

Meeting	Authority Meeting
Date	22 January 2021
Location	Video Conference
Title of Paper	Strategic Workforce Plan
Presented By	Chief Constable Iain Livingstone QPM
Recommendation to Members	For Discussion
Appendix Attached	Yes Appendix A – Police Scotland Strategic Workforce Plan (2021-24)

PURPOSE

The purpose of this report is to update members on the development of the Police Scotland Strategic Workforce Plan (SWP).

Members are requested to discuss the content of this paper.

1. BACKGROUND

- 1.1 A detailed programme of future work covering a period of 12 months to develop a Strategic Workforce Plan was agreed at the Executive Planning Day on 7 November 2019 and reported at the SPA Board on 27 November 2019. This detailed the structure of the future draft plan at macro and micro levels, the approval structure at each level, and a timeline for production of a completed plan for Police Scotland approval in November 2020.
- 1.2 Due to the impacts of the COVID-19 outbreak on team capacity, a Correction Plan was developed and approved in May 2020. This was to satisfy the direction of the SPA Resources Committee that the end date of November 2020 must be maintained.
- 1.3 The plan was approved by Police Scotland on 1 December 2020 for submission to the SPA Resources Committee of 18 December 2020, meeting the end date given to the Authority in November 2019.

2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 This first iteration of the Police Scotland SWP has been developed to ensure that the service is best placed to meet the changing demands in the most efficient and effective way.
- 2.2 The Plan has been developed using the Six-Step Methodology to Integrated Workforce Planning, in keeping with the recommendations of Audit Scotland in *Scotland's Public Sector Workforce: Good practice guide* and as recommended by our internal auditor Scott Moncrieff in 2018. The project has also been subject to two further internal audits in the last 12 months.
- 2.3 In line with the requirements of that guide, Local Functional Area Plans developed across every business area were used to underpin the final SWP.
- 2.4 As the SWP is a vehicle for the delivery of the agreed Joint Strategy for Policing (2020), it outlines the workforce requirements predicated on that strategic direction. All local plans were expected to demonstrate alignment to the overall strategic direction of the service, and outline how their future model would deliver against the Policing Priorities contained in the Annual Police Plan and in Local Policing Plans.
- 2.5 Understanding the demands placed on Police Scotland and allowing that understanding to be used by local planners has been a critical part of this exercise. It is fair to say that this work will mature as we move forward and become more familiar with planning processes,

however, the quality of the work produced by the Police Scotland Demand and Productivity Unit coupled with local expertise has allowed for this first plan to be developed to a robust and high standard. Indeed, Police Scotland is one of the first police services in the UK to have developed a comprehensive strategic workforce plan, above anything else witnessed in the Justice Sector in Scotland.

2.6 The SWP demonstrates a number of environmental changes and outlines their likely impacts on future demand for policing services. These include:

- population growth and resulting equivalent capacity loss in divisions if officer numbers were maintained;
- an ageing population, with significant growth in the proportion aged 75 and over, with resulting impacts on vulnerability demand;
- Scottish Index of Multiple Deprivation statistics and the different profile of deprivation across the country;
- changes in the working age population, indicating potential future difficulties in recruitment and a potentially ageing future workforce;
- the increasing role of technology in Scottish lives and the associated prevalence and risk of crimes in the digital space.

2.7 The plan also identifies the significant events on the immediate operational horizon – Brexit, continuing COVID-19 activity, and COP26. The plan indicates that while this acute operational demand persists, it is not considered prudent to reduce officer numbers.

2.8 Across all Local Policing Divisions and National Services, a total resource gap has emerged from local plans of £55.4 million. This comprises 693 officers and 671 staff. It should be noted that this costing does not include:

- any workforce impacts in OSD of the Scottish Government refreshed Road Safety Framework
- any workforce impacts in Professionalism & Assurance as a result of the Dame Elish Angiolini review of Complaint Handling, or
- any anticipated workload impacts in C3 either of widening digital contact channels for the public as a result of the Public Contact and Engagement Strategy, or as a result of increased call handling times due to our Contact Assessment Model (CAM).

2.9 The plan partially reflects the requirements set out in the recently approved Cyber Strategy for greater investment in this specialist area, with the caveat that a detailed implementation plan is yet to be presented to the Authority. The plan also comments on the resources needed as part of the improvements being made in data management through the Data Drives Digital programme.

OFFICIAL

- 2.10 This resource gap and resulting costing is a projection based on current practise. All local workforce plans suggested a number of activities designed to move their workforces into the future and service predicted demand, and eight national workstreams have been identified to take a consistent approach on common high-level themes arising from the plans.
- 2.11 Coupled to this are the productivity gains that have been derived through work managed by the Change function which include the introduction of mobile devices, the introduction of our Contact Assessment Model (CAM) and the ongoing work around Transforming Corporate and Support Services (TCSS). Benefits accrued through these pieces of work will also be fed into our workforce planning review and monitoring activity, with a view to offsetting the increases in demand evidenced in the plan.
- 2.12 To that end, Local Policing ACCs have indicated their belief that such work will allow the release and redistribution of all officers required by the three Local Policing regions.
- 2.13 As such, the remaining unfunded resource gap relates to the National Services space, and equates to just over **£20.56 million**.
- 2.14 The plan does not explore scenarios for the reduction in service that would be required should the additional funding not be available. The workforce plan is instead an articulation of what Police Scotland considers to be necessary resource levels to meet the future demand placed upon it. If funding reductions transpire, or if the additional resourcing identified within the plan is not able to be provided, careful consideration of how benefits accrued are utilised, where our priorities lie, what service impacts would result, and what appetite our stakeholders have for such reductions will require to be undertaken.
- 2.15 Police Scotland is more than a crime enforcement agency, and currently deals with many more incidents than crime alone. It is a flawed approach to look at the success we have achieved in reducing reported crime and draw a direct correlation to the potential to reduce resources. This plan highlights why that approach would not result in a workforce capable of meeting the needs of Scotland.

Next Steps

- 2.16 The development of the SWP required considerable discussion, engagement and a structured approach. Its delivery will continue to require this level of rigour, and will touch upon areas such as demand, strategy, change benefits realisation, vacancy management and financial management.

- 2.17 Divisional and Service Plans will be reviewed on a regular basis via the local monitoring groups set out in their plans. This will ensure that any planned outcomes and unintended consequences are continually measured and problems addressed.
- 2.18 Demand data and its interpretation will continue to improve as the Workforce Planning process develops in Police Scotland, and this will allow more accurate appraisals of the role and volume of all resources. This will be an ongoing process and will not only inform future published iterations of the Workforce Plan but also the regular reviews already planned.
- 2.19 While ongoing national projects will continue to be managed by the Change Function, the outputs of these projects in terms of workforce benefits will be made available to a central point managed and directed by the newly established Demand, Design and Resourcing Board. At this group, which will be chaired by the Chief Constable, decisions concerning benefits reallocation, changes to the Target Operating Model, and tracking of workforce plans will be taken amongst the context of:
- change benefits delivered in the previous quarter (including a clear articulation of available FTE);
 - any available resources arising from BAU improvement and the overall position on an available resourcing pool;
 - operational and corporate demand (both existing and emerging);
 - finance implications and advice (to inform discussions on overall resource allocation); and
 - P&D issues (headcount and policy implications).
- 2.20 The plan also sets the scene for wider conversation with Scottish Government as to how to address the identified resource gap and what implications will need to be taken into consideration as part of the wider Financial Strategy.
- 2.21 The development of this plan has highlighted areas within Police Scotland that require additional investment. We are moving to a System Design based approach and continue to develop our Target Operating Model. We are also further developing our internal connections across all our strategic planning functions in order to provide a more holistic view of the issues that we face. This work will help us develop into a Force that is both financially sound but also fit to deliver the required policing service.

3. FINANCIAL IMPLICATIONS

- 3.1 There are no specific financial implications associated with this paper, although it is expected the SWP will be a vehicle for funding conversations with Scottish Government.

4. PERSONNEL IMPLICATIONS

- 4.1 There are no specific personnel implications associated with this paper, although it is expected the SWP will be a vehicle for funding conversations linked to resourcing with Scottish Government.

5. LEGAL IMPLICATIONS

- 5.1 There are no specific legal implications associated with this paper.

6. REPUTATIONAL IMPLICATIONS

- 6.1 The failure to deliver a SWP would have adversely affected Police Scotland's ability to meet its budgetary responsibilities, to fully maximise the opportunities presented by ongoing business change transformation projects, and to effectively realign its workforce to meet future demand, impacting on SPA's and the public's confidence in Police Scotland.

7. SOCIAL IMPLICATIONS

- 7.1 There are no specific social implications associated with this paper.

8. COMMUNITY IMPACT

- 8.1 There are no specific community impact implications associated with this paper.

9. EQUALITIES IMPLICATIONS

- 9.1 There are no specific equalities implications associated with this paper. In terms of the national workstreams and changes proposed identified in the SWP, Equality, Diversity and Human Rights Impact Assessments (EqHRIA) will need to be conducted on a project by project basis, in compliance with the statutory obligations upon all public sector organisations to publish their EqHRIAs.

10. ENVIRONMENT IMPLICATIONS

- 10.1 There are no specific environmental implications associated with this paper.

RECOMMENDATIONS

Members are requested to discuss the content of this paper.

Police Scotland Strategic Workforce Plan 2021-2024



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SCOTTISH POLICE
AUTHORITY

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Chief Constable's

Introduction



People are at the heart of policing in Scotland, in the communities we are privileged to serve, and through our dedicated and hard-working workforce.

Our Joint Policing Strategy 2020: Policing for a safe, protected and resilient Scotland looked ahead to the fast changing work demands, demographics and changes of an evolving Scotland, establishing a clear strategic direction for Police Scotland built around:

Our Vision: Policing for a safe, protected and resilient Scotland

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

Our Values: Fairness, Integrity, Respect, and Human Rights

This first Police Scotland Strategic Workforce Plan sets out how, through redesigning and modernising our workforce over the next three years, we intend to build a service with the right people, in the right places at the right time to deliver policing as demands on public service change and increase. Officers and police staff have a vital role in helping us develop a diverse workforce with the right balance

of experience, skills, professionalism and capabilities – our plan seeks to build a mixed and agile workforce, with a skills mix that ensures police officers are deployed operationally wherever possible.

Our plan sets out our ambition to remain an employer of choice for a well-supported, diverse, efficient and highly-skilled workforce. We will work collaboratively with our partners in the public, private and third sectors to better serve the communities of Scotland.

Despite what has been an extraordinarily difficult year across the world in 2020, new opportunities to improve and build our service in innovative ways have presented themselves as a result.

I am optimistic about the future of policing in Scotland, not least because of the commitment to public service, dedication and professionalism I see throughout this organisation on a daily basis. Our people are the key to the success of policing now and in the future, and their health, safety and wellbeing remains one of my key priorities.

This workforce plan will assist us in developing the Police Service of Scotland so that we can continue to provide protection, safety and security to the people of Scotland.

A handwritten signature in black ink, which appears to read 'Iain Livingstone'.

Iain Livingstone QPM
Chief Constable

Section 1:

Context

1.1 Vision & Values

Police Scotland's vision reflects our purpose and core values:



1.2 Background & Purpose of the Plan

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 1967¹. 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.

The publication of the 'Serving a Changing Scotland' Strategy in June 2017² detailed the need to deliver on the outstanding Police Reform transformation objectives, with the 'Serving a Changing Scotland – Creating Capacity to Improve – Implementation Plan 2017-2020'³ published in December 2017 recognising the urgent need for additional specialist civilian staff in order to develop the skills that a national organisation of this size and complexity needs.

1 <https://www.audit-scotland.gov.uk/report/police-reform>

2 <https://www.scotland.police.uk/spa-media/jjkpn4et/policing-2026-strategy.pdf?view=Standard>

3 <https://www.spa.police.uk/spa-media/epcbsqyy/item-7-2-implementation-plan.pdf>

The strategy also outlined that a workforce plan would be developed that *“clearly identifies what capabilities we require and how we will attract, retain, develop and realise these capabilities. We will support our people to deliver an effective service.”*

This requirement is also detailed in the 10 Year Financial Strategy⁴ while Audit Scotland commented in 2018⁵ and then re-affirmed in 2019 that:

“There is now an urgent need to prepare detailed workforce plans, including robust scenario planning, to support the transformation required to deliver Policing 2026. Workforce plans are a critical element of financial planning, particularly with the level of payroll costs incurred by the Scottish Police Authority, and until these are in place it is not possible to accurately determine long term financial sustainability”⁶

The Framework for Strategic Workforce Planning (2019-2026) set out the overall strategic workforce planning direction, and this first Police Scotland Strategic Workforce Plan describes the anticipated changes faced nationally and locally, and identifies strategic actions needed to deliver the refreshed Joint Policing Strategy 2020 – Policing for a safe, protected and resilient Scotland.

The Purpose of Workforce Planning:

To ensure the workforce is the right size, with the right skills and competencies, organised in the right way, within a budget we can afford, to deliver the best possible service.

Police Scotland’s potential approaches to workforce planning are uniquely influenced and at times constrained by a number of factors.

Since 2007, a key strand of Scottish Government policy is the commitment to no compulsory redundancy. This policy has continued in recent years, and remains in place through the Scottish Public Sector Pay Policy 2020-2021⁷. Police Officers, as Crown servants rather than employees, are not covered by this policy – but are similarly exempt from compulsory redundancies. While the Public Sector Pay Policy undoubtedly provides job security and retention benefits, it must also be remembered when considering options to restructure any public sector organisation.

Police Scotland is unique in having a workforce that combines police officers who operate under parameters defined in The Police Service of Scotland Regulations 2013⁸ (Police Regulations) and police staff who are employed within Police Scotland but have the Scottish Police Authority (SPA) as their contractual employer.

The Police Regulations determine many specifics of police officer pay and terms and conditions, including standard pay and overtime, leave provisions and expenses. Workforce Agreements, negotiated between Police Scotland and the Scottish Police Federation (SPF) also exist, covering roster patterns and changes, shift start and end times and limitations on working periods. Any changes in these areas require to be undertaken in close consultation with the bodies who represent our officers.

