

Meeting	SPA Board Meeting
Date	22 May 2019
Location	Pollock Halls, Edinburgh
Title of Paper	Framework for Strategic Workforce Plan 2019-26
Presented By	Chief Constable Iain Livingstone QPM
Recommendation to Members	For Approval
Appendix Attached	Yes Appendix A: Framework for Strategic Workforce Planning 2019-26

PURPOSE

The purpose of this paper is to present Police Scotland's 'Framework for Strategic Workforce Planning 2019-26'.

1. BACKGROUND

- 1.1 Strategic Workforce Planning 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.
- 1.2 It is a key element of 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. 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.
- 1.3 The framework for strategic workforce planning (Appendix A) sets the high level requirements, aims and objectives that Police Scotland requires to consider in order to develop an integrated and detailed workforce plan. This framework was approved for submission to the SPA Board by the SPA Resources Committee on 30th April 2019.

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. New threats and demands mean we must create a sustainable, diverse, multi-skilled and experienced workforce that can be distributed and operate effectively in a public, private and virtual space. At the same time, we must change the workforce mix to better address the evolving needs and complexities of our diverse communities and make more efficient use of our resources.
- 2.2 This framework explains that strategic workforce planning is the means by which this will be achieved. It is a way of determining the current state of the workforce, our anticipated future workforce requirements and the means to get from one to the other. Its core objective is to ensure that we have the right mix of people (officers and staff), with the right skills, in the right jobs at the right time with the right leadership in order to fulfil our strategic purpose.

- 2.3 The framework highlights that each area of Police Scotland must develop their own workforce plan, in line with the principles laid out in the framework. These will be aggregated into a single plan for Police Scotland. It acknowledges that strategic workforce planning is a responsive and iterative process and that plans will be reviewed and monitored monthly via the Police Scotland People Board and quarterly by the SPA Resources Committee. A refreshed workforce plan will be presented to the Scottish Police Authority biannually.
- 2.4 The drivers and influences in the creation of the framework include the Police and Fire Reform Act (2012), the 10 year Police Scotland strategy, 'Serving a Changing Scotland' and the recently published Annual Policing Plan.
- 2.5 Societal changes, technology advances, reducing public sector budgets and political changes (Brexit) are all having an influence on policing. Year on year demand is increasing. In 2017/18 Police Scotland dealt with 1.71 million reported incidents, up 2.6% on the previous year, this figure rose again in 2018/19 to 1.72 million incidents.
- 2.6 The framework acknowledges that Police Scotland must work collaboratively with key partners and stakeholders to meet this emerging demand within the context of a financially constrained public sector.
- 2.7 Internally, the framework recognises the core principles of the People Strategy as a critical influence alongside health and wellbeing and staff engagement. The need for change through innovation, a positive performance culture and the need for new skills and capabilities as cited by Audit Scotland are also drivers for the development of the framework.
- 2.8 In terms of the current workforce the framework notes the reduction of police staff since 2013 whilst officer numbers have remained largely static. It also notes that significant savings have been achieved through a previous review of police officer supervisory ratios which also increased the number of constables.
- 2.9 The framework also highlights the average length of time taken for officers to be promoted and recognises this takes too long. The introduction of an Accelerated Promotion Scheme will address this in part and will remain under review.

- 2.10 The important role our volunteer workforce plays is recognised in the framework and our desire to attract volunteers from across all communities. Whilst Special Constables have seen a reduction in numbers in recent years, our Youth Volunteers have seen a sharp increase since their launch in 2014 with over 1300 volunteers across 44 groups.
- 2.11 The framework also highlights the low numbers of officers and staff from BME backgrounds within the service, and the need to continue to take positive action to address both recruitment and retention from under-represented communities. Similarly, under representation of female officers across all ranks and the need to address under-representation is noted.
- 2.12 Finally, it is noted that turnover is low across the service for both officers and staff when compared to other public sector organisations, this allows for accurate predictions of attrition.
- 2.13 As a result of the foregoing the framework details 3 aims that set the vision for our future workforce, namely;
- CAPABILITY - We will have capable people with the right behaviours, attitudes, knowledge and skills to deliver an excellent policing service across Scotland.
 - CAPACITY and FLEXIBILITY - We will increase our workforce capacity and flexibility to deliver services aligned to our priorities and changing demand.
 - DIVERSITY - We will have an inclusive and representative workforce that looks and feels like Scotland.
- 2.14 The framework details activities that Police Scotland requires to undertake to achieve these aims. These include local workforce planning, developing training needs analysis for skills shortages, improved recruitment, continued development of the leadership framework, introduction of modern apprenticeships, improved use of technology and working practices to generate capacity and productivity and improved demand analysis.
- 2.15 Through these activities the framework highlights that it will deliver the following outcomes relative to the aims;
- CAPABILITY - We will have a highly skilled workforce who are equipped to deliver a Policing service in the modern world. Our

officers and staff will have access to the training and development that they need to function at the highest levels.

- CAPACITY and FLEXIBILITY - We will have a modern, responsive workforce with up to date equipment and systems that allows them to do their job efficiently and better aligned to our demands and priorities.
- DIVERSITY - Our workforce will be diverse, will be engaged and proud to work for the organisation. Police Scotland will be an organisation that our communities want to engage with and work for.

3. FINANCIAL IMPLICATIONS

3.1 A robust workforce plan will allow for clearer financial planning.

4. PERSONNEL IMPLICATIONS

4.1 This report has impacts on the workforce and as such all departments within People & Development have been consulted.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications associated with this paper.

6. REPUTATIONAL IMPLICATIONS

6.1 There is a risk that failure to provide a workforce plan will have a financial and reputational impact on Police Scotland.

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 This report seeks to improve equality across the workforce. Through positive action strategies we will continue in our commitment to increase the number of police officers and police staff from underrepresented communities, ensuring Police Scotland is more reflective of the communities we serve.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications associated with this paper.

RECOMMENDATIONS

Members are requested to:

Approve the contents of this paper and attached 'Framework for Strategic Workforce Planning 2019-2026'.

