business areas requiring support).

- 1.3 In 2022, in recognition of the continuing demand to support operational policing and the critical nature of the RDU, a small project team and transformation funding was approved to formally initiate the project. A Project Manager and Business Analyst were appointed and the Force Resource Manager seconded to devise an Initial Business Case (IBC).

- 1.4 The RDU Redesign IBC was presented to Portfolio Management Board in January 2023. The recommended option within the IBC proposed an uplift of FTE to provide capacity to manage workload, to create a staffing profile, establish hours of operation, geographical locations, and unified national processes to support service provision. This option required revision and alignment of service across Scotland with a need to level up staff within the West and National Divisions similar to the legacy model in existence in the East and North.
- 1.5 At this time a decision was taken in support of the Internal Audit Annual Plan 2022/23 to seek an audit of the business case to ensure suitability and compliance prior to progression to Full Business Case (FBC). The audit report was received by Police Scotland in March 2023, and outlined a number of areas requiring review and consideration prior to progression, to maximise efficiencies in service and provision and to utilise methods to map true demand.
- 1.6 The audit report highlighted that the RDU IBC, whilst internally consistent with business practice, recommended an option and outcome incurring a large expense. This expense came at a time where real-life challenges experienced by the RDUs need to be addressed amid budgetary pressure and as such, alternative options should be explored. Consequently the audit concluded the following:

*'Without reform, the RDU function will not be able to effectively respond to modern day policing demands. Police Scotland will require to accept and absorb the subsequent risks posed to the organisation. These risks are outlined in the IBC and highlight the impact over time on Officer Wellbeing, inefficiency of process and related costs should the current set up continue without reform.'*

*The issues highlighted are recognised by Police Scotland and their efforts to address these have been harnessed through the business case. There requires to be continued focus to pursue an appropriate option which both addresses the risk posed but is mindful of the current day constraints.'*

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- 1.7 Additionally, the report recommended 10 management actions with 2 specifically highlighted as high risk. Whilst all actions are being addressed, the high risk recommendations, and work that is ongoing to address these, are detailed below.

1.8 *'We recommend process planning and guidance development use by all resourcing teams. This should, as a minimum, outline the responsibilities of each role within the team and the processes, communication channels and rules for processing changes. This should then be reviewed by an appropriate governance forum before being distributed and implemented within all divisions and held as the single standard across the board.'*

- Introduction of formal training for Staff in RDU Process created during Op Urram and already utilised for new staff.
- Introduction of Continuous Professional Development. Areas of concern identified and a standard solution created and communicated to staff.
- Project Business Analyst is mapping all RDU Processes to identify most efficient and cascade through the CPD route.
- Development of RDU SharePoint Site to record and reference best practice.
- Governance of Areas of Concern – currently only when identified with a plan to pro-actively monitor practice/allow for early intervention.
- Issues impacting on working practices to be escalated through Working Practice Review Board.

1.9 *'Performance metrics are being developed to allow internal scrutiny of the department, however the impact of these will be limited without sufficient reform i.e. while the current structure is in place. Seek to implement a single, national structure in the first instance, to then gain the full benefit of performance metrics.'*

- Review of RDU Processes by Business Analyst.
- Identification of meaningful metrics, both within the RDU and externally.
- Plan of work for RDU Short Life Working Groups will be presented to the Working Practices Review Board.
- Positive Action being taken in areas where there is no cohesive RDU to support local Policing divisions. This is intended to include Service Delivery Units providing a limited but impactful transactional role in line with national processes.

## **2. SPA Audit, Risk and Assurance Committee Requirements & Update**

- 2.1 In June 2023, the SPA Audit, Risk and Assurance Committee accepted the findings of the audit of the RDU Redesign IBC.

The Committee tasked Police Scotland with providing updates on progress made against the recommendations, and the plans to mitigate the risks identified, including reducing the impact on Officer Wellbeing and inefficiency of process.

- 2.2 Any reduction of functionality and support to other business areas such as Leadership, Training and Development, People and Development and Criminal Justice should be considered alongside workforce planning and the future target operating model for the organisation. Essentially, stopping one element of functionality for the RDU will have a direct impact on another business area who will likely have to absorb this work, for example training and HR related updates.

- 2.3 Given the critical need to maintain RDU functionality in order to support operational policing, and as a consequence of a real time reduction in staff (the function has had a reduction in resource of circa 14% in recent years), a hybrid approach is being considered as the most viable option to progress. This option would see a blend of new technology and automation sit alongside the existing resource structure to maximise efficiency and enable a consistent national provision. This hybrid approach would likely consist of the following components:

- A workflow management process to identify and prioritise tasking and process.
- Technology led automation to maximise capacity and / or focus on high tariff functions.
- Review the current service catalogue and identify opportunities to cease, evolve or re-parent certain functions in line with Organisational need and priorities.
- Spread existing staff to provide national coverage and standardise process regardless of geographical location.
- Align the RDU structure to ensure standardised line management to provide clarity and appropriate support to all staff.

- 2.4 Discussions are currently ongoing with Digital Division to establish what technological solutions are available both internally and potentially through procurement of professional services, in order to support this approach and the priority status of this work. These discussions will be considered in line with the work being undertaken

by the recently established Strategic and Tactical working groups, to prioritise and deliver effective policing within the revenue budget available. A practitioner workshop has been scheduled for September, with Digital Division and the Service Design Team, to consider opportunities for tactical improvements until the strategic direction is defined in the longer term.

- 2.5 In order to progress an alternative option and fully scope the hybrid approach design option, a dedicated project team requires to be created to revise the current IBC to enable progression to full business case. Work is ongoing with supporting divisions to establish what this should comprise and to make a formal recommendation to Change Board.

### **3. FINANCIAL IMPLICATIONS**

- 3.1 There are no specific financial implications for the RDU. However, as the organisation manages new budgetary constraints, reduced capacity and changing deployment models, there will be a requirement to manage future deployments and increasing abstraction demands as well as retaining all business-as-usual functions. This has the potential to cause further strains on overtime and allowances for officers. For example, the cancellation of rest days can have a direct impact through payment of overtime but also if 4 rest days are cancelled within a 42 day period.

### **4. PERSONNEL IMPLICATIONS**

- 4.1 If there is no change in the RDU structure the following are risks to the staff in the organisation:
- Potential for Breaches in Police Regulations.
  - Potential for Breaches in Working Time Regulations.
  - Increased utilisation of officers working on rest days.
  - Lack of consistency when making resourcing decisions leading to inequalities.
  - Health and Wellbeing affected due to lack of consistency when applying policies.

### **5. LEGAL IMPLICATIONS**

- 5.1 There are no specific legal implications in this report.

**6. REPUTATIONAL IMPLICATIONS**

6.1 There are no specific reputational implications in this report.

**7. SOCIAL IMPLICATIONS**

7.1 There are no specific social implications in this report.

**8. COMMUNITY IMPACT**

8.1 There are no specific community implications in this report.

**9. EQUALITIES IMPLICATIONS**

9.1 There are no specific equality implications in this report.

**10. ENVIRONMENT IMPLICATIONS**

10.1 There are no specific environmental implications in this report.

**RECOMMENDATIONS**

This paper is submitted for discussion.