4 <https://www.spa.police.uk/spa-media/gewnfcpi/spaandpolicescotland-ten-year-financial-strategy.pdf>

5 https://www.audit-scotland.gov.uk/uploads/docs/report/2018/aar_1718_spa.pdf

6 https://www.audit-scotland.gov.uk/uploads/docs/report/2019/aar_1819_spa.pdf

7 Available at: <https://www.gov.scot/publications/scottish-public-sector-pay-policy-2020-21/pages/4/>

8 Available at: <https://www.legislation.gov.uk/ssi/2013/35/contents/made>

With the creation of Police Scotland from eight legacy forces and two organisations (Scottish Police Services Authority (SPSA) and Scottish Drug Enforcement Agency (SCDEA)), around 6,700 staff transferred to the SPA. This created an organisation operating across ten sets of police staff Terms & Conditions and associated policies, and varied rates of pay for the same or similar roles. This complexity is being managed down to a single set of Terms and conditions via the Staff Pay and Reward Modernisation project (SPRM) – more details are included in section 5.1.

There are also many areas where Officers and Staff should and will be treated the same – in their expectations around working conditions, health, safety and wellbeing, career development and talent management. Police Scotland's workforce planning must take account of both the similarities and the differences between officers and staff, their terms and conditions, and work in partnership with their representative bodies to make the workforce changes suggested by this plan.

The number of Police officers in Scotland is a significant source of both public and political interest. The current administration returned to Government in 2016 with a continuing commitment⁹ to maintain Police officer numbers above the 2007 baseline. The original manifesto pledge to add 1,000 officers to the 16,234 baseline has resulted in a perceived "floor" of 17,234 Full Time Equivalent (FTE) Police Officers throughout each year, requiring quarterly confirmation to Government. Changes to police officer numbers are therefore both very politically sensitive, and can cause great concern to the public at large. Such changes can only be made carefully, using a clear evidence base, and must demonstrate no reduction in service provision to members of the public.

While it is clear that maintaining a set number of police officers without regard to the type of demand being experienced by modern policing prevents effective workforce planning - to ensure that the **right** person with the **right** skillset is employed to service demand - our current operating environment in the next twelve months (see section 2.1.11-12) indicates that in at least the initial year of this workforce plan, no reduction in officer numbers will be practicable.

⁹ Meeting of the Parliament, 20 June 2017, p14 para 2. Available at <http://www.parliament.scot/parliamentarybusiness/report.aspx?r=11016&mode=pdf>

1.3 Methodology

The 2021-2024 Police Scotland Workforce Plan has been developed using the Six Steps Methodology to Integrated Workforce Planning¹⁰, in keeping with the recommendations of *Audit Scotland in Scotland’s Public Sector Workforce: Good practice guide*¹¹ and as recommended by our internal auditor Scott-Moncrieff in 2018¹². The Six Steps Methodology is represented in the graphic.

The structure of and method by which this plan has been created was agreed by the Police Scotland executive on 7 November 2019, and presented to the SPA in their Board Meeting of 27 November 2019.

The agreed structure breaks down the Police Scotland workforce into three broad sections to be examined in Section 3: Defining the Future Workforce – Local Policing, National Services and Corporate Support.



10 Skills for Health (2008) Six Steps Methodology to Integrated Workforce Planning. Available at <https://www.skillsforhealth.org.uk/resources/guidance-documents/120-six-steps-methodology-to-integrated-workforce-planning>

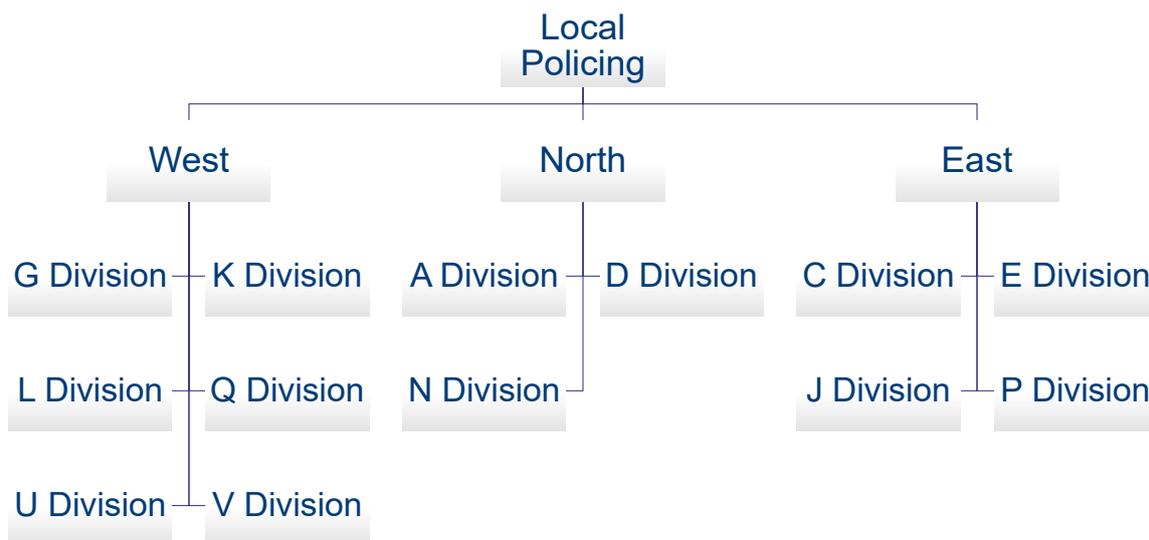
11 Scotland’s Public Sector Workforce: Good practice guide (2014). Available at https://www.audit-scotland.gov.uk/uploads/docs/report/2013/nr_131128_public_sector_workforce_guide.pdf

12 Helen Berry, Director, Scott-Moncrieff, Internal Audit Workforce Planning Report (July 2018), available at <https://www.spa.police.uk/spa-media/4t1dyy4r/rep-c-20180713-item-5-3-ia-workforce-planning.pdf>



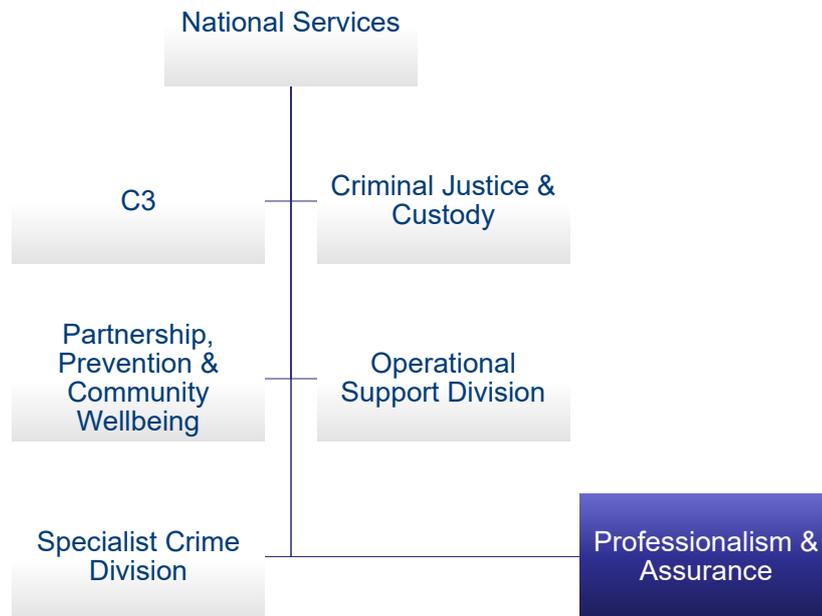
Corporate Support functions can be considered as indirect labour – these employees are not involved in directly providing policing services to the public, but are “enablers” for the direct labour workforce (generally Police Officers). As such, for this iteration of the Strategic Workforce Plan, service-

specific local workforce plans were not required for Corporate Support services. Instead, information from current and planned projects to create efficiencies and improve processes in these areas are outlined in section 3.6.



Our thirteen territorial Local Policing divisions each completed a local area workforce plan following the same 6-Step Methodology template. This has allowed an organisation-wide plan that both moves Police Scotland towards our

national strategy, while addressing the needs and future demand of each local community that we serve. These thirteen divisional plans are aggregated here into three regions – East, North and West – for ease of reporting under Section 3.



Local Policing divisions are supported by five specialist National Services. These national services ensure every community in Scotland has access to specialist policing services. Again, each national service completed a local area workforce plan following the same 6-Step Methodology template.

Professionalism & Assurance, structurally incorporated under the Corporate Support area, includes our Professional Standards business area which discharges a vital role in investigating allegations of police officer misconduct in line with the statutory requirements of the Police Service of Scotland (Conduct) Regulations 2014. In light of the importance of this statutory role, Professionalism & Assurance have also completed a local area workforce plan, which is outlined in section 3.6.1.

A formal Project Board was established in February 2020 to provide a disciplined focus on the governance, monitoring

and support of the project to develop this plan. The Board reported progress via the Portfolio Management Group (PMG) to the Change Board.

A Strategic Oversight Group was also established in May 2020. This includes representation from Scottish Government, the SPA, Her Majesty’s Inspectorate of Constabulary in Scotland (HMICS) as well as various statutory staff representative bodies in the form of the Association of Scottish Police Superintendents (ASPS), SPF, Unison and Unite.

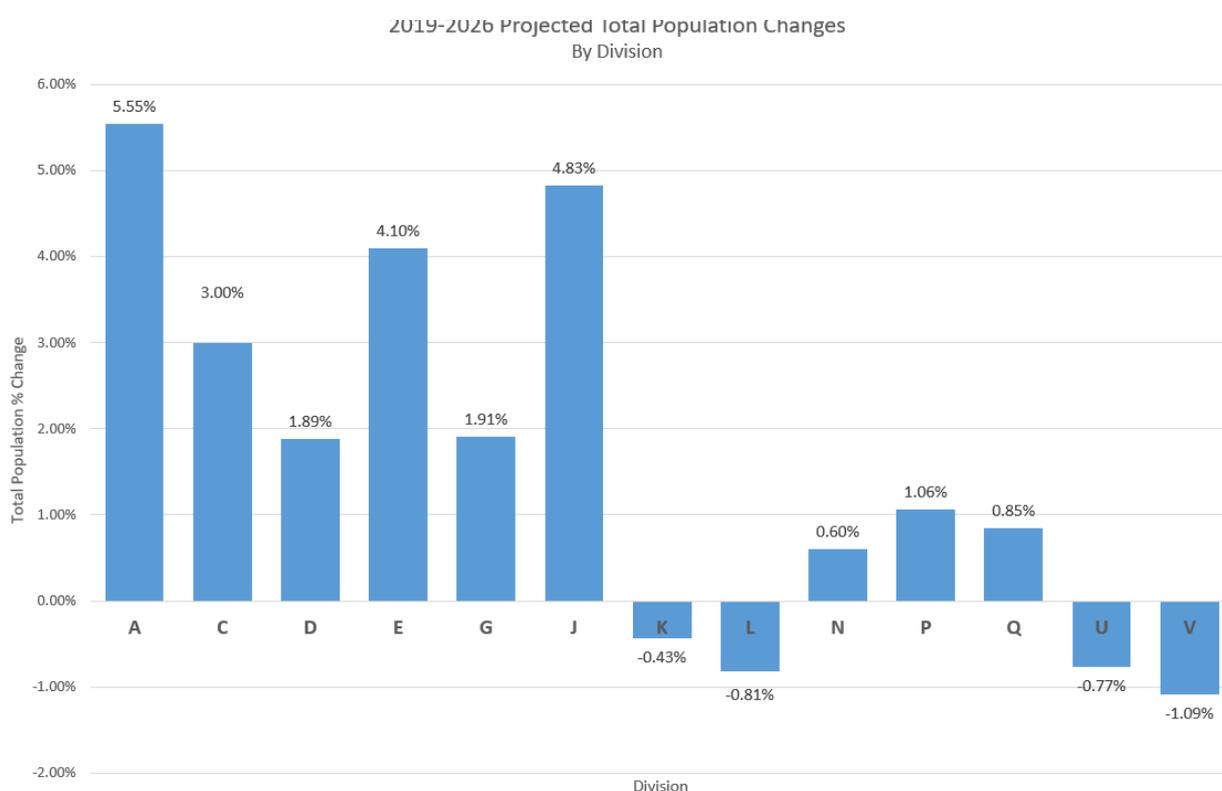
While this plan seeks to identify demand and resulting workforce requirements for the next three years, it is recognised that workforce planning reporting in other public bodies typically tends to follow financial years for budgeting purposes. As such, this plan works towards a likely refresh date of April 2023, in order to bring future iterations into line with financial reporting years.

Section 2: Drivers for Change

2.1 National Context

2.1.1 Scotland's Changing Population

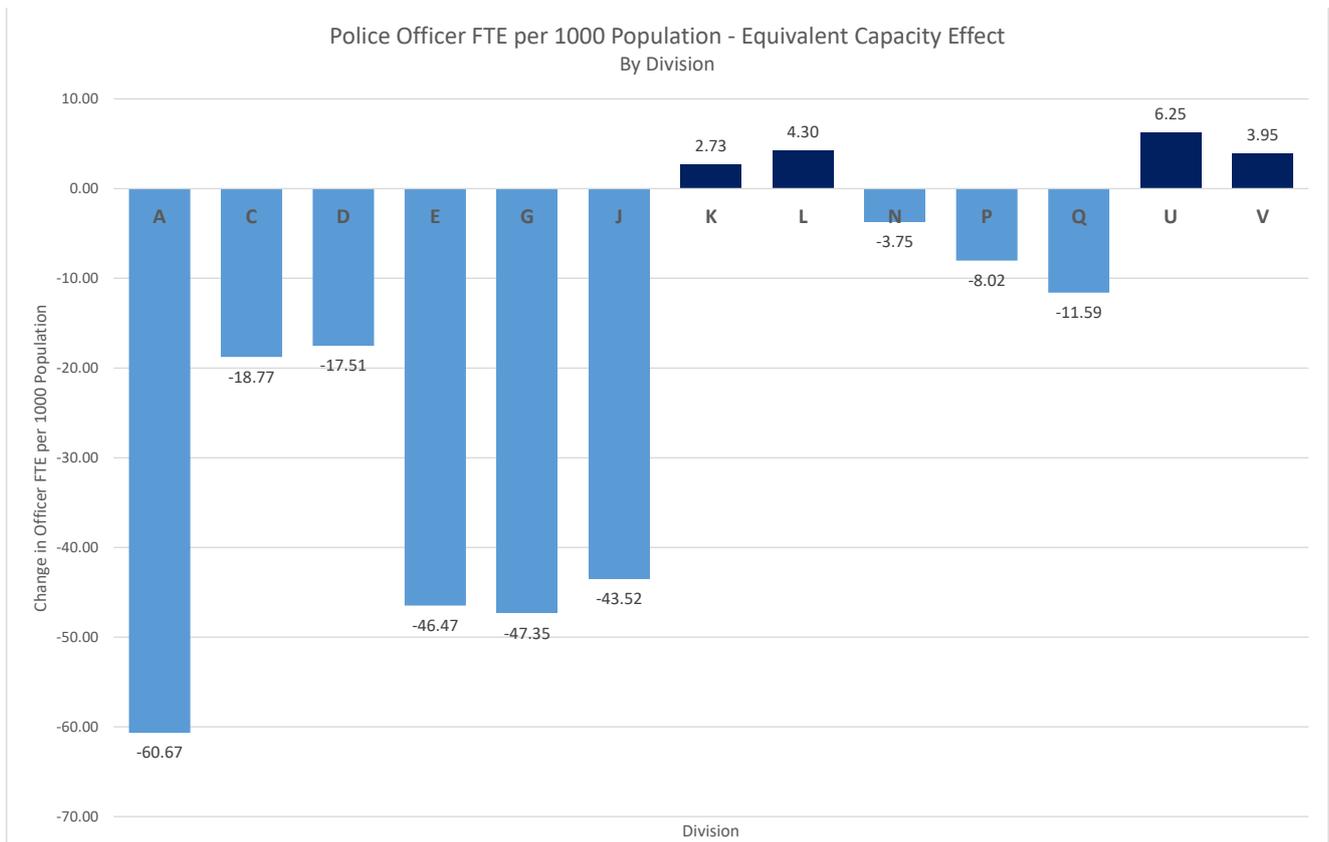
Scotland, just as in the rest of the developed world, faces a demographic challenge in future years with a projected increase in the overall population that is shifting in its age demographic.