SERVING A CHANGING SCOTLAND

Framework for Strategic Workforce Planning 2019/26



**POLICE
SCOTLAND**
Keeping people safe
POILEAS ALBA

**SCOTTISH POLICE
AUTHORITY**

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CHIEF CONSTABLE FOREWORD

I am pleased to present Police Scotland's Framework for Strategic Workforce Planning. I firmly believe that our workforce is our most important asset. Policing is essentially about people - a service that is delivered by people to people.

As society evolves and the demands on us change, so too must our workforce. This framework sets out what this will mean for Police Scotland. It takes into account social and demographic change in society and the labour market, how skills need to change, and how we intend to organise our resources across the public sector to best meet the future requirements.

The framework focuses on key aims relating to capability, flexibility and diversity. We will increase our capabilities by having the right people with the right knowledge and skills mix. We will increase our capacity and flexibility through better use of technology and modern use of data and insight to provide a better understanding of demand on our service, allowing us to better match resource to that demand and, through all our workforce planning, we will seek to improve the diversity of our workforce.

It is within this context that this framework has been developed, it recognises that we deliver high quality services through hard working people, responding to changing demands and rising public expectations. Our people are key to our success and I have every confidence in their ability and commitment to deliver an excellent policing service in an ever changing environment. This framework sets the overall strategic workforce planning direction and will be complemented by functional level workforce plans that will be developed during 2019.

INTRODUCTION

OUR VISION

Sustained Excellence in Service and Protection

OUR PURPOSE

To improve the safety and wellbeing of people, places and communities in Scotland

OUR VALUES

Fairness, Integrity, Respect, Human Rights

1. Our workforce is our most important resource and we recognise that our people will drive the success of Scottish policing. New threats and demands mean we must create a sustainable, diverse, multi-skilled and experienced workforce that can be distributed and operate effectively in a public, private and virtual space. At the same time, we must change the workforce mix to better address the evolving needs and complexities of our diverse communities and make more efficient use of our resources.
2. Strategic Workforce Planning is the means by which this will be achieved. It is a way of determining the current state of the workforce, our anticipated future workforce requirements and the means to get from one to the other. Its core objective is to ensure that we have the right mix of people (officers and staff), with the right skills, in the right jobs at the right time with the right leadership in order to fulfil our strategic purpose.
3. This Framework for Strategic Workforce Planning (SWP) sets the high level requirements, aims and objectives that Police Scotland requires to consider in order to develop an integrated and detailed workforce plan. We are unique in having a workforce that combines police officers (who operate under defined Police Regulations) and civilian staff – police staff - who are employed within Police Scotland but have the Scottish Police Authority (SPA) as their contractual employer.

4. Whilst the 'workforce mix' approach described above seems self-evident, the early years of Police Scotland saw nearly 1700 individuals (c20% reduction in police staff) leaving the service via voluntary redundancy or voluntary early retirement. This reduction in police staff, alongside a lack of service wide transformation and rationalisation, led to a situation where police officers were used to 'backfill' police staff roles. Today Police Scotland fully recognises the benefit of police staff in terms of continuity, increased skills in certain roles and better economic sense. This frees up police officers to focus principally on those roles where policing experience or powers are needed. We have now embedded this approach as a core principle in our workforce design.
5. Fundamental differences do exist between police officers and staff and our workforce planning needs to take cognisance of these differences by providing different career paths, bespoke attraction and retention strategies and competent leadership and management. This ensures that we can integrate these differences into our workforce planning process. There are however many areas where Officers and Staff should and will be treated the same – in their expectations around working conditions, health, safety and wellbeing, generic career development and talent management.
6. The process and approach used to create this framework includes advice from Audit Scotland 'Good Practice Guide'; HMICS; CIPD Workforce Planning, the NHS six step methodology and from benchmarking Strategic Workforce Plans from other services to form the Strategic Workforce Planning Cycle which is outlined at Appendix A. Additionally, Executive level interviews have been carried out and horizon scanning data has been used to map probable changes in demand. Consultation has taken place with divisions and departments, senior managers, employees, staff associations and trade union representatives.
7. Strategic Workforce Plans require to be responsive and iterative and we will review and monitor our plans monthly via the Police Scotland People Board and quarterly via the SPA Resources Committee. A refreshed workforce plan will be presented to the Scottish Police Authority biannually.
8. This framework provides the requirements, aims and activities that must be considered by each business group in Police Scotland as they now develop their own functional workforce plan. The aggregation of these plans will form the basis of the first year of the Police Scotland Workforce Plan 2019 – 2026.

9. This activity is presently at varying levels of maturity with Corporate and Support Services the most advanced as a consequence of the Transforming Corporate Services & Support Services (TCSS) Full Business Case (FBC). The FBC provides full details of services that require to be provided including; people, structure, technology, locations and financial data. The FBC explains the detailed 'As Is' position the new 'To Be' position and the plan for moving from 'As Is' to 'To Be'. Other parts of the organisation are at an earlier stage in this process.
10. This framework focuses on Police Scotland's workforce (Officers and Staff) and the support services that Police Scotland provides to the SPA. It does not provide the framework for either SPA Corporate or SPA Forensics which will be provided in separate papers.

STRATEGIC CONTEXT

11. **The Police and Fire Reform Act (2012)** sets out the reforms that led to the creation of Police Scotland on 1 April 2013. Audit Scotland described the creation of the single service as one of largest and most complex reforms of the Scottish Public Sector since devolution, and the most significant change in Policing since 1967. Whilst the change brought many benefits to the people of Scotland, and now ensures that every part of Scotland has access to specialist policing services, this journey has not been straightforward.
12. The publication of the **10 year strategy 'Serving a Change Scotland'** in June 2017 detailed the need to deliver on the outstanding Police Reform transformation objectives and the need to determine, and then deliver the right workforce mix to enable Police Scotland to achieve its objectives.
13. The **'Serving a Changing Scotland - Creating Capacity to Improve - Implementation Plan 2017-2020'** was published in December 2017 and recognised the urgent need for additional specialist civilian staff in order to develop the skills that a national organisation of this size and complexity needs. Likewise it recognised that the police alone cannot address rising demand but better collaborative approaches and solutions to support "whole system response" are essential to ensure future effectiveness across the public sector.