The graph above shows the projected population changes from 2019¹³ to 2026¹⁴ by Local Policing division. These range from the highest growth in population (5.55%) in A Division to the greatest contraction in population in V Division, with an anticipated reduction in population of 1.09%.

In general, any increase in population is likely to lead to an increase in demand across the spectrum of types of policing activity. If we compare these population changes to officer number in the relevant divisions, we can visualise maintaining current officer numbers in the face of this growth expressed as a relative reduction in capacity.

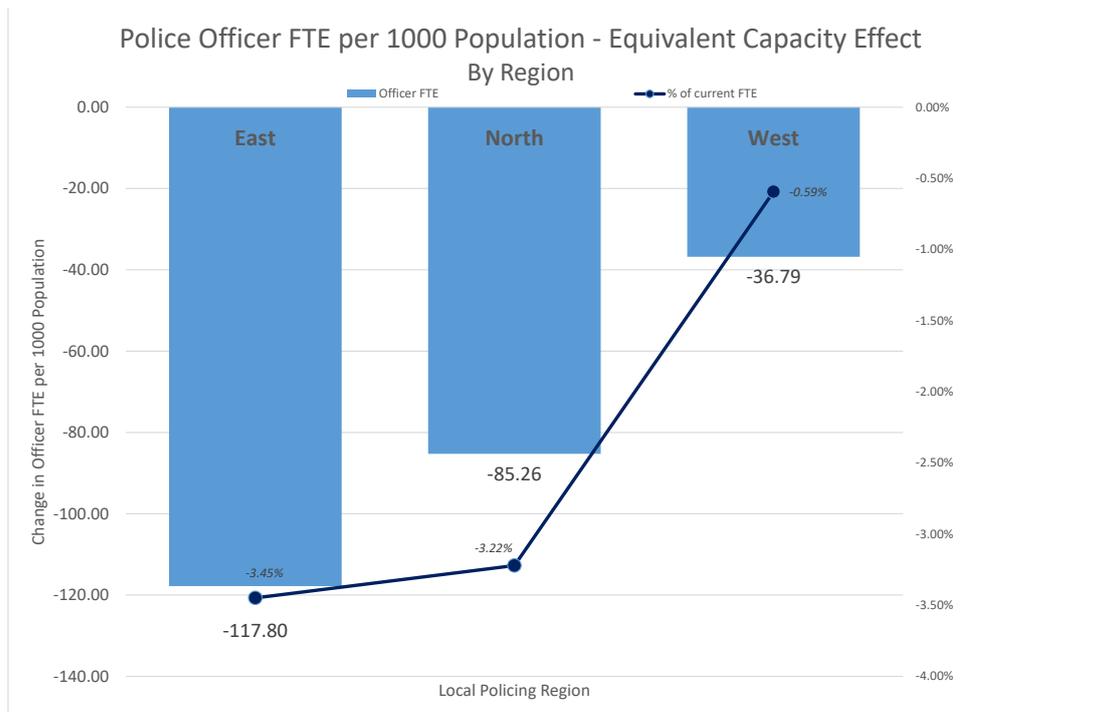
¹³ Mid-2019 Population Estimates Scotland, National Records of Scotland, available via <https://www.nrscotland.gov.uk/statistics-and-data/statistics-by-theme/population/population-estimates/mid-year-population-estimates/mid-2019>, accessed 25/10/2020
¹⁴ Population Projections for Scottish Areas (2016-based), Council Areas. National Records of Scotland, available via <https://www.nrscotland.gov.uk/statistics-and-data/statistics-by-theme/population/population-projections/sub-national-population-projections/2016-based/detailed-tables>, accessed 25/10/2020



The graph above shows how each Local Policing division’s overall capacity would be impacted by the population change in their area if current officer numbers were maintained. For example, with A Division’s projected increase of 5.55% population growth, maintaining current officer numbers would reduce divisional capacity from 1.87 to 1.77 officers per thousand population¹⁵ by 2026. The difference

between these two values amounts to an overall equivalent capacity loss of 60.67 officers in A Division during this period. This equivalent capacity effect can also be visualised on a Regional basis, in keeping with how Local Policing divisions have been amalgamated into regions in this plan. The regional equivalent capacity effects are illustrated in the graph overleaf.

¹⁵ Based on Mid-2019 Populations Estimates as referenced above and officer FTE as at 31 March 2020, per SCoPE



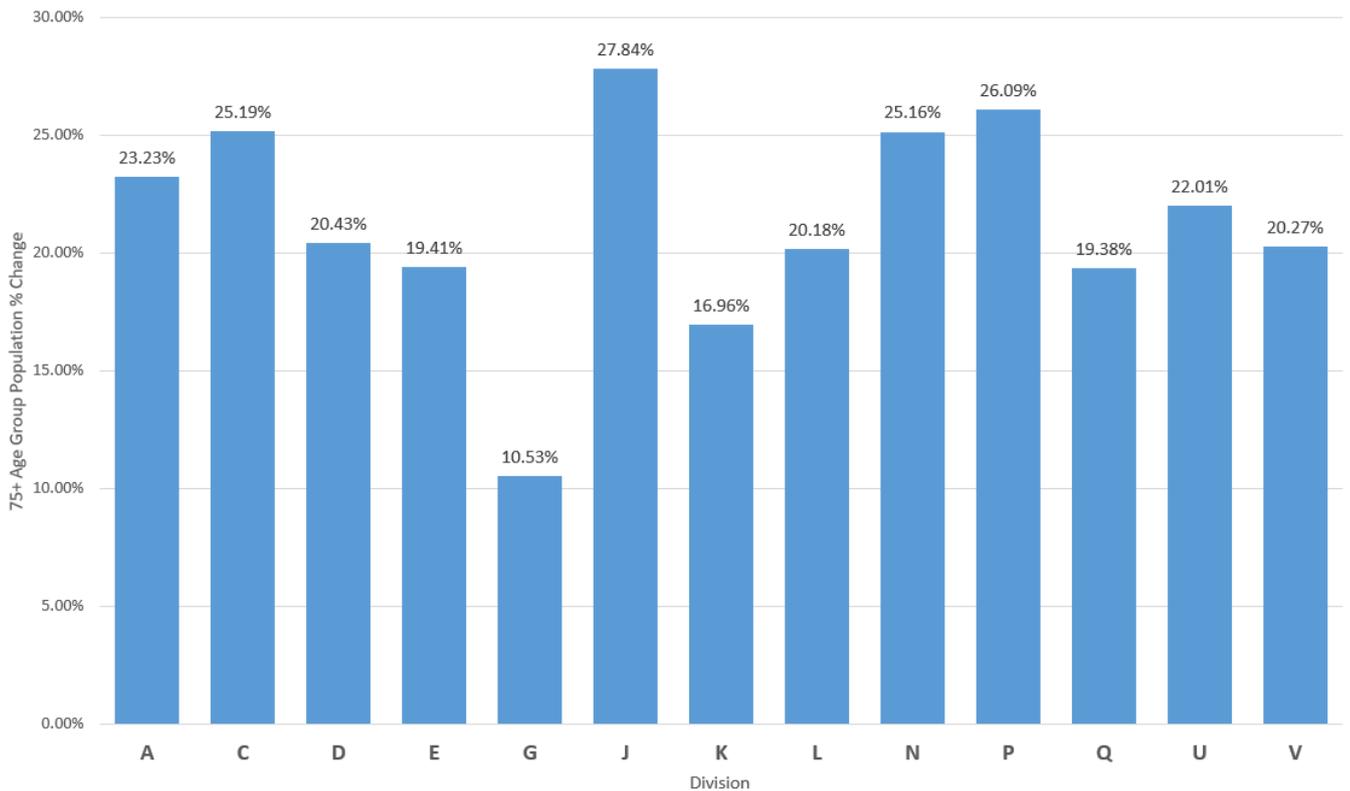
This very simple modelling assumes that demand remains constant, without factoring in age demographics, socioeconomic or environmental factors. This is a highly unlikely scenario, and as such the realistic impact of maintaining the current workforce is likely to be more profound.

Significant growth in the over-75 population is expected across all divisions, as illustrated in the graph below. The proportion of the population aged over 75 is used by the National Health Service (NHS) as an indicator of increasing frailty and resulting higher demand for care, including mental health care. Increases in this proportion of the population can thus be used as a general proxy measure for some forms of vulnerability.

The proportion of Scotland's population in this age group is set to increase by 20.86% between 2019¹⁶ and 2026¹⁷, with the graph below demonstrating how that projected change maps against Local Policing division areas. Three incident types associated with vulnerability – Assist Member of the Public, Concern for Person and Domestic Incidents – account for 30% of the policing effort committed to attending incidents. It is expected that the rising age of the population will contribute to this trend continuing to grow in future years.

16 Mid-2019 Population Estimates Scotland, National Records of Scotland, available via <https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/population-estimates/mid-year-population-estimates/mid-2019>, accessed 25/10/2020
 17 Population Projections for Scottish Areas (2016-based), Council Areas. National Records of Scotland, available via <https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/population-projections/sub-national-population-projections/2016-based/detailed-tables>, accessed 25/10/2020

2019-2026 Projected 75 And Older Population Changes
By Division



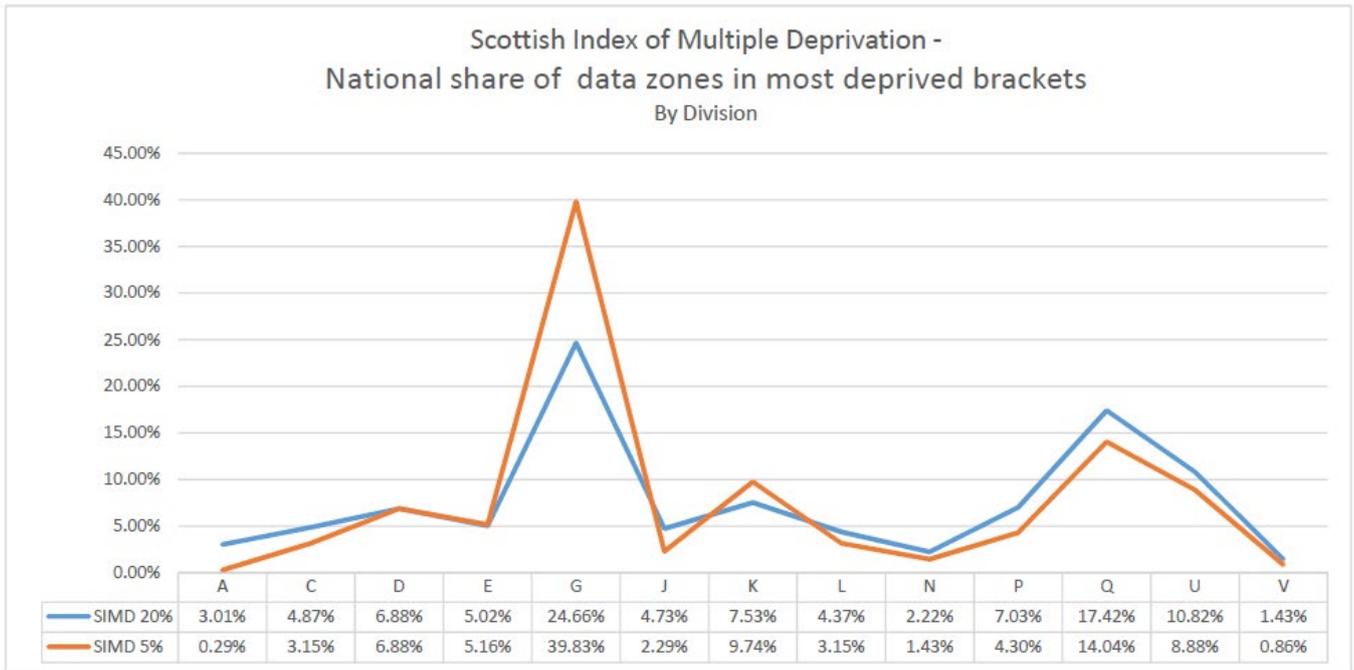
The most significant proportional change appears in J Division (The Lothians and Scottish Borders) at a 27.84% increase, and the smallest proportion – with still more than a 10% increase – in G Division (Glasgow).

The Scottish Index of Multiple Deprivation (SIMD) is a statistical tool used by local authorities, the Scottish government, the NHS and other public bodies in Scotland to support policy and decision-making.

SIMD is a relative measure of deprivation across 6,976 areas – called data zones – across the country, looking at the extent to which an area is deprived against seven domains:

- Income
- Employment
- Education
- Health
- Access to services
- Crime
- Housing

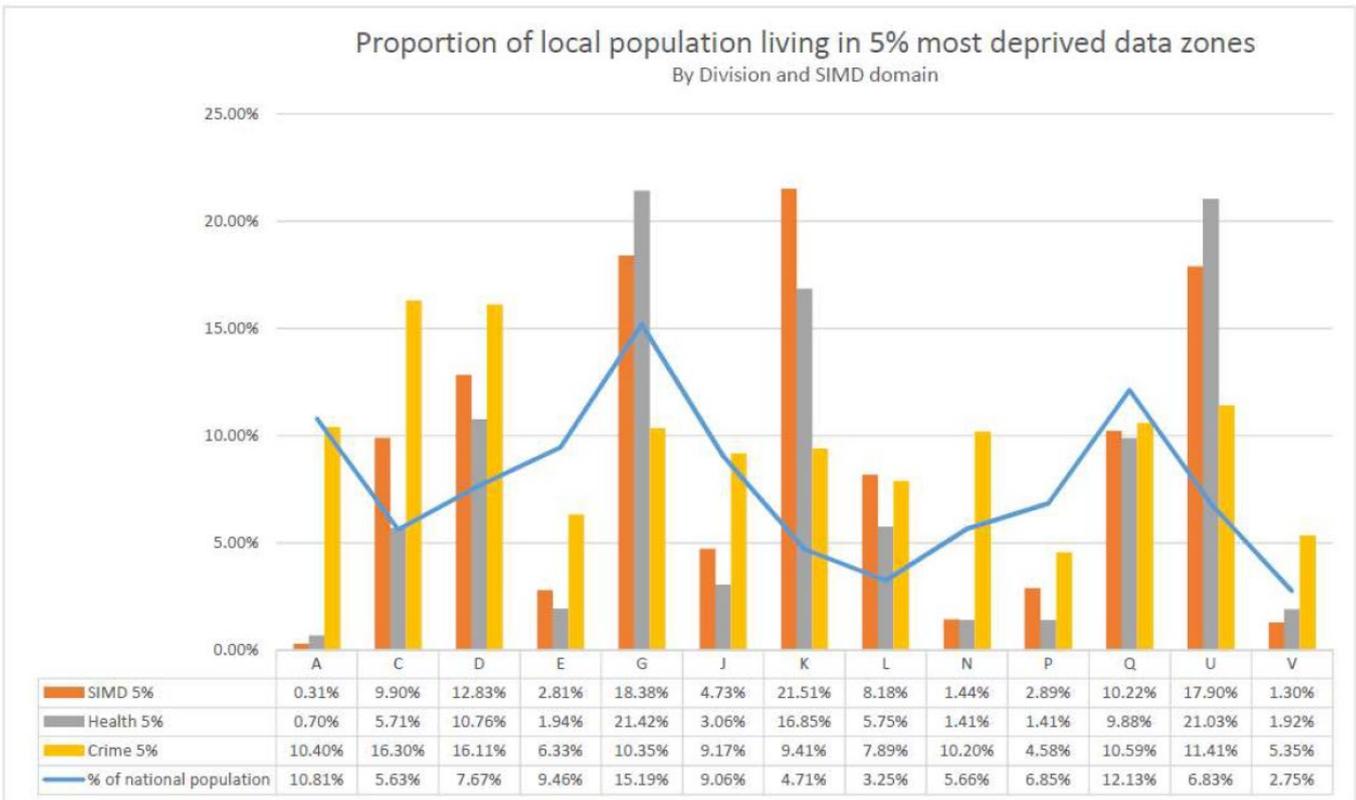
Data zones identified as deprived are generally considered to have access to fewer resources or opportunities, with clear resulting links back to poorer outcomes for communities. Without targeted partnership intervention, vulnerable individuals experiencing deprivation could potentially be more susceptible to becoming a victim of crime or at risk of entering the criminal justice system. There are also significant concerns that crime figures within deprived areas are under reported.



The above graph depicts the national share of data zones identified as the 20% and 5% most deprived in Scotland across all SIMD domains¹⁸. Data zones were aggregated into Local Authority areas and then into Local Policing divisions. As an example, G Division can be said to have 24.66% of Scotland’s data zones identified as

within the 20% most deprived areas in the country, and 39.83% of the nation’s 5% most deprived data zones. From the graph, we can see that G, K, Q and U Divisions – all in the Local Policing West region – have the most significant proportions of both 20% and 5% most deprived data zones.

18 SIMD 2020, available at <https://www.gov.scot/collections/scottish-index-of-multiple-deprivation-2020/> accessed 03/02/2020

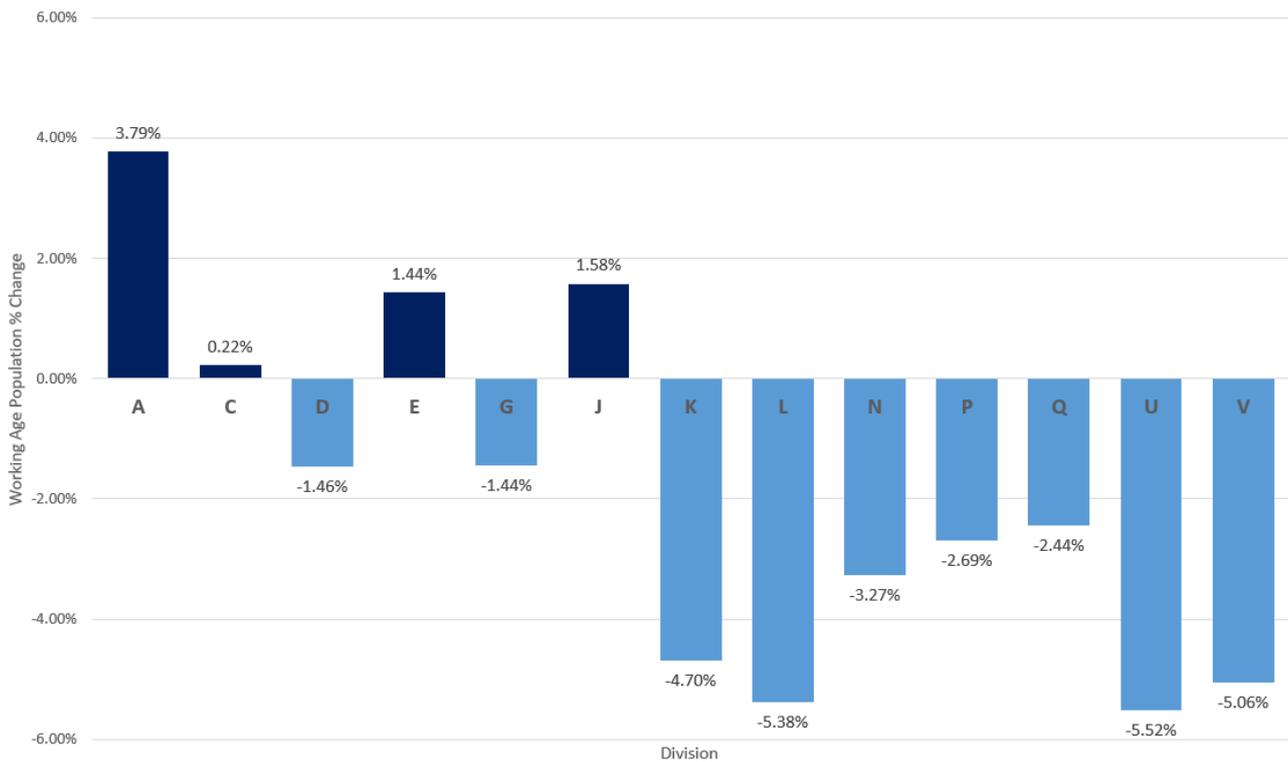


The graph above shows the proportion of the population within each division’s community who are living in the 5% most deprived areas within that community, in terms of total SIMD deprivation, Health deprivation, and Crime deprivation.

The blue line represents the overall proportion of Scotland’s population living within each divisional area. For example, this graph shows that 17.9% of the community covered by U Division live within data zones defined as within the 5% most deprived data zones across all SIMD domains. The population of U Division’s community is 6.83% of the entire Scottish population.

Another area of population that we need to understand when workforce planning is projected changes in the working age population – broadly speaking, the proportion of the population aged between 16 and 64. This section of the population is contracting across Scotland in the period between 2019 and 2026, with an overall projected reduction of 1.14% across the country. As with the population as a whole and the 75+ age group, the change in the working age population is expressed differently across different parts of the country. The distribution of changes to the 16-64 population are mapped against Local Policing divisions in the graph overleaf.

2019-2026 Projected Working Age Population Changes
By Division



Within a national reduction in the working age population, A, C, E and J Division actually show projected increases in this population group – this is most notable in A Division, where an increase of 3.79% in the 16-64 population is anticipated by 2026. All other divisional areas show a reduction in the working age population, with the contraction most pronounced in L Division (5.38% reduction). Areas with decreasing working age populations are likely as a result to have a workforce comprised of an increasingly older demographic, and their ability to recruit

new officers and staff members may decline as local labour markets contract.

Scotland's changing population is of course not the only factor to consider when determining likely future demands and pressures in order to design the future workforce. Each planning area described in section 1.3 completed a PESTELO analysis in order to consider their future operating environment and inform their local plans. A synthesis of the common themes of these analyses is shown in the diagram overleaf.

Political	Economic	Social	Technological	Environmental	Legal	Organisational
<ul style="list-style-type: none"> • Brexit • IndyRef2 • Government funding • Local Council Elections 2021 • Local Authority funding • Officer numbers (obligation /desire to maintain) • COP26 	<ul style="list-style-type: none"> • Unemployment / recession • Disposable Income / Poverty • Funding • Capital budget • Estates requiring substantial investment • Impact of COVID-19 Pandemic • Wider public sector cuts 	<ul style="list-style-type: none"> • Population Growth Rate • Age distribution • SIMD profile • Fear of crime • Drug Related Deaths • Increase in 'cared for people' • Mental health demands, as awareness improves • Cultural differences / attitudes • Human Trafficking • Immigration 	<ul style="list-style-type: none"> • Mobile data • Cyber kiosks • Body worn cameras • CI reporting mechanisms - Digital Evidence Sharing Capability (DESC) • Airwave upgrade / • Increase in cyber-related crime • Online radicalisation 	<ul style="list-style-type: none"> • Climate change / impact of weather • Environmental policies (e.g. pedestrian city, parking charges) • Commitment to reducing carbon footprint 	<ul style="list-style-type: none"> • Health & Safety Laws • Age of criminal responsibility • Alternatives to prosecution • Changes in early release policy • Obligation to provide a service to COPFS / role profile • Hate Crime Bill 	<ul style="list-style-type: none"> • Pressure / protest (e.g. enviro groups) • New approaches - CAM • Collaborative opportunities (regional) • Wellbeing • Supervisory ratios • Police v staff ratios • Modified duties • Firearms licensing demands • Private space crime • Definition / identity of front line policing • Definition of Vulnerability • Relationships with partners - responsibilities, info sharing • Increased training demands

2.1.2 Policing the Digital World

The pace of technological change continues to accelerate and now reaches into almost every part of daily life – nearly 9 in 10 adults in Scotland use the internet either for work or personal use¹⁹. Enhanced connectivity and instant communication, while offering great opportunities, also presents risks and new vulnerabilities for individuals, communities and organisations.

The Scottish Government's Digital Strategy²⁰ aims to increase digital participation to enable social mobility and tackle persistent inequalities. Home internet access has risen steadily over time, reaching an all-time high of 88% in 2019²¹, and the average Scottish household contains eight web-connected devices²². The proportion of internet users reporting that they access the internet on the move using a mobile phone or tablet also

continues to climb, increasing from 81% in 2018 to 86% in 2019²³. The recent impact of COVID-19 restrictions has meant more adults and children using the web in their daily lives, with online study time increasing to an average 3.3 hours per week, and total post-lockdown internet usage in Scotland averaging 35.5 hours per week.²⁴

19 Scotland's People Annual Report 2019, p19, available via <https://www.gov.scot/publications/scottish-household-survey-2019-annual-report/pages/1/>

20 <https://www.gov.scot/publications/realising-scotlands-full-potential-digital-world-digital-strategy-scotland/>

21 Scotland's People Annual Report 2019, p19, available via <https://www.gov.scot/publications/scottish-household-survey-2019-annual-report/pages/1/>

22 <https://www.scotsman.com/business/consumer/internet-usage-rockets-nation-studies-works-and-plays-home-2842160>, accessed 06/11/2020

23 Scotland's People Annual Report 2019, p20, available via <https://www.gov.scot/publications/scottish-household-survey-2019-annual-report/pages/1/>

24 <https://www.scotsman.com/business/consumer/internet-usage-rockets-nation-studies-works-and-plays-home-2842160>, accessed 06/11/2020

Notably, 2019 saw a significant increase in internet usage amongst older adults aged 60 and above.²⁵ According to Age UK, older people are especially at risk of financial fraud enabled by text, phishing emails and fake bank websites.²⁶ Pension provider Aviva found that 8% of over-75's had been targeted by an email scam, with a quarter of this age group indicating that technology had made them feel vulnerable.²⁷ As the over-75 proportion of the population grows and increasingly enters the digital space, so will the opportunities to exploit the vulnerabilities of this group and the need for policing prevention and response.

In recent years there has been a steady trend of cyber enabled and cyber dependant crime increasing in Scotland. It is estimated that approximately 30% of cyber offences recorded by Police Scotland between 2019/20 were sexual offences. 4.8% of internet users in Scotland have had an online account accessed for fraudulent purposes, with 50% of adults in Scotland worried about their bank/credit card details being used to obtain money, goods or services.²⁸

This is reflected in the Scottish Crime and Justice Survey²⁹ where, of a range of crimes asked about, people were most commonly worried about fraud. One in five adults who use the internet said they had experienced one or more types of cyber fraud and computer misuse in the year 2018/19, with one in twenty having been victims of more than one type. 50% of adults were worried that someone would use their credit card or bank details and 41% of adults were worried that their identity would be stolen.

Competing to recruit in the digital space is likely to be an ongoing challenge, with the Scottish Technology Industry Survey 2020 reporting a 79% increase in the demand for data skills, growth of 2.3% in the number of digital technologies businesses registered in Scotland, and rising interest in the provision of Graduate Apprenticeship schemes.³⁰

The Police Scotland Cyber Strategy (see section 2.1.10) sets out how the service will meet the challenges faced in an increasingly digital world. Local Policing will play a significant role in the investigation of cyber enabled crime, allowing our specialist cyber services to be deployed to maximum benefit.

25 Scotland's People Annual Report 2019, available via <https://www.gov.scot/publications/scottish-household-survey-2019-annual-report/pages/1/>

26 https://www.ageuk.org.uk/globalassets/age-uk/documents/reports-and-publications/reports-and-briefings/safe-at-home/rb_april15_only_the_tip_of_the_iceberg.pdf, accessed 06/11/2020

27 Aviva Real Retirement Report 2017, as cited in <https://eandt.theiet.org/content/articles/2017/01/the-elderly-most-at-risk-from-cyber-crime-report-warns/>, accessed 06/11/2020

28 Police Scotland Cyber Strategy (<https://www.spa.police.uk/spa-media/i2upfc5p/rep-b-20200923-item-6-cyber-strategy.pdf>)

29 <https://www.gov.scot/publications/scottish-crime-justice-survey-2018-19-main-findings/>

30 Scottish Technology Industry Survey 2020, available via <https://www.scotlandis.com/scottishtechnology/>

2.1.3 Financial Context

Reform of policing in Scotland in 2013 was essential to protect and improve local services against a context of UK-wide austerity, with a business case objective of delivering £1.1 billion of savings by 2026. Policing is now on track to deliver total savings of £2.2 billion by 2026 – double the outline business case³¹. More than £200 million has been removed from the annual cost base of policing compared to legacy arrangements – more than the combined budgets of four legacy services.