14. The **Annual Policing Plan** (APP) 2019/20 identifies 4 priorities for policing in the coming year. As these priorities recognise the changing threats and demands that we face, this framework will align with them. These priorities are:

- Protecting vulnerable people: Supporting people considered vulnerable and working with partners to reduce harm
- Tackling cyber related crime: Building capability to address the threat from cyber related crime
- Working with communities: Engaging with the public and communities to build resilience and prevent crime
- Support for operational policing: Delivering change that enables our people to deliver an effective and sustainable service.

15. Accurate Data & effective Management Information are essential drivers for workforce planning. Police Scotland's data, information and metrics still largely reflect the legacy environment inherited pre police reform. The **Digital, Data and ICT (DDICT) strategy** and Outline Business Case (approved by the SPA Board in Sep 2018) provides a plan for addressing many legacy DDICT issues, with delivery of the solutions dependent on funding. In the meantime Police Scotland will use currently available data from all relevant sources to inform the development of the SWP.

A changing landscape and what this means for workforce planning

Externally

16. **Society is changing** and we need to ensure we have the skills, capacity and capabilities to address the challenges this brings to the people and communities of Scotland. Our population is aging, use of digital and social media is expanding at pace and criminals are becoming increasingly sophisticated at exploiting technological developments. Police Scotland's workforce needs the skills to fight crime and protect the vulnerable.

17. **Demand is increasing** across the entire public sector at a time when budgets are under pressure. Police Scotland is no different, core demands on policing and "spill over" demand – where Police Scotland is "stepping in" to act as the service of last resort, supporting the public where other services have been unable to help are both increasing.

18. In 2017/18 Police Scotland dealt with 1.71 million reported incidents, an increase of 2.6% on the previous year and this figure increased again in 2018/19 to 1.72 million. More than 80 per cent of these incidents did not result in a crime being recorded, but detail a growing requirement to engage with and support vulnerable people.
19. Areas of increasing demand include the rise in reporting of sexual crimes, with a quarter of reporting relating to non-recent crimes. Our resources will continue to be directed to ensure non-recent offences are pursued and justice for victims is secured. As society has evolved, cyber elements to criminality has also increased demand. This includes a wide range of criminality, including sexual crime, fraud and hate crime. Further increases in demand relate to an increase in drug related deaths with polydrug use (the use of more than one drug) identified as a significant factor in incidence of drug related harm.
20. The full impact of the UK's exit from the European Union will emerge over the coming years, with potential challenges relating to maintaining our existing capabilities. There may also be increased demand due to potential disruption at ports, protest events or public disorder.
21. Our workforce plans will reflect the demands that Police Scotland must meet, taking into account the purpose of policing, relevant legislation and the funding available. Clarity on what the police are expected to do and what we are funded to do is critical. We are committed to ensuring that Police Scotland will continue to be the place that, when all else fails, people contact for help in times of crisis. However, if Police Scotland continues to pick up failure and overspill demand from other public sector services this needs to be recognised and appropriately funded. If this does not happen then our officers and staff are likely to face an increasingly unreasonable and unsustainable pressure to deliver an acceptable level of service.
22. Police Scotland is part of **the wider public sector framework** for the people and communities of Scotland. Our role must be to ensure that we act as a catalyst within the wider system and with colleagues, partners, key stakeholders and the third sector manage and meet demand within the context of a financially constrained public sector. Wider public sector collaboration is critical and a new Chief Officer portfolio 'Partnership, Prevention & Community Wellbeing' will specifically examine how we can better understand demand both on us and partners and develop joint solutions.

A changing landscape and what this means for workforce planning

Internally

23. **The core principles of our 2018-2021 People Strategy** are:

- Inspiring Leadership – winning hearts and minds to drive success,
- Positive Environment – creating great environments for our people to perform,
- Organisational Health –our people and services are flexible, innovative and agile.

These will inform the Framework for the SWP.

24. **The health, safety and wellbeing** of our workforce is a priority. Our officers and staff regularly have to deal with the most traumatic and challenging situations, creating significant risk to their health, mental and physical wellbeing and they must be supported to deal with this.

25. **Engagement, consultation and capacity to absorb change** - we continue to go through unprecedented change. Supporting our people through this change whilst keeping them engaged, performing, motivated and invested in the future of Police Scotland is essential.

26. **Innovation** - we need to do better at supporting the innovative ideas of our people and partners in identifying more efficient and effective ways of dealing with the challenges we face.

27. **Positive performance culture** - we need to establish a 'high performance' culture supported by ethical and appropriate performance management systems and processes.

28. **Skills to manage a complex National Service** - Police Scotland is a major and complex national organisation with a significant budget, a large workforce, complex partnerships, evolving estate and fleet requirements and a changing technology landscape. Audit Scotland have commented over a number of years that Police Scotland has failed to meet the standards required to manage such a large complex organisation. Consequently, we recognise that to effectively and efficiently meet the challenge of control, governance and management we need additional skills and capabilities over and above those from legacy organisations. Good progress has been made and we must now ensure we attract and retain colleagues with these skills.