Reform has transformed the way policing in Scotland responds to major incidents and national threats, how rape and other sexual crimes are investigated, and improved our approach to investigating murders and unexplained deaths. Transformational change projects have sought to develop a modern, flexible, and sustainable service fit for the 21st century. Progress to date includes the roll-out of mobile devices, the transformation of contact centres and an enhanced approach to assessing calls.

Despite this, the service continues to operate with a significant revenue deficit; a budget deficit of £44 million (inclusive of net £8 million COVID-19 costs) was set for

2020-21. Further investment in the SPA/ Police Scotland will help close the gap between police funding and our costs.

Financial sustainability has been the primary objective of the various financial strategies developed since 2016. Each plan proposed significant workforce reductions, enabled by transformation. However, no plans have been executed in full, due to factors including: insufficient funding for investment and increasing operational demand. Maintaining officer numbers while removing £200 million from the cost base resulted in non-pay costs accounting for 14% of the budget (86% pay); compared to a UK police service average of 22%. A zero-based budget setting approach to non-pay was used in 2020/21 which highlighted that the operational risk of reducing non-pay budgets further was outside the organisation's risk appetite.

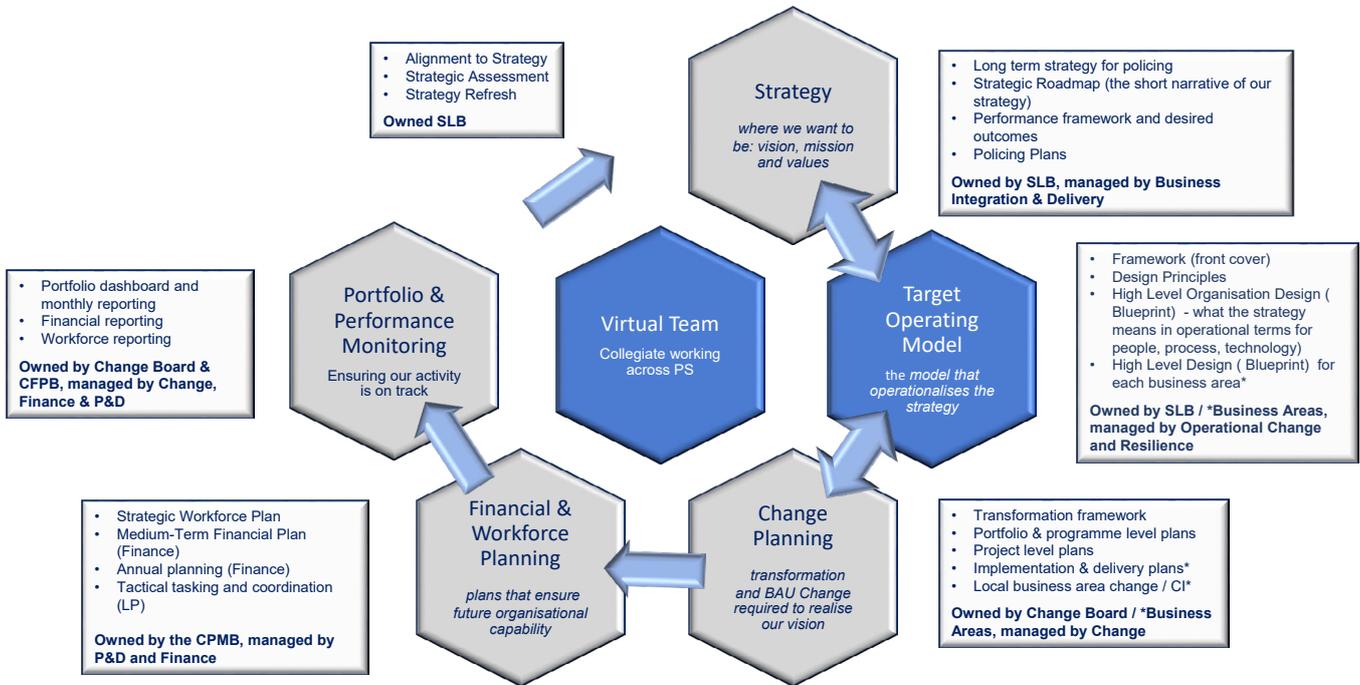
As an organisation where pay is by far the most significant cost, against current funding our workforce size and profile is not sustainable. To achieve financial sustainability real terms protection alone is insufficient to close the budget gap.

31 <https://www2.gov.scot/Publications/2011/09/15112608/0> Accessed 30/10/2020

2.1.4 The Strategy, Design and Planning Cycle

Police Scotland has a strategy and planning framework based on strategic outcomes and objectives which are shared across the Joint Strategy, local and national policing plans and our performance framework.

This provides consistency and enables all areas of the service to contribute to the activity that supports us to deliver and transform our services while contributing to both National and policing outcomes.



2.1.5 Joint Strategy for Policing 2020: Policing for a safe, protected and resilient Scotland

The 2017 'Serving a Changing Scotland' Strategy set out a 10-year vision for policing in Scotland that was underpinned by a number of strategic police priorities relating to:

- Accountability
- Adaptability
- Localism
- Inclusion
- Prevention
- Response
- Collaborative Working

This strategy set Police Scotland on a clear path towards improvement and sustainability over the coming decade,

seizing the opportunities and benefits of being a single national organisation, transforming the way that we operate and work to achieve our vision of a police service that delivers sustained excellence in service and protection.

The roles and responsibilities of the SPA and the Chief Constable, with regard to the production of a Strategic Police Plan, are laid down in the Police and Fire Reform (Scotland) Act 2012 Section 34, whereby the SPA must review an approved Strategic Police Plan where the Strategic Police Priorities have been significantly revised. A revised set of Strategic Police Priorities were published by the Scottish Government in December 2019, just as work to develop this product began.

These six priorities are detailed below:

Crime and Security – prioritises prevention, detection, investigation, equality and human rights to support positive criminal justice outcomes, respond to current and emerging threats and maintain public order, both locally and nationally.

Confidence – continues to inspire public trust by being ethical, open and transparent, maintains relationships and engages effectively with local communities, to build a positive reputation at a local, national and international level.

Partnerships – works collaboratively with partners to maintain safe communities, including through preventative approaches and effective support for the collective delivery of improved outcomes for individuals, increasing resilience and addressing vulnerability.

Sustainability – adapts policing resources to the present and plans for future social, economic and financial circumstances, considering the environmental impact of policing and its operations.

People – values, supports, engages and empowers a diverse workforce to lead and deliver high quality services, with a continued focus on workforce development and overall well-being.

Evidence – uses evidence to design and develop services which address the current and emerging demands needs of both local communities and individuals, evidencing performance against outcomes, and ensures that resources, capacity and skills are in the right place to deliver high performing and innovative services.

The Strategic Police Plan (2020) builds upon the 2017 strategy, taking an outcome-based approach that allows for a clear alignment with the Policing Principles laid down in the 2012 Act, through the Scottish Government National Performance Outcomes and Justice System Outcomes

to the five strategic outcomes set out in the strategy. This enables an articulation of where the contribution that policing makes fits into the wider justice system and national framework, and how that joins with the outcomes of other partner agencies.



Flow chart showing the generation of the Joint Strategy for Policing and its enabler strategies³²

The Strategic Police Plan (2020) provides a sharp focus on the key strategic challenges and opportunities facing policing and the wider public sector and reflects change since 2016. The key areas where it has been strengthened include:

- Our purpose to keep people safe in both the physical and digital world with further development of the policing response to cyber threats and cyber enabled crime;
- Prioritising the wellbeing, safety and protection of our people;
- A renewed emphasis on partnership and pro-active prevention, including a focus on joint service design to tackle complex public safety and wellbeing challenges;

- Embedding a policing service that is delivered locally, drawing on the assistance of national assets; and
- Emphasising the action to address environmental and climate change issues.

The Policing Priorities and Strategic Outcomes in this strategy are laid out in the diagram overleaf.

³² Adapted from Joint Strategy for Policing (2020): Policing for a safe, protected and resilient Scotland, p36, Available at <https://www.spa.police.uk/spa-media/mzajzswy/rep-b-20200318-item-8a-draft-strategic-police-plan.pdf>



Joint Strategy for Policing

Our Vision | Policing for a safe, protected and resilient Scotland
Our Purpose | The purpose of policing is to improve the safety and wellbeing of people, places and communities in Scotland
Our Values | Fairness | Integrity | Respect | Human Rights

Strategic Police Priorities					
Crime and Security	Confidence	Sustainability	Partnerships	People	Evidence

Priorities for Policing			
Protecting Vulnerable People	Tackling Crime in the Digital Age	Working with Communities	Support for Operational policing

Outcomes	Objectives
Threats to public safety and wellbeing are resolved by a proactive and responsive police service	<ul style="list-style-type: none"> Keep people safe in the physical and digital world Design services jointly to tackle complex public safety and wellbeing challenges Support policing through proactive prevention
The needs of local communities are addressed through effective service delivery	<ul style="list-style-type: none"> Understand our communities and deliver the right mix of services to meet their needs Support our communities through a blend of local and national expertise Support the changing nature of communities
The public, communities and partners are engaged, involved and have confidence in policing	<ul style="list-style-type: none"> Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective Work with local groups and public, third and private sector organisations to support our communities
Our people are supported through a positive working environment, enabling them to serve the public	<ul style="list-style-type: none"> Prioritise wellbeing and keep our people safe, well equipped and protected Support our people to be confident leaders, innovative, active contributors and influencers Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging
Police Scotland is sustainable, adaptable and prepared for future challenges	<ul style="list-style-type: none"> Use innovative approaches to accelerate our capacity and capability for effective service delivery Commit to making a positive impact through outstanding environmental sustainability Support operational policing through the appropriate digital tools and delivery of best value

Performance and Implementation
Evidence based policing

2.1.6 People Strategy

The Police Scotland People Strategy (2018-21) was published in August 2018, and outlined Police Scotland's commitments to its people in line with three strategic themes:

Inspiring Leadership – winning hearts and minds to drive success

Positive Environment – creating great environments for people to perform

Organisational Health – people and services are flexible, innovative and agile.

Our People Strategy is currently in its third year, and will be refreshed during the course of the latter half of 2020, with expected publication in 2021.

2.1.7 Digital, Data and ICT (DDICT) Strategy

In 2018 Police Scotland developed a DDICT Strategy that set out how information technology would be used to support Policing 2026. The Strategic Business Case was approved by the SPA Board in September 2018 and recognised the need for significant investment to address a number of technological problems and challenges that weakened our operational effectiveness, data and information management, and efficiency in delivering the level of policing services that the people of Scotland expect.

This vision stated that without a fundamental strategic investment in technology our current technology capability would continue to fall short in giving our officers and staff the tools they need to do the job to best serve our communities. Without this, the gap between where we are and where we need to be would inevitably only get greater and covering this gap will inevitably fall back to our officers and staff.

In 2019/20 some significant projects have been progressed including increasing the mobility of officers with investment in mobile devices, core operating solutions and the national network to enable flexible working across the police estate. These projects are outlined in section 3.4.6.

2.1.8 Fleet Strategy

A new Fleet Strategy was approved in November 2019. This identified the capital and revenue funding required over the next ten years to enable revenue savings in the future and a more sustainable and ultra-low emission fleet. This is in line with the Scottish Government commitment to low carbon public sector fleets by 2025, as outlined in their Programme for Government, and Police Scotland are committed to decarbonising our fleet.

The Fleet Strategy built upon the 2014 strategy which focussed on delivering an integrated Fleet Structure after the creation of Police Scotland, creating a single Fleet Management system, and improving fleet processes.

A key part of the strategy will be how we move towards an Ultra Low Emission Vehicle (ULEV) fleet that is sustainable and meets operational requirements, as well as how we develop strong strategic collaboration partnerships with blue light colleagues that support the sharing of resources and maximises efficiencies.

There will be some training implications as a result of the proposed phase to ULEV, particularly for vehicle technicians who will be required to service and maintain the ULEV fleet. The development team will work closely with Training, Learning and Development to understand requirements and build their approach as part of the implementation plan.

2.1.9 Estates Strategy

Police Scotland's Estate Strategy was approved by the SPA Board in 2019. The strategy seeks to respond to the changing needs of our communities; the need to maintain public visibility and confidence; and the fiscal constraints within which we operate.

We have inherited a large, complex and ageing estate that, despite improvements, largely remains a legacy of operating structures that pre-date Police Reform. In order to deliver the longer-term policing strategy, it is essential that we have a visible, flexible and modern estate fit for the 21st century.

Our Estate Strategy vision reflects:

- our strong commitment to partnership;
- the prioritisation of co-location and collaboration with public sector partners;
- creation of a modern estate which can attract, retain and empower our people;
- mobility and the use of technology to improve operational effectiveness; and
- visibility and presence within communities, as well as delivering quicker, better outcomes for the public, particularly for those most vulnerable.

From a workforce perspective, this work brings with it a number of opportunities that can help us transition to a modernised, demand-led and collaborative estate:

- Operating model changes and smarter working initiatives, enabling more efficient space use
- The value of our estate provides a level of opportunity to fund transformational change and achieve financial sustainability. Some strategic sites have the potential to act as catalysts for this change.

- Our local partners with similar co-location, collaboration and service integration ambitions also have significant property holdings as well as commercial flexibilities. By working together we can achieve mutual efficiencies and best value.

The Estate Strategy provides the strategic framework for demand-led property planning, which is tailored to divisional policing needs and local delivery of specialist and national resources. Whilst responding to local circumstances, Divisional Commanders will recognise and work within the parameters and governance set nationally. Any personnel implications associated with the implementation of the strategy will be reported on a project by project basis as mature prioritised proposals emerge from the divisional planning process.

2.1.10 Cyber Strategy

In September 2020 the Police Scotland Cyber Strategy was presented and approved by the SPA Board.

While that means full incorporation of this strategy will not take place until future iterations of the workforce plan, cyber capacity was a strategic thread that featured in every local area plan, both in terms of incident demand and the internal ICT systems and skills that were required.

The Joint Strategy for Policing (2020) had a clear focus on the need to adapt how the service keeps people safe in the digital space, and committed to developing a Cyber Strategy for policing that would address how operational policing will meet the challenges of an increasingly digitally enabled and online world.

We will create a national centre of excellence in cyber within the organisation to provide increased support for cyber inquiries, investigation and prevention work. Through this work we will deliver support, training, guidance to Local Policing to enable them to address a greater number of number of concerns raised on a day to day basis.

When a relevant crime type is identified this will, depending on the nature and severity, be allocated to local response officers to attend and investigate. In the case of more serious and/or harmful offences, or if a crime is in action, it will be allocated directly to specialist officers to investigate and respond. Using this model, we will be able to engage with victims of cybercrime in the first instance and provide direct support, or access to guidance and resources needed.

Immersive labs are a UK based cyber training organisation, specialising in using "gamified" learning to simulate live cyber environments and threats. The National Police Chiefs Council (NPCC) have funded and procured licences for this labs for use by policing, of which Police Scotland has received in surplus of 100. This programme is planned to be rolled out across key specialist areas and Local Policing, providing essential training and skill development. In addition Cyber Champions will be identified and form a nationwide network that will act as a point of contact for investigators and local divisions to receive guidance and support for managing cyber incidents.

Rolling out this training represents a significant opportunity to provide essential training that will support the development of digital knowledge and skills, as well as professional development. This will also bolster our capacity and capabilities by empowering greater levels of resources to handle cyber incidents, with a more accessible national support network to support this work.

However to create a National Centre of Excellence and meet existing demand levels in our communities, will require a significant uplift of officers and staff within Specialist Crime Division (SCD) and embedding cyber skills within Local Policing. This will build capacity in all key areas such as cybercrime intelligence, investigations, research and development, innovation, assurance and digital forensics (refer to section 3.5.5 for more detail).

As capacity is realised our change portfolio, and similar work to transform corporate support services, will identify capacity amongst our staff and work streams. Within this we will adjust our policing model and assign resources to most effectively meet demands.

We will also improve our preventative approach through the better use of data and ensuring security products are secure by design. This will be enabled by embedding a whole system approach to prevention across Police Scotland, including the creation of the Partnership and Prevention Delivery Unit to lead our overarching public health approach. This will include collaborating with current partners and developing new strategic partnerships.

The Cyber Strategy is also aligned to our Public Contact and Engagement Strategy, which outlined a vision of increasing public safety and wellbeing by making it easy and safe to report a crime or other incidents. A high proportion of cyber incidents are not reported to the police or partners, so a priority will be to increase the proportion of incidents that are reported, and continue working with the Scottish Business Resilience Centre (SBRC) and others to encourage businesses to introduce technologies which automatically identify and report attacks on their systems, generating intervention activities by Police Scotland and our partners. The introduction of a Cyber Incident and Response Manager will mean that SBRC will work with key stakeholders to develop a single point of contact cyber incident triage service and provide support to all businesses in Scotland.

The increased use of technology to commit or enable criminality, has removed all geographical boundaries and does not respect international jurisdiction. In order for Police Scotland to be a key partner in combating cybercrime we need to aspire to be recognised across UK and global intelligence, law enforcement and industry partners that we are able to not only investigate but collect, assess and disseminate high quality intelligence that will allow the establishment of strategic worldwide intelligence sharing partnerships. Key partners include National Crime Agency (NCA), Interpol, Europol, National Cyber Security Centre (NCSC) and international law enforcement agencies.

2.1.11 Operational Horizon

The 2021 calendar of events already includes Scottish Parliament Elections, the United Kingdom hosting a meeting of the G7, and the re-scheduled European Football Championships – where Hampden Park will host four matches and George Square will be transformed into a fan zone for each of the 31 days of the tournament.

The UK Government will host the United Nations Framework Convention on Climate Change 26th Conference of the Parties (COP26) in November 2021. The conference takes place at the Scottish Event Campus (SEC), Glasgow from Monday 1st November to Friday 12th November 2021. COP26 is expected to be the biggest summit the UK has ever hosted, bringing together world leaders, climate experts, business leaders and citizens to discuss and agree actions on how to tackle climate change on a global scale.

Police Scotland are working with partner agencies to inform the preparation and delivery of the policing operation for COP26. This takes into consideration the use of the SEC as the main conference site, however also recognises that a number of other venues across Scotland will be utilised for conference related meetings and events.

Engagement also continues with National Police Operations and Coordination Centre (NPOCC) to support the mutual aid deployment from Home Office police services across the UK to safely deliver the policing operation.

In addition to these known demands, it is recognised that the impact of Brexit is difficult to assess due to the continuing uncertainty surrounding what form it will take. A Force Reserve has been deployed since 5 August 2019 at hubs in Aberdeen, Dundee, Oakley, Edinburgh and Jackton where, in addition to managing European Union (EU) Exit related incidents, these officers have supported Local Policing in response to events, protests, demonstrations and other spontaneous significant incidents. Proposals are being urgently considered on the continued deployment of the Reserve and the associated governance, deployment options and financial feasibility of it remaining in some form. In the meantime the Force Reserve, and associated backfill, will continue in line with the originally planned deployment period.

While this acute operational demand persists, it is not considered prudent to reduce officer numbers.

2.1.12 COVID-19

The COVID-19 pandemic has been a uniquely challenging situation with impacts that continue to evolve on both Scottish Policing and society as a whole.

In line with previous public commitments, due to the timelines behind production of this plan it was not possible to incorporate final and formal learnings within this iteration. Where local areas have identified emerging trends regarding the outbreak, and its impact on ways of working, these have been caveated to reflect the ongoing nature of the situation.

Police Scotland's continued focus is to ensure that we effectively carry out our operational duties and support the national efforts to respond to the pandemic, whilst ensuring that we maintain focused on the health, safety and wellbeing of our officers and staff as they carry out their roles in helping to protect the public and the NHS.

In an immediate sense, the COVID-19 pandemic significantly changed the demand picture experienced by Contact, Command and Control (C3) Division. This included a marked upturn in the use of digital contact methods such as email, and also an increase in the volume of Public Nuisance incidents used to record breaches of social distancing legislation. In April 2020, the recording of absence management was removed from Service Centres to the People & Development function, resulting in a reduction of 2% overall call demand. Following a review, it has been confirmed that responsibility for servicing this source of internal demand will remain with People & Development.

In line with government guidance that those who can work from home should, Police Scotland are supporting as many staff as are able to work from home whenever possible. Homeworking for those who can will remain in place until at least the end of March 2021. In the longer term, a Smarter Working Group has been established with representation from across the organisation to look at the benefits of different forms of working, for both police officers and staff. The Group will take into account our experience during COVID-19 and will engage with officers and staff to consider what sustainable working practices might mean for individual roles, including how flexibility can support opportunities for all.

The COVID-19 pandemic has placed an immense financial burden on UK and Scottish public finances, and Police Scotland is no exception.

While home working has presented opportunities for working more effectively, ICT is a key enabler in allowing services to continue to function. Key costs incurred

to date relate to Microsoft Teams software and the increased use of traditional audio and video conference calls. Investment in ICT mobility will aid changes to working that could generate lasting financial and productivity savings, which will involve clear guidance on home working, travel and meetings. For example the experience of working during lockdown has shown that business can continue working remotely without the need to travel potentially long distances for meetings, creating productivity and wellbeing benefits in addition to financial savings. The service must reflect on this and permanently modernise its working practices to ensure the financial and non-financial benefits are maintained.

2.2 Local Context

2.2.1 Annual Policing Plan

The Chief Constable is responsible for producing an Annual Police Plan (APP) that sets out the arrangements to deliver against the Joint Strategy each year. Delivery against the APP is described in the quarterly performance reports submitted to SPA.

The APP is structured around Police Scotland's strategic outcomes and objectives. It draws together activity to tackle our priorities for policing with the transformational change portfolio and the support provided by our corporate services to provide a holistic approach to policing delivery and improvement in the year ahead. It summarises what the organisation will do in the coming year to make progress against our strategic outcomes and priorities for policing, aligned to the 3 Year Strategic Delivery Plan. It is underpinned by more detailed plans at Deputy Chief Constable and Deputy Chief Officer level.

Our outcomes focused performance framework, developed alongside the APP, is linked to our plans and describes how progress on our priorities for policing and strategic outcomes will be monitored and measured.

2.2.2 Local Policing Plans

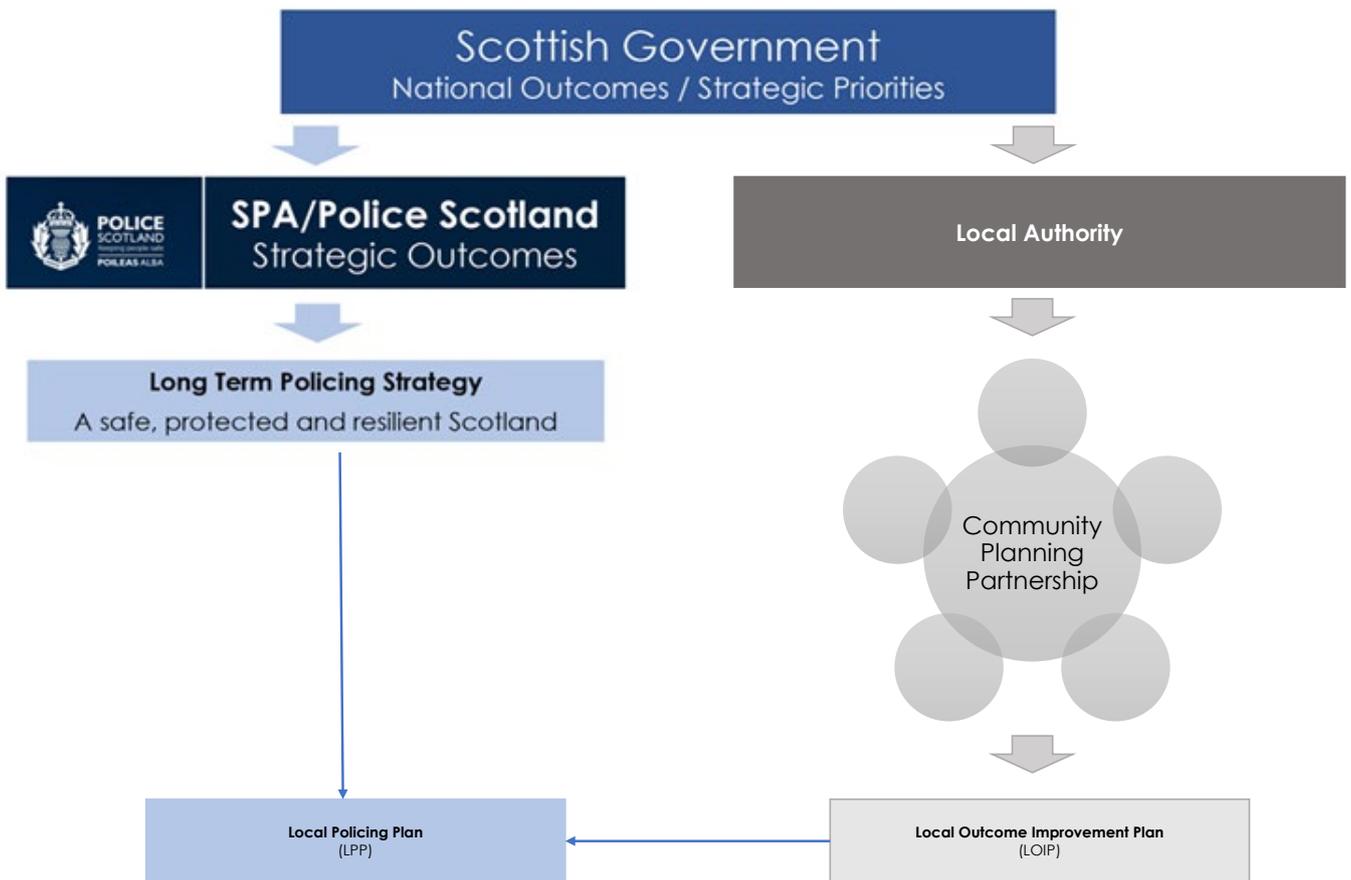
In addition to the APP, Police Scotland produces Local Police Plans (LPPs). The content and character of LPPs are determined by Local Area and Divisional Commanders in negotiation with Local Authorities, who are each responsible for approving their respective LPP.

These plans reference locally distinct priorities, objectives, outcomes and performance measures while aligning to the Joint Strategy. LPPs also link to wider community planning arrangements via Local Outcomes Improvement Plans (LOIPs).

The Community Empowerment (Scotland) Act 2015 requires Community Planning Partnerships (CPPs) for each local authority

area to work together and with the local community to plan and deliver better services which make a real difference to people’s lives. Each CPP must prepare and publish a LOIP setting out local outcomes to be prioritised for improvement. In this way, LOIPs are based on a clear understanding of local needs and reflect agreed local priorities, as well as the National Outcomes developed by the Scottish Government. Local Police Scotland representatives are included in each CPP.

The relationship between LPPs, their LOIPs, and overarching Police Scotland Joint Strategy is illustrated in the diagram below.



Given that Local Policing divisions may cover more than one Local Authority area, one divisional LPP may link to more than one LOIP.

All LPPs have been revised in 2020 alongside the refreshed Joint Strategy, cover the next three year period, and are the foundation of the local area plan each division has developed to underpin this aggregated strategic workforce plan.

2.2.3 Our Target Operating Model

Police Scotland's strategic planning and performance framework ensures that the Strategic Police Plan is supported by enabling strategies and action plans, including a three-year delivery plan and aligned Annual Police Plan. Police Scotland is developing a Target Operating Model (TOM), which sets out the organisational development required to enable effective delivery of the Strategic Police Plan.

The local level plans which form the basis of this Strategic Workforce Plan will provide key information to be mapped into the TOM in the form of data and professional judgement from planning areas to drive out some of the design implications, as laid out in the following section 2.2.4. The development of the TOM will remain connected to the implementation and monitoring processes of this plan (see Section 6) in order to support the delivery of the progress towards our future state.

The TOM helps to ensure that there is a coherent and joined up portfolio of change that clearly aligns to the TOM. This should consider reasons for change and resulting impacts on the demand, services, capabilities, people and technology. This also provides a mechanism for the clear organisational wide understanding of what is happening when, who and what will be affected or changed, and how those changes will fit in the context of the overall TOM.