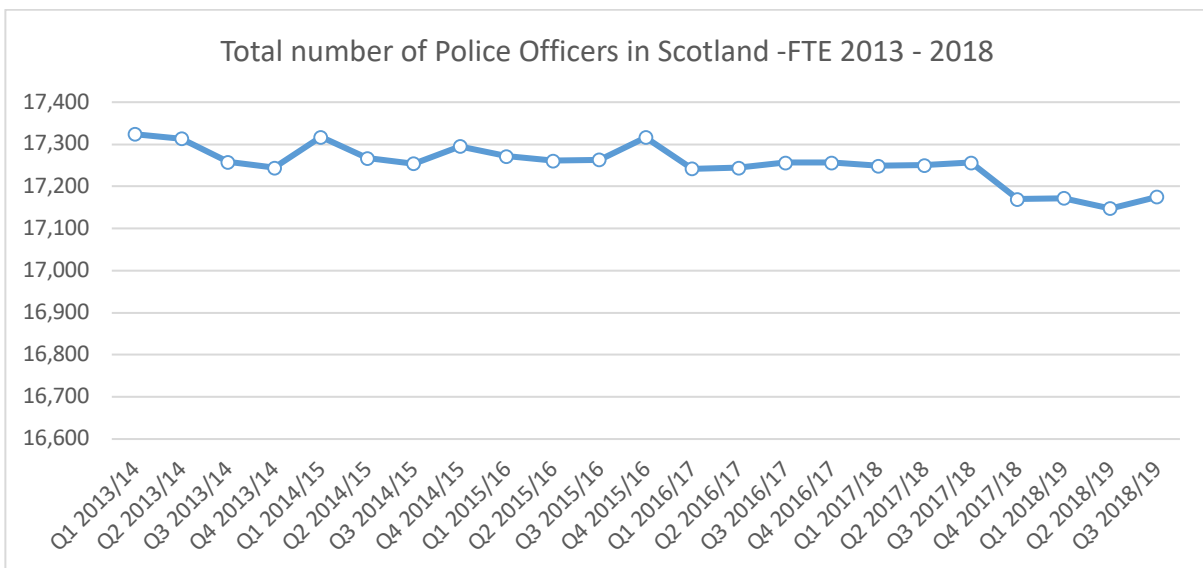
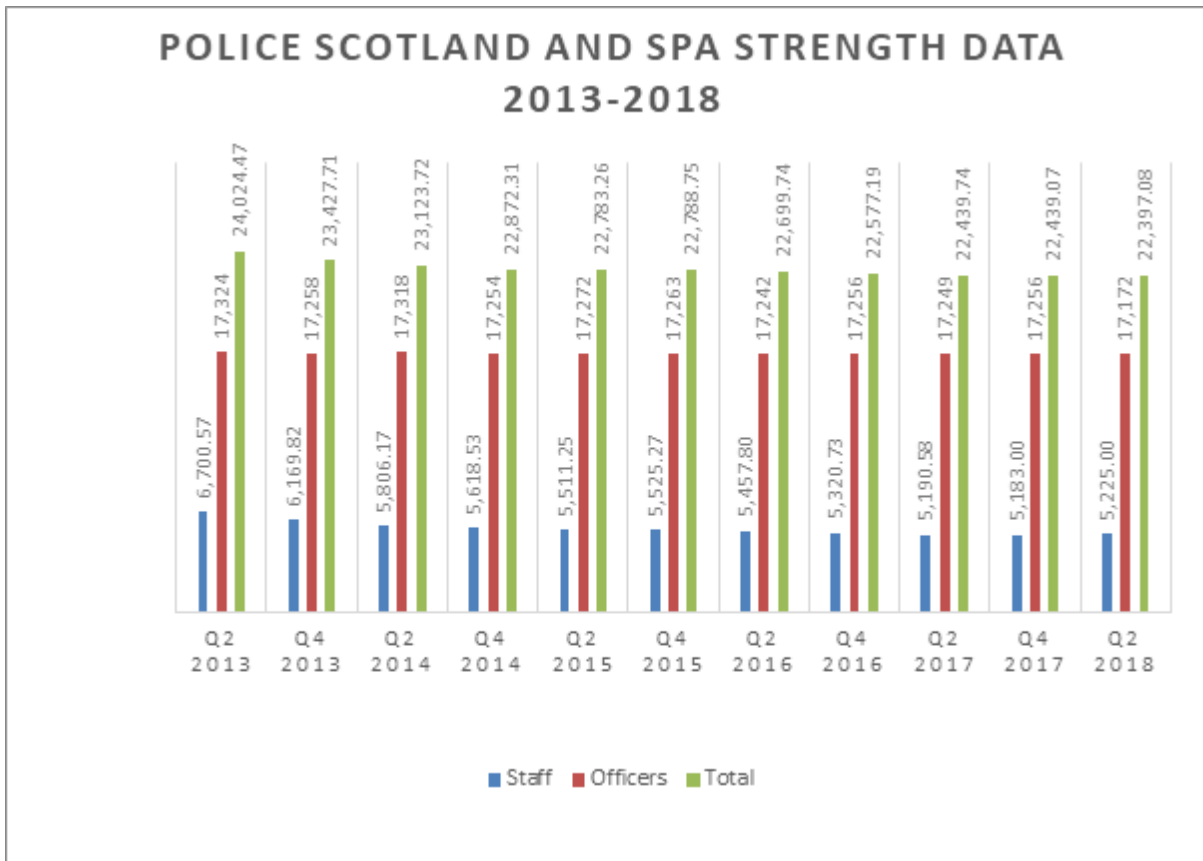
29. Audit Scotland has also highlighted the urgent requirement for the service to deliver fully costed strategies e.g. DDICT, Estate, Fleet and workforce plans that reflect a single national service faced with both the challenges of integrating ten legacy organisations and in designing, planning and delivering a 21st Century police service. Market skills to develop these strategies, plans and deliver financial modelling are at a premium across the public and private sector. We must be able to compete for skilled professionals. We must continue to maintain tight control over our budget allocation and provide the best possible data in our medium (3 Years) and long term (10 years) financial planning.