2.2.4 Our Design Ambitions

The following list of principles lays out Police Scotland's design ambitions for the future of the organisation:

- A human rights focused, inclusive service that engages with its communities, maintains high levels of public confidence and has a workforce that is representative of the diversity of the communities that it serves

- A service that shares resources with partners; coterminous where appropriate and practicable; delivering services that enhance community wellbeing and reflect the changing face of local authorities, health boards and the wider political landscape
- A service that is staffed, trained and equipped to meet the challenging operating environment over the coming 18-24 months and that has sufficient command resilience to keep the people of Scotland safe during an unprecedented period in our history
- A flexible and agile workforce that operates effectively in a geographically dispersed model through technology and smarter working and that optimises the benefits of being a large national service
- An organisation that identifies and grows its talent from within whilst seizing opportunities to attract new talent from beyond the organisation and policing to ensure we are constantly at the forefront of excellence
- We will identify opportunities to change our skills mix to ensure that police officers are carrying out roles that require warranted powers and/or specialist police knowledge and experience
- We will develop new career pathways for specialists in growth areas including cyber, digital forensics, criminal justice and custody centres
- We will adopt a 'virtual first' approach to training, development and engagement to optimise the benefits of technology and reduce the impact on our workforce and estate
- We will develop national frameworks for managing our workforce that provide flexibility for bespoke people solutions to take account of geography and demography

- We will develop an 'omni-competent' workforce with transferable skills and that can be utilised more widely with more varied career paths
- We will develop smarter working policies, including home working and remote working to allow us to disperse our workforce across Scotland, boost retention, improve work-life balance and wellbeing, and provide wider employment opportunities
- We will adopt a corporate approach to managing and more effectively deploying modified officers
- We will review and continue to modernise terms and conditions to increase and improve flexibility and deployability, particularly in frontline service delivery areas such as custody, call handling and service centres
- We will ensure that major change programmes deliver efficiencies to support investment in new growth areas such as cyber
- We will 'pump prime' key strategic areas to ensure there is an appropriate level of specialist skills to meet significantly changing demands
- We will deliver a specific mechanism to identify, collate and redistribute capacity gains and FTE benefits to areas of greatest need and drive opportunities for reinvestment and reorientation of resource
- We will continue to develop our evidence base to better articulate 'hidden' demand and project future demand to help inform workforce planning

Section 3:

Defining the Future Workforce

3.1 Demand and Productivity Data

Any sound workforce plan relies on the ability to understand, quantify and illustrate current service demand, and to use that data to make informed predictions about future demand and the future workforce required to service that demand. Police Scotland's demand and productivity data science is at a very early stage of development and is anticipated to mature in future years. The initial plan must therefore rely on data as it currently stands, and seek to improve on data collation and analysis for future plan iterations. Current data is considered "experimental" as defined by the Office for National Statistics. This is a commonly used industry term, regularly applied during change processes or following the initial introduction of new systems of statistical processes. As such, caveats and care are required when used to draw planning conclusions.

The Demand & Productivity Unit (DPU) was created as a key deliverable of the Demand, Productivity and Performance (DPP) Project in June 2019. Due to financial restrictions, only a Minimum Viable Structure DPU could be implemented at that time with some consequential limitations on DPU outputs and development work.

Both the DPP and DPU outputs have, to date, focused on understanding demand in Local Policing. Data sourced from

recording of crime, STORM incidents attended, Interim Vulnerable Persons Database, Custody and Missing Persons is used to create demand and information dashboards. These dashboards provide volumetric and trend analysis in these areas over time, broken down by divisions, subdivisions and multi-member wards where appropriate. C3, SCoPE and financial data is also provided on request by business areas to generate bespoke dashboards.

The work of the DPU during 2019/20 was prioritised around further developing and understanding the available data, ensuring quality and integrity. Improvements have been made across all national datasets during year one. These improvements include:

- adding further sources to the data repository;
- increasing the number of data objects available per source;
- improving data quality through testing and bug fixes;
- improving accessibility, with Sergeant and higher ranks provided access to approved live dashboards; and
- a nightly automated change data capture routine, ensuring data provided is as accurate and up to date as possible.

There remains work to do around soft data gaps to ensure the baseline of data is complete and is of the best standard possible. "Soft" data is data that is difficult or impossible to measure, quantify or express in key figures. As such, it is more complicated and time consuming to gather and verify for analysis. This work is underway and is the priority task for DPU for 2020/21.

Whilst it is accepted that demand is linked to volume (and volume is often used interchangeably with 'demand'), to truly understand demand (and in particular to develop sophisticated resource models) it needs to be uncoupled from volume to enable a clearer and more accurate appraisal of the time and resources required to service a particular area of business.

Recent research³³ into understanding demand across UK policing revealed that the majority of police services still measure demand in terms of volume only, with limited forays into isolating particular processes and tasks to measure efficiency and effectiveness. Whilst Crime Harm Indexes are useful and provide another dimension to understanding demand from crime, they are based on sentencing and not the actual demand on police resources, and as a result their use in measuring and understanding demand is limited. No evidence of UK police services having successfully completed supply and demand modelling was found in this research.

Therefore, Police Scotland's iterative approach to understanding demand at a much deeper level could be considered as industry leading, albeit the work that still requires to be done in this area is significant.

The ambition remains to secure resource for the full DPU as designed during the DPP Project, then scope the data availability and demand analysis required for National Services. Currently, demand change in National Services can be measured in terms of volume and some measure of complexity can be articulated, both of which are key components of demand and provide additional value. However, the deeper understanding of demand leading to resource modelling remains an area still to be progressed.

The Local Policing Development project, also now known as the Resource Allocation Model (RAM) project was initially created as a standalone project in March 2017, and was put on hold in early 2018 to focus on the DPP project. The DPP project delivered an initial Local Policing demand baseline in May 2019, and completed the formation of the DPU function.

This initial baseline allowed the RAM project to recommence, using this data to develop an understanding of the 'work' that is carried out by Local Policing divisions across Scotland, in order to produce a 'point in time' tool to enable calculation of total FTE at the Police Constable and Police Staff Grades 1-3 level required to meet demand.

The RAM alone cannot be used to infer unutilised capacity or explain differences between divisions, and should not be used alone to move workforce or workload. Over time, repeated data refreshes of the RAM will start to build a picture of demand experienced and the time taken to complete tasks to service that demand. It will then enable sound calculations of required FTE for projected future demand identified as part of wider strategic workforce planning processes. As a result, the DPU are prioritising the data refresh of the RAM to ensure it is mature enough for use in future iterations of the Police Scotland Strategic Workforce Plan.

³³ Understanding the concept of 'demand' in policing; a scoping review and resulting implications for demand management (July 2020), Policing and Society: An International Journal of Research and Policy, available via <https://www.tandfonline.com/loi/gpas20>

DPU Outputs and Dependencies

The demand function comprises two separate but linked parts: a data development function and a demand analysis function.

DPU outputs are now embedded into operational analysis at strategic and tactical levels.

Ongoing activity for DPU to date includes:

- Refreshing the RAM and improving the underlying demand baseline.
 - › A refreshed demand baseline (delayed due to COVID-19 commitments) is currently being developed. This will capture the various analyses conducted on understanding demand in Local Policing but will also use volume and complexity to demonstrate changes in demand within National Services;
 - › Whilst the RAM model itself has been reviewed and DPU are confident that it is an appropriate methodology for the purpose of calculating required FTE to meet demand, the data underpinning the model requires review and an improvement plan. For the remainder of 2020/21, DPU are working towards completing the data development work required to bring the RAM to full maturity.
- In partnership with ICT, DPU continue to develop and improve the Source for Evidence-Based Policing (SEB-P data repository) and the data within it.
- Develop and improve the Power BI thematic demand dashboards increasing accessibility and automation.
- Embed demand data and analysis into internal and external performance products.
- Engagement activity and benchmarking with UK Policing.
- Data Science – Linking directly to an advanced understanding of data is the development of an initial data science capability. Plans include:
 - › Recruiting and developing a permanent data science capability;
 - › Recent acceptance to Scottish Government's Data Science Accelerator Programme with a small project designed to develop the necessary data and skills;
 - › Partnership with the Chief Data Officer to develop relevant frameworks to support development of predictive analytics

The DPU baseline analysis and dashboard products were available to all local area workforce plan authors to assist with identifying demand trends, hotspots and future demand projections as required by the 6-Step Methodology. The DPU team formed an integral part of the initial feedback on draft workforce plans, ensuring that demand data had been used appropriately in all Local Policing local area workforce plans and caveated if and where necessary.

3.2 Approaches and National Workstreams

As indicated in section 1.2, Police Scotland is constrained in the approaches to manage workforce numbers and costs by a number of different factors. However, Section 37 of the Police and Fire Reform (Scotland) Act 2012³⁴ does place a duty on the Chief Constable to ensure best value for the Service in terms of the cost and quality of carrying out functions, with particular regard paid to the appropriate balance of efficiency, effectiveness and economy.

A number of opportunities to redesign the current workforce to maximise efficiency were identified in local area workforce plans. While many initiatives have been authorised and will be managed by divisions and services locally as per the timelines included in Appendices A-I, several significant opportunities to redesign processes and restructure the workforce exist that have been considered to be applicable across the Service as a whole. These require consistency and care in their investigation and application throughout the course of this plan, and as such have been set up as national workstreams.

Police Scotland has an established Change Function responsible for managing the delivery of transformative programmes and projects, and will have a critical role in managing and monitoring these workstreams. The Change Function includes programme and project management, controlling interdependencies and risks, monitoring benefits realisation, and working with colleagues across the service to manage the impact of change.

Vacancy Management Process

Like 96% of public sector bodies³⁵, Police Scotland utilises vacancy management processes to manage and control expansion in staff numbers and associated payroll costs.

Due to the COVID-19 pandemic, staff turnover has significantly slowed, with a 42% reduction YTD compared to previous year. Updated vacancy management processes are now in place as a result, with any recruitment activity that will have an impact on the staff budget requiring specific Police Scotland Executive level approval.

The guiding principles of the updated vacancy management processes are:

1. No staff vacancy will be backfilled by an officer either wholly or in part.
2. Establishment vacancies will not be deleted unless through agreed organisational change processes.
3. Vacancies will be prioritised to ensure that the most critical posts are filled first.
4. All vacancies, requests to increase contracted hours and requests to provide additional responsibility allowances for staff members will be included in this process.
5. Funded posts from separate funding streams (e.g. Reform, COP26) will be excluded from this process
6. Reform funding will not be used to recruit to an establishment post.

³⁴ Police and Fire Reform (Scotland) Act 2012, Section 37, available via <https://www.legislation.gov.uk/asp/2012/8/section/37/enacted>

³⁵ Scotland's Public Sector Workforce, Audit Scotland (2013), available via https://www.audit-scotland.gov.uk/docs/central/2013/nr_131128_public_sector_workforce.pdf

Skills Mix Workstream

The main focus of any workforce planning activity is the **right** person with the **right** skillset in the **right** role. Programmes to examine the roles which can and should be performed by officers and those which can and should be performed by staff are commonly referred to as “civilianisation” programmes. In this way, this ties into the public commitment made in November 2019 that “we must seek to civilianise roles wherever practical to ensure police officers are deployable operationally”.

It is recognised that “civilianisation” is a sensitive topic, and that the term can be widely misunderstood. Engagement with statutory staff representative bodies has indicated a general discomfort with the term – as such, this plan will use the term “Skills Mix” in order to indicate the nature of the workstream. The programme will require wide engagement from both internal and external stakeholders, and close consultation with statutory staff representative bodies.

All local plans have identified areas where officers are currently engaged in administrative roles that do not require warranted powers. Work has already commenced in the Middle Office Restructuring (MOR) project, as well as within SCD as part of Intelligence and Public Protection Unit (PPU) Reviews, to formally establish what roles this applies to in those spaces and to work on redeploying these officers to roles where the unique skills of a police officer will be fully utilised.

Given the complex nature of this activity and the requirement for close negotiation with Scottish Government regarding commitments to officer numbers and the 17,234 de facto workforce plan, substantial interest from staff representative bodies, the workforce itself and the general public, the Service will establish a nationwide programme to thoroughly scope, assess and progress this work in a consistent fashion across the organisation.

The Skills Mix workstream is a national programme of work whereby officers can be released from non-operational technical or administrative roles, which do not require warranted powers or policing skills and experience, and those roles are instead filled by police staff. Using this approach to workforce management to both ensure most effective deployment of specialist skills and building the most cost-efficient workforce fits closely with the requirements of Section 37 of the Police and Fire Reform (Scotland) Act 2012 in terms of securing best value in the cost of carrying out functions.

Analysis of international civilianisation (sic) programmes³⁶, however, indicates that while financial pressure has often been the stimulus for such programmes, it has proven difficult to properly evaluate their success in terms of payroll cost reduction.

³⁶ Policing Civilianisation in Ireland: Lessons from International Practice (2018), available via <https://igees.gov.ie/wp-content/uploads/2018/07/4.-Policing-Civilianisation-in-Ireland-Lessons-from-International-Practice.pdf>

Other benefits of these programmes are outlined as:

- **The redeployment of Police Officers performing administrative and technical duties to more appropriate operational policing duties for which they are trained**
- **The professionalisation of the organisation with the introduction of a range of new and specialised skillsets**
- **The opportunity to introduce a broader and more diverse profile of staff and skills**

A Skills Mix programme could bring Police Scotland into line with police services in England and Wales, which have a 38.7%³⁷ proportion of staff compared to the 22.75% we see in Police Scotland. It also has the potential to create jobs across the country to address local need rather than concentrating opportunity in the central belt, and help address previous statutory staff representative bodies' comments regarding a lack of career development pathways for staff when compared to officers.³⁸

Modified Duties Workstream

A number of local workforce plans indicated that the proportion of modified officers in their division or service presented difficulties with the deployability of their workforce, and suggested the need for a national review of the processes for support and management of modified duties.

Modified Duties is a term used to describe duties undertaken by officers who are not able to fulfil the full range of duties or requirements of a Police Constable as a result of illness, injury or disability. While officers are restricted from full duties, divisions and services must either backfill those posts, operate with reduced staffing, or accrue costs in covering business critical activities in the officers' absence.

Any loss of officers from operational and public facing roles has an impact on front line service delivery.

The Service has seen a significant rise in the number of officers requiring modified duties, rising from 961 officers in March 2016 to 1526 officers as at the end of March 2020. This represents a nearly 59% increase over a four-year period in the number of officers who are not able to be deployed in their usual manner. Officers on modified duties constitute 8.64% of all Police Officer headcount as at 31 March 2020.

Modified Duties fall into five distinct subcategories, each with differing expectations for an eventual return to full duties:

Protected Duties – these officers are temporarily removed from front line duties for their health and safety during pregnancy. These officers are generally expected to be able to return to the full duties of a Police Constable upon their return to work post-parental leave.