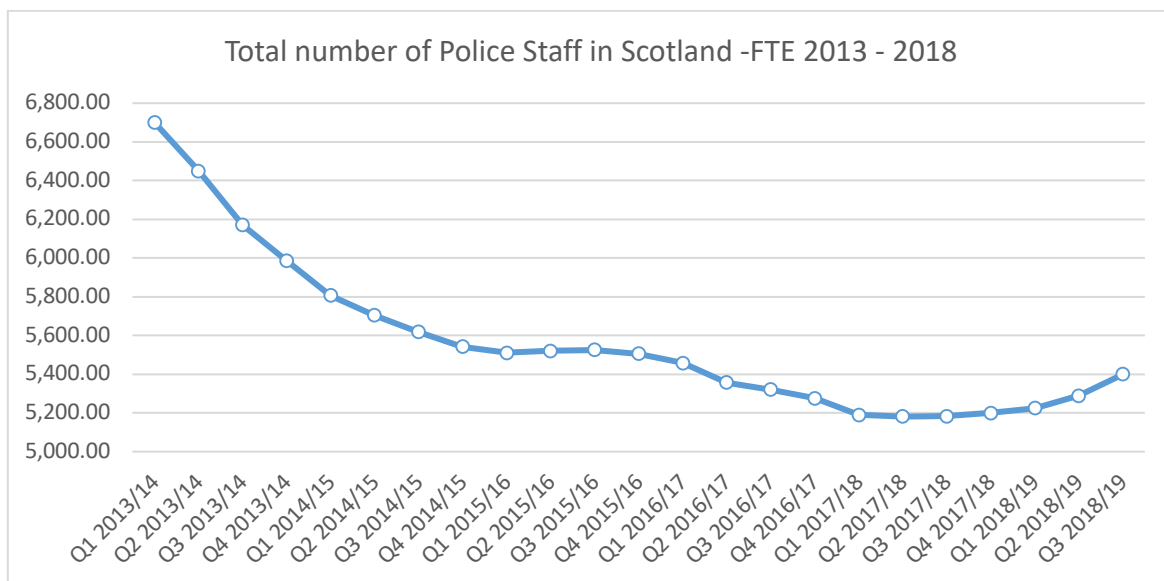
30. Since 2017, we have used Reform Funding to create over 500 posts, 330 of which have been transferred into the permanent headcount of the service. This recruitment has been targeted to address legacy capability and capacity issues and have been essential to;

1. Enable Police Scotland to address the issues that have been highlighted by Audit Scotland around financial control and governance.
2. Build change capacity & capability around the design, planning of and for delivery of transformation.
3. Establishing an appropriate 2nd and 3rd level (risk/audit/assurance) defence framework.

CURRENT WORKFORCE

31. The tables below provide a picture of the overall workforce across Police Scotland and the SPA since 2013. Our workforce has reduced since this date, particularly our police staff numbers.





32. Police Scotland is a hierarchical organisation and the table below details the number of officers in every rank since 2014. Despite a reduction in overall numbers there has been an increase of over 200 officers in the rank of constable. This is mainly as a result of work undertaken in 2016 to review supervisory ratios which saved £20 million. Currently, 21.3% of our establishment are in promoted posts which represents a reduction from 22.7% in 2014. The current position aligns well with England and Wales where 22.09% of officers were in promoted posts on 31 March 2018.

Rank	31/03/2014	31/03/2015	31/03/2016	31/03/2017	31/03/2018	31/12/2018
CC	1	1	1	1	1	1
DCC	6	4	3	3	3	3
ACC	9	9	10	7	9	9
CS	45.00	43.00	40.00	38.00	40.00	36.00
SUP	147.00	128.00	119.00	119.00	131.00	130.00
CI	252.84	260.74	257.81	242.47	228.85	223.90
PI	960.92	947.65	934.56	849.66	824.63	829.72
PS	2503.59	2488.74	2497.25	2370.92	2408.81	2420.26
PC	13319.10	13412.84	13453.95	13625.05	13524.85	13521.80
Total	17244.46	17294.97	17316.57	17256.09	17171.14	17174.68

33. Succession planning for promotions is an essential element of our current workforce planning. Whilst there remains a potential to further increase and rationalise spans of command, to release more constables into the structure and contribute to a reduction in the operational revenue deficit, this must be in balance with the demands of geography and workload and the wellbeing of police supervisors and leaders.

34. The general service profile of Police Scotland has remained constant since its formation. Most officers with less than 10 years' service are constables. The numbers in more senior ranks increases with length of service. As can be seen from the table below, the average length of time to be promoted to Sergeant is 15.3 years. This is too long and we recognise we must revisit our policies and procedures to influence this. It is important to identify talented officers early in service and provide opportunities for their development. We are introducing an Accelerated Promotion Scheme to enable this. Conversely, at the other end of the rank profile, 50% of our Superintendents retire every three years. This generates opportunity but also stimulates large amount of promotion activity and turnover in senior critical roles which must be managed closely.

Rank	Average Service on Promotion (Years)	Average Age
CS	24.9	48.3
SUP	26.5	48.2
CI	22.0	47.0
PI	20.3	46.3
PS	15.3	43.3
PC	N/A	37.1

35. **The Staff Pay and Reward Modernisation (SPRM) Project** has rationalised the diverse legacy terms and conditions of Police Staff and standardised the pay and grading model. The table below shows the distribution of headcount on staff grades as at 1st April 2019.

Grade	1	2	3	4	5	6	7	8	9	10	11	12	13	14	SPA DIR	Total
Total	163	704	1917	1156	661	293	424	193	109	98	34	16	12	1	11	5792

36. There are no significant changes anticipated in 2019/20 in terms of overall police staff headcount relating to Voluntary Redundancy / Voluntary Early Retirement. The allocated budget for VR/VE is £1.0 million and is likely to be used alongside small transformation projects associated with the Transforming Corporate Support Services project. Due to the funding settlement a prioritisation exercise has been undertaken to agree a list of priority projects for 2019/20 which is presented in the TCSS Business Case Submission.

Volunteers/Specials

37. Volunteers have actively supported policing in Scotland for over 100 years through the Special Constabulary (SPCs). The Special Constabulary are an integral and extremely valued part of Police Scotland, reflecting in the strongest terms, Police Scotland's commitment to community engagement. However, over recent years we have noted a significant reduction in Special Constables. On the contrary, Police Scotland Youth Volunteers (PSYV) have seen a sharp upward trend in numbers over the same period. Established in 2014, PSYV have grown from 5 pilot groups (150 volunteers) to 44 groups (1,300 volunteers).

38. We are actively progressing Reservist and Veterans work streams within the service. Volunteers are an important resource for Police Scotland and help us reflect our communities. We are currently revisiting our volunteering strategy to ensure we continue to attract citizens across Scotland to work with us as volunteers.

Inclusive Workforce

39. Police staff and police officers who have self-categorised as coming from a BME background remain at 1% of the establishment. This has remained fairly static as a percentage due to low numbers as shown in the tables below. It is suggested that the BME population in Scotland will increase to 5.5% by 2021 and 7% by 2031¹. Positive action strategies continue at a national level for police officer recruitment through the use of the 'Introduction to Policing Programme' and the 'Discover your Journey' events. These initiatives are currently being reviewed and developed to ensure they remain successful, and current to the needs of target audiences.

40. There remains a strong commitment to increasing the number of police officer and police staff recruits from underrepresented communities to ensure Police Scotland is ever more reflective of the country we serve. Turnover rates for BME staff are in line with average turnover rates for the service, however as we have far fewer BME staff, this attrition has a significant effect. We must therefore ensure we have effective retention (as well as recruitment) policies in place for BME colleagues.

Total number of BME police staff since 2013.

Timeframe	BME		White Minority		Choose not to Disclose	
	%	No	%	No	%	No.
@ 31/03						
2013	1%	88	N/K	N/K	2%	173
2014	1%	65	1%	59	3%	163
2015	1%	64	1%	54	3%	153
2016	1%	69	1%	57	3%	138
2017	1%	68	1%	49	5%	264
2018	1%	75	1%	56	5%	250
25/02/2019	1%	76	1%	74	5%	246

Total number of BME police officers since 2013.

Timeframe	BME		White Minority		Choose not to Disclose	
	%	No	%	No	%	No.
@ 31/03						
2013	1%	197	U/K	U/K	4%	797
2014	1%	211	1%	220	5%	816
2015	1%	213	1%	226	4%	765
2016	1%	224	1%	251	4%	727
2017	1%	212	2%	267	9%	1525
2018	1%	245	2%	287	8%	1458
25/02/2019	1%	254	2%	307	8%	1380

¹ The Glasgow Centre for Population Health 'The Changing Ethnic Profile of Glasgow and Scotland' report 2017

Current Breakdown of BME officers per rank (25.2.2019)

Rank	White Scottish	% of Rank	Other White	% of Rank	White Minority	% of Rank	BME	% of Rank	Choose not to Disclose	% of Rank	Not Recorded	% of Rank
Constable	10581	77%	1219	9%	263	2%	214	1%	1087	8%	352	3%
Sergeant	1998	82%	173	7%	25	1%	29	1%	207	8%	<5	<1%
Inspector	705	83%	57	7%	15	2%	<5	<1%	67	8%	0	0%
Chief Inspector	193	85%	17	7%	<5	1%	<5	2%	11	5%	0	0%
Superintendent + above	149	83%	16	9%	<5	1%	<5	2%	8	4%	<5	1%
Total	13626	78%	1482	9%	307	2%	254	1%	1380	8%	357	2%

41. We recognise that it can be difficult to recruit underrepresented groups in rural and island communities due to the composition of many of these communities. We will continue to review ONS data and use this data when considering targeted recruitment and attraction strategies.

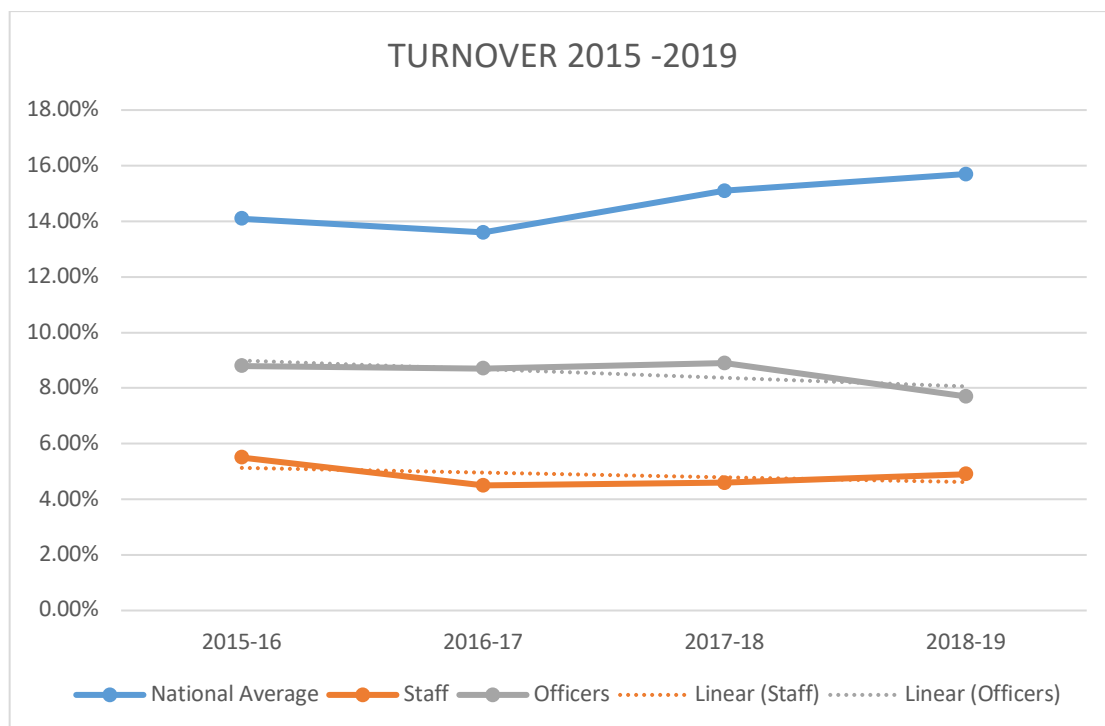
42. Female officers now make up 31% of the overall service, but are under-represented in every rank. The table below provides the gender rank profile of the Service. We aspire to reflect the communities we serve and will continue to encourage and support female officers to achieve senior ranks. We are also aware that some specialist areas of the service struggle to recruit female officers and we are working to identify how we can best support all our officers with equal opportunities.

Current Breakdown of gender per rank (28.3.2019)

Rank	Female	% of rank	Male	% of rank	Total
Chief Officers	3	23%	10	77%	13
CS	6	16%	31	84%	37
SUP	30	23%	98	77%	128
CI	57	25%	171	75%	228
PI	211	25%	637	75%	848
PS	624	26%	1808	74%	2432
PC	4462	33%	9190	67%	13652
Total	5393	31%	11945	69%	17338

Turnover

43. The graph below shows the turnover of Police Scotland/SPA staff over the last 4 years. As can be seen, this remains relatively constant with officers averaging 4.9% while staff average 8.4%. This compares against England and Wales where the officer turnover rate was 6% in 2018 and staff were 10% with a national average for public Sector turnover of 15.7% in 2018 (XPERTHR).



44. The majority of all officers who achieve 30 years' service retire within a few weeks of that date. A small number of officers remain in service and typically there are around 80 FTE officers at any one time with more than 30 years' service. These officers could retire at any time with only 28 days' notice required. Historic data suggests this is not a huge risk to the organisation. Recent changes in pension schemes and associated regulations will impact on the number of years officers have to serve to draw a pension, and may have an effect on turnover. We will monitor the impact of the CARE pension scheme on retention profiles.

45. Staff turnover remains constant at an average 8.4% per year. The introduction of a standardised set of terms and conditions and pay and grading model under SPRM may have an impact on this. Those who have been given 2 years pay protection against a reduction in salary may choose to resign at the end of that period - this will be monitored. That apart, there is no particular change to staff turnover anticipated.

46. Police service leavers for reasons other than retirement remains consistent with on average 325 officers leaving per year. This position allows for fairly accurate predictions of leavers and the graph below shows anticipated total leavers for the next 3 years. This allows us to forecast attrition and develop recruitment scenarios.



FUTURE WORKFORCE

47. The table below provides the aims and outcomes we have set to achieve our vision for our future workforce, and how they map against our strategy, plans and the external environment.

Aim	What does this mean?	What are the drivers for this?	Outcome - What will this look like?
<p>CAPABILITY</p> <p>We will have capable people with the right behaviour, attitudes, knowledge and skills to deliver an excellent policing service across Scotland.</p>	<p>We will consider the skills requirements to deliver an efficient organisation and strive to deliver these through recruitment, knowledge transfer, training and development.</p> <p>We will ensure officers and staff are aligned to the right role for their skills and capabilities.</p>	<ul style="list-style-type: none"> • Strategic Priority: Empower, enable and develop our people • Strategic Priority: Transform Corporate support services • Implementation Plan 2017 -2020 • Three year financial plan • People Strategy 	<p>We will have a highly skilled workforce who are equipped to deliver a Policing service in the modern world.</p> <p>Our officers and staff will have access to the training and development that they need to function at the highest levels.</p>
<p>CAPACITY and FLEXIBILITY</p> <p>We will increase our workforce capacity and flexibility to deliver services aligned to our priorities and changing demand.</p>	<p>We will redesign our workforce model using technology and modern day practices to enable transformation across the service.</p> <p>We will develop an improved understanding of our demand profile across the force and consider and implement models that best deliver against that demand.</p>	<ul style="list-style-type: none"> • Strategic Priority: Empower, enable and develop our workforce. • Strategic Priority: Improve public contact, engagement and service • Strategic Priority: Transform Corporate support services • Implementation Plan 2017 -2020 – creating capacity to improve • Three year financial plan • People Strategy 	<p>We will have a modern, responsive workforce with up to date equipment and systems that allows them to do their job efficiently and better aligned to our demands and priorities.</p>
<p>DIVERSITY</p> <p>We will have an inclusive and representative workforce that looks and feels like Scotland.</p>	<p>We will look to increase the number of officers and staff from under-represented groups through positive action, recruitment and retention initiatives.</p> <p>We will review all working practices that impact on our workforce with a view to improving wellbeing across the organisation.</p>	<ul style="list-style-type: none"> • Strategic Priority: Empower, enable and develop our People • Implementation Plan 2017 -2020 • Equality and Diversity Equality Outcomes 2017 -2021 • People Strategy 	<p>Our workforce will be diverse, will be engaged and proud to work for the organisation.</p> <p>Police Scotland will be an organisation that our communities want to engage with and work for.</p>

Capacity Generation and Affordability

48. A cornerstone of workforce planning is to reduce costs whilst still meeting the demands on the Service. Significant investment in the service has already been received from Scottish Government however, the service continues to be stretched by increasing demand, a need to drive efficiencies and by striving to meet our deficit reduction obligations.
49. We have started to deliver capacity which has been assured by HMIC(S) and will be used to invest in service priorities. Transformation projects seek to achieve capacity gains through introduction of technology, prioritisation of resources, preventative crime analysis and changing our ways of working and cultural approach to policing. Levels of capital and reform funding have a direct correlation to the speed with which we can transform the service.
50. Capacity generation will be used to both help meet the financial challenges as laid out in each individual business case – and to assist with meeting demand.

In recognising all of the above, the following 12 month action plan has been developed;

CAPABILITY

Aim – We will have capable people with the right behaviour, attitudes, knowledge and skills to deliver an excellent policing service across Scotland.

Activity	Action/Measures	Owner	Implementation Date	Upcoming Milestones
Local Workforce Planning.	We will work with Divisions and Departments to build their workforce plans and aggregate them to form an organisational level plan.	Co – ordinated by Head of Strategic Workforce Planning	31.03.20	Corporate and Support services complete. Other areas ongoing.
Training to meet needs.	We will develop and introduce a training needs analysis and strategic training plan based on the skill requirements identified.	Head of Leadership Training and Development	31.03.20	The training plan will be developed during quarters 2 and 3 of 2019/20 and reviewed on a monthly basis and refreshed on an annual basis.
Right person for the role.	We will review the roles that officers are carrying out to ensure that their police powers and skills are best utilised, and police staff carry out roles they are best able to undertake.	Head of Strategic Workforce Planning	31.12.19	This activity has commenced, 150 custody staff have been employed along with 7 Vetting Officers and 22 HOLMES staff to allow officers to be deployed to alternative roles within the service.
Making the right start.	We will transform recruitment and attraction of Staff through a modernised recruitment strategy, new processes and an improved organisational structure for the recruitment function.	Head of Recruitment and Selection		A draft recruitment strategy has been produced and will be presented to the Strategic Leadership Board in June 2019.

CAPABILITY

Aim – We will have capable people with the right behaviour, attitudes, knowledge and skills to deliver an excellent policing service across Scotland.

Activity	Action/Measures	Owner	Implementation Date	Upcoming Milestones
Leadership development.	We will continue to develop and implement our leadership framework that provides clear career pathways and leadership development opportunities at all ranks and levels. This will include accelerated career pathways.	Head of Leadership Training and Development	30.09.19	Work is underway to create development pathways which will provide quicker, clearer routes to promotion for those demonstrating readiness for the next rank. This will apply for promotion processes up to the rank of Superintendent.
Modern apprenticeships.	We will introduce a modern apprenticeship framework in policing for officers. We will also fully scope modern apprenticeships for police staff, internships for staff, work placements for students and graduate programmes.	Head of Leadership Training and Development	Ongoing	

Outcome - We will have a highly skilled workforce who are equipped to deliver a Policing service in the modern world. Our officers and staff will have access to the training and development that they need to function at the highest levels.

CAPACITY AND FLEXIBILITY

Aim – we will increase our workforce capacity and flexibility to deliver services aligned to our priorities and changing demand.

Objective	Action/Measures	Owner	Date	Upcoming Milestones
We will increase operational capacity through improved ways of working.	We will implement the Contact Assessment Model CAM which includes transfer of officers to deliver the model.	ACC Local Policing North	Phase 1 – 28.5.2019 Phase 2 – 29.10.2019 Phase 3 – 28.1.2019 Phase 4 – 24.3.2020	We will monitor the implementation of CAM to demonstrate we have met each phase of implementation.
We will increase operational capacity through technology.	We will introduce 10,000 mobile devices to operational officers.	ACC Operational Change and Resilience	31.3.2020	We will monitor the project delivery as per the Mobile Device project timeline.
Through productivity we will allow more police officers to focus on policing.	We will release/re-invest the productivity gained from the following projects: <ul style="list-style-type: none"> • Core Operating Systems • Custody Remodelling • Productions Remodelling • Contact Assessment Model 	Force Executive Senior Responsible Owners	Ongoing	Measurement of project benefits will be carried out at the Project Assurance Group on a monthly basis to ensure delivery.
	Transforming Corporate Support Services will consider requirement for officers to work within Corporate Services departments.	Director of Business Integration	Dependent on funding being made available	The TCSS FBC, including Service Catalogue, Organisational Design and priority initiatives for FY2019/20 is being progressed through PS and SPA Governance during April and May 2019 which will provide more clarity for the next iteration of the SWP.

CAPACITY AND FLEXIBILITY

Aim – we will increase our workforce capacity and flexibility to deliver services aligned to our priorities and changing demand.

Objective	Action/Measures	Owner	Date	Upcoming Milestones
Understanding and Resourcing to Demand.	We will review results from the Demand and Productivity Function, including emerging demand profiles and distribute resource accordingly.	Head of Strategic Workforce Planning	Ongoing	Reporting will be used in the governance process for prioritisation of resources.
Establishing broader resourcing models and greater workforce flexibility.	We will revisit our volunteering strategy to ensure we continue to attract citizens across Scotland to work with us as volunteers.	ACC Local Policing North	Ongoing	

Outcome - We will have a modern, responsive workforce with up to date equipment and systems that allows them to do their job efficiently and better aligned to our demands and priorities.

DIVERSITY

Aim – We will have an inclusive and representative workforce that looks and feels like Scotland.

Objective	Action/Measures	Owner	Date	Upcoming Milestones
Reflecting our communities.	We will continue to formulate, assess and progress positive action at a national and regional level to improve the recruitment, retention, development and promotion of officers and staff from underrepresented groups.	Director of People and Development	31.03.20	<p>We are reviewing our Introduction To Policing Programme, this work will continue whilst it remains of use to our minority applicants and will be completed on a regular basis by the Positive Action Team who continue to network and build stronger relationships with our Associations.</p> <p>We will monitor our recruitment and promotion stats quarterly in order that trend data can be gathered on the workforce serving our communities.</p>
Removing Barriers.	We will work with statutory and diversity staff associations and key stakeholders to identify barriers and improve opportunities for officers and staff from and across all protected groups.	Director of People and Development	31.03.20	We will ensure attendance at the relevant diversity meetings to support this action. We will recommend that barriers and opportunities are included in agenda items and action logs are regularly updated in order that we can demonstrate our work in this area.
Improving the working environment.	We will monitor and promote agile and flexible working to attract, retain and promote wellbeing within our staff.	Director of People and Development	30.09.20	<p>A working group has been established to review and promote agile and flexible working.</p> <p>We will report on the number of flexible working applications being supported within Police Scotland.</p>

Outcome - Our workforce will be diverse, will be engaged and proud to work for the organisation. Police Scotland will be an organisation that our communities want to engage with and work for.

GOVERNANCE AND ACCOUNTABILITY

51. The framework will prioritise the development of Divisional and Departmental workforce plans. As each is developed they will be integrated into a corporate implementation plan that will provide functional level planning for managing our workforce over the next 5-7 years.
52. A governance framework has now been established to give a single point of accountability so that we can corporately review all resource changes in the organisation and control capacity generation from transformation. We will do this by reinvesting resource into other departments, retraining, civilianising or reducing headcount.
53. Policing is dynamic in nature and our ability to meet future demand will be integrated with, and dependent on, joint working with other partners in the public sector. We anticipate that there will be a continuous ebb and flow of change as we respond to the changing needs of our communities and emerging threats we face.
54. Part of the role of policing is to anticipate demand but to also be able to respond to the unplanned and unexpected by building agility and flexibility into our workforce planning and our wider systems and processes – our future workforce planning will facilitate this requirement.
55. Our activity in relation to our people centres on improving our service to the public. We must also generate efficiencies as this will be critical in achieving a position where the Service delivers policing in the most cost-effective manner possible.

APPENDIX

Appendix A – NHS 6 STEP Workforce Planning Cycle