Rehabilitative Duties – these officers require modified duties for a period of usually less than twelve weeks. This is usually to support officers on a short terms basis to recover from a period of absence due to injury or illness. These officers are generally expected to be able to return to the full duties of a Police Constable upon recovery.

³⁷ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/905169/police-workforce-mar20-hosb2020.pdf

³⁸ https://www.unison-scotland.org.uk/police/CivilianisationofPolice_UpdateMar2013.pdf

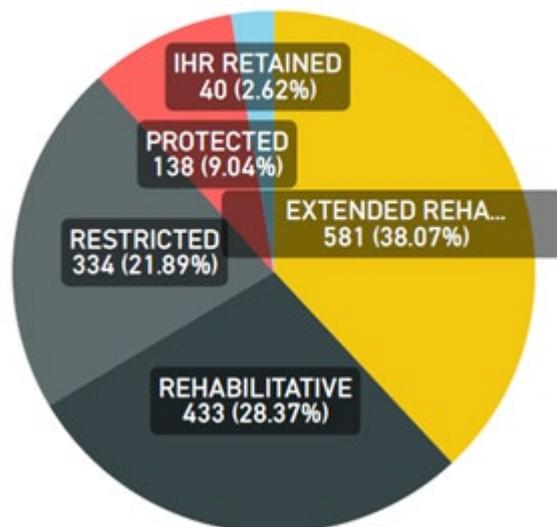
Extended Rehabilitative Duty – these officers may not be fit to return to their core role after the initial period of twelve weeks rehabilitative duties, possibly due to the need for further medical investigation or ongoing treatment. These officers are generally expected to be able to return to the full duties of a Police Constable in time, but will require a longer period of support to get to that stage.

Restricted Duties – these officers are permanently unable to perform front line duties, and who are not expected to be able to return to the full duties of a Police Constable in future.

Retained on Ill Health Retiral (IHR) – these officers are permanently unable to perform front line duties. These officers are not expected to be able to return to the full duties of a Police Constable in future, and have been referred to the SPA Board for consideration of IHR.

The chart shows the number and proportion of officers in each of these five categories as at 31 March 2020. Of the 1526 total officers requiring modified duties, 374 (24.51%) fall into the Restricted and Retained on IHR categories, comprising the only categories where ill health retiral may be considered. In the police staff group, 73 staff members required modifications to their duties as at 31 March 2020.

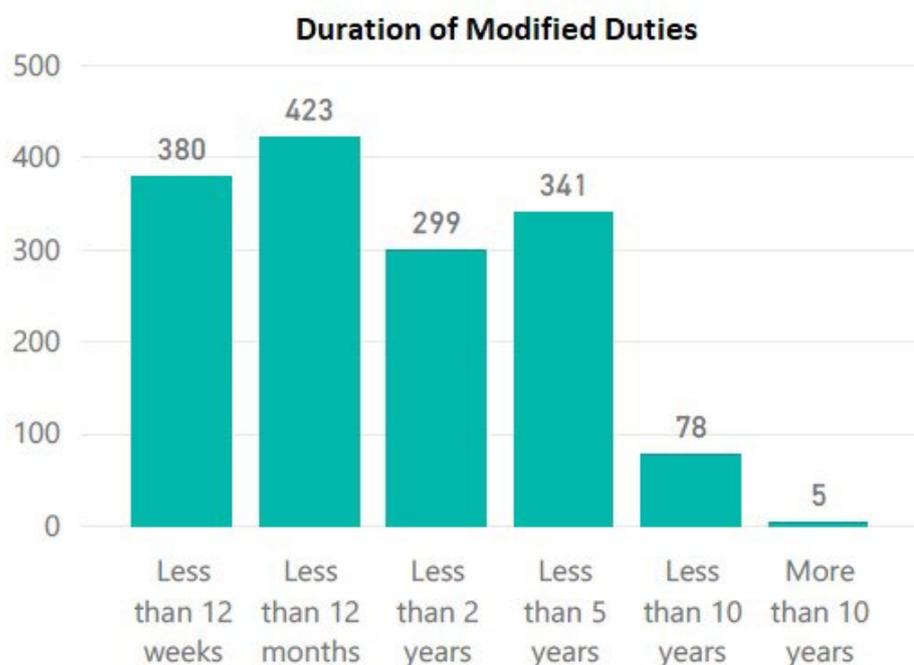
Police Officer Modified Duties
By Category



With several upcoming large-scale deployments on the operational horizon (see section 2.1.10), and due to the ongoing need for enforcement and response to COVID-19, it is important that the Service has accurate information in relation to its officer numbers and divisional strength. This includes data in relation to officers who require reasonable adjustments.

Current data from SCoPE indicated that of the 1526 officers with modified duties, 723 (46%) have required modifications for more than a year, as indicated in the graph overleaf.

The graph overleaf shows greater proportions of officers in modified duties for longer periods than might be suggested by the categories of modification demonstrated above.



This potential discrepancy indicates a need to refresh our data – People Services are currently working with line managers in divisions and departments to review the modified status of officers on SCoPE. This will ensure that the information stored is accurate and reflects the officer’s current status.

Police Scotland remain committed to identifying suitable deployment opportunities throughout all areas of the Force to accommodate officers not deemed operationally fit, and to providing equal career development opportunities to all officers. Great care must be taken in order to both support our officers and staff and meet our obligations under the Equality Act 2010 and our related public sector Equality Duty, and to manage the increased costs and service impacts of an increasing proportion of modified officers.

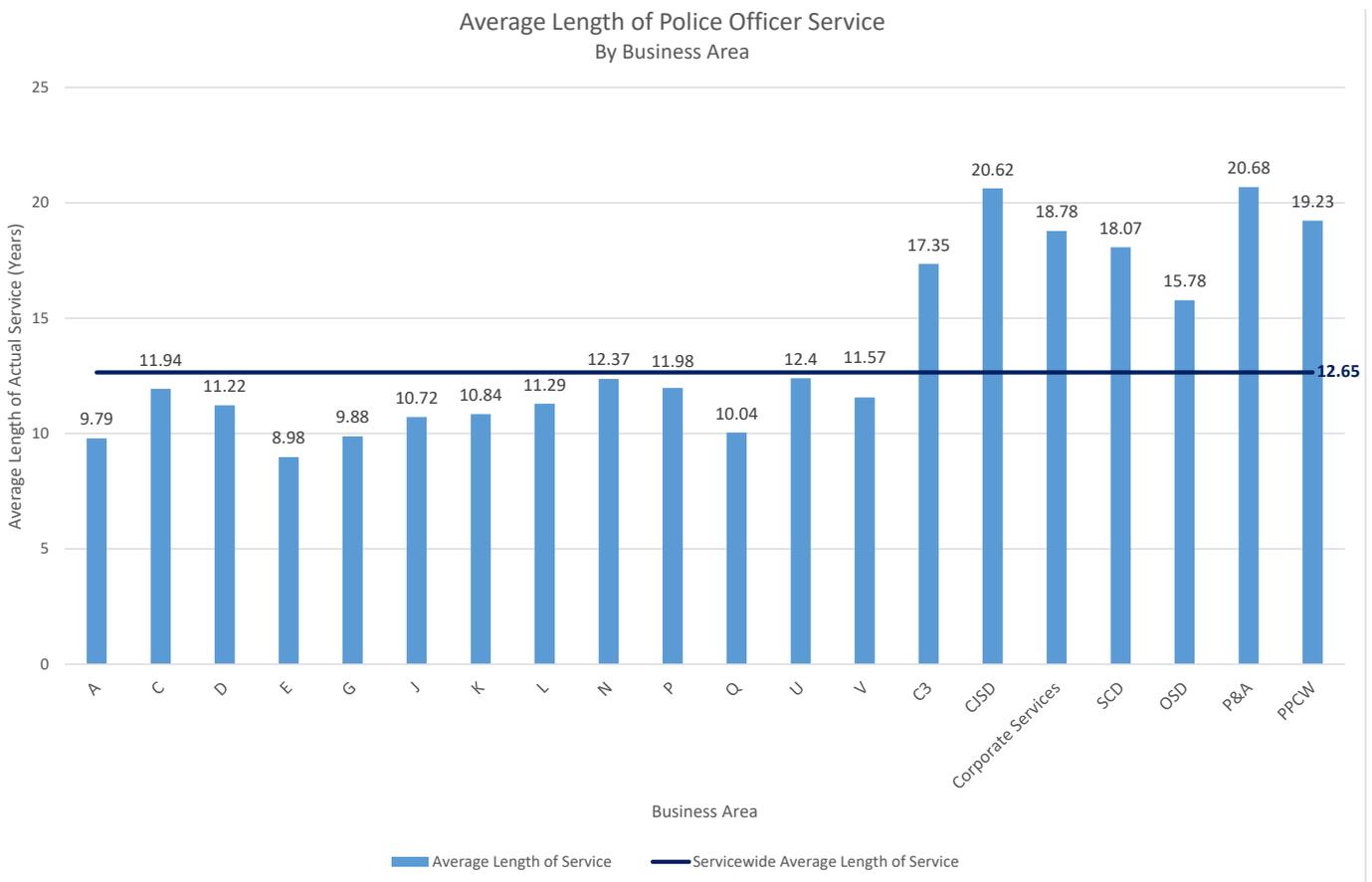
This workstream will build on ongoing work to design and implement a new method to review and discuss the deployment options for officers who require modified duties, and to make recommendations in relation to retention or ill health retiral where an officer is considered by medical practitioners to be permanently unable to perform the full duties of a Police Constable.

As an organisation this may require significant investment in wellbeing support and associated financial uplift due to managing increased costs of managing restrictions and any associated ill-health retirements.

Rank Ratio Harmonisation Workstream

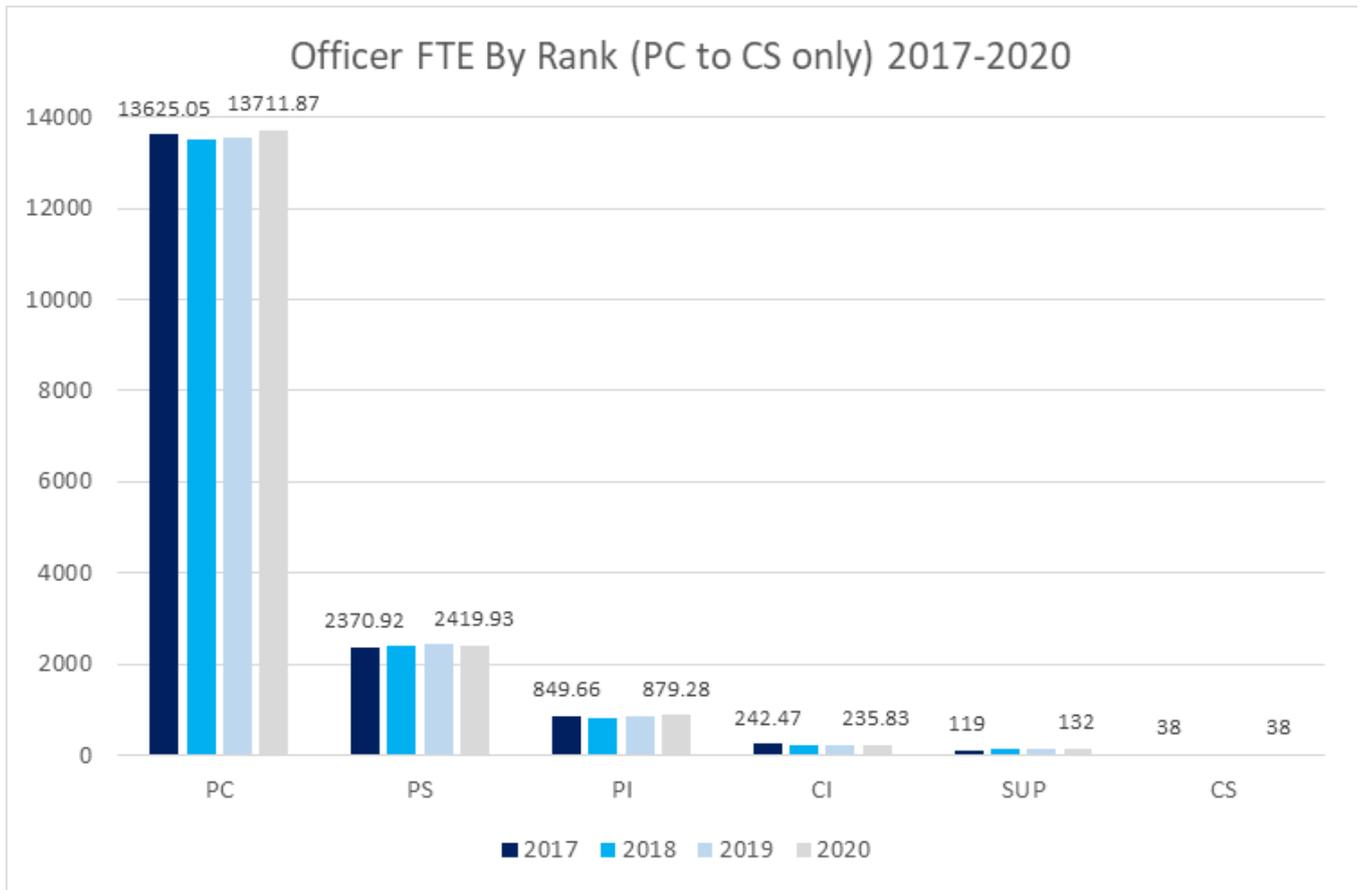
In 2016 an exercise was carried out to review rank ratios across the organisation with a view to establishing a 1 (Inspector):5 (Sergeants):40 (Constables) model across the organisation. Rank ratios remain a challenge for Local Policing divisions, with particular issues in the number of Sergeants flagged consistently in local workforce plans. The majority of Local Policing divisions report little or no supervisory resilience, and that the officer workforce as a whole in divisions is becoming less experienced due to more senior officers transferring out of the divisions, primarily to specialist roles in national services.

The graph below illustrates the average length of service for police officers (excluding the ranks of Assistant Chief Constable and above) in business area, compared with the average length of service for the same cohort of officers across the organisation as a whole. While Local Policing divisions, as the entry point for new probationers, might expect to show an officer profile slightly under the forcewide average, the graph shows a significant variation from the servicewide average in some instances, and a substantially different profile from all of the national services business areas.



The graph overleaf, depicting FTE of police officers by rank between 2017 and 2020 indicates that the 0.64% rise in Constables since 2017 has been more than matched by a 2.07% rise in Sergeants.

With 1 Police Sergeant FTE to every 5.67 FTE Police Constables as at 31 March 2020, numbers in these ranks are sufficient to comfortably support a 1:8 or lower ratio across the organisation.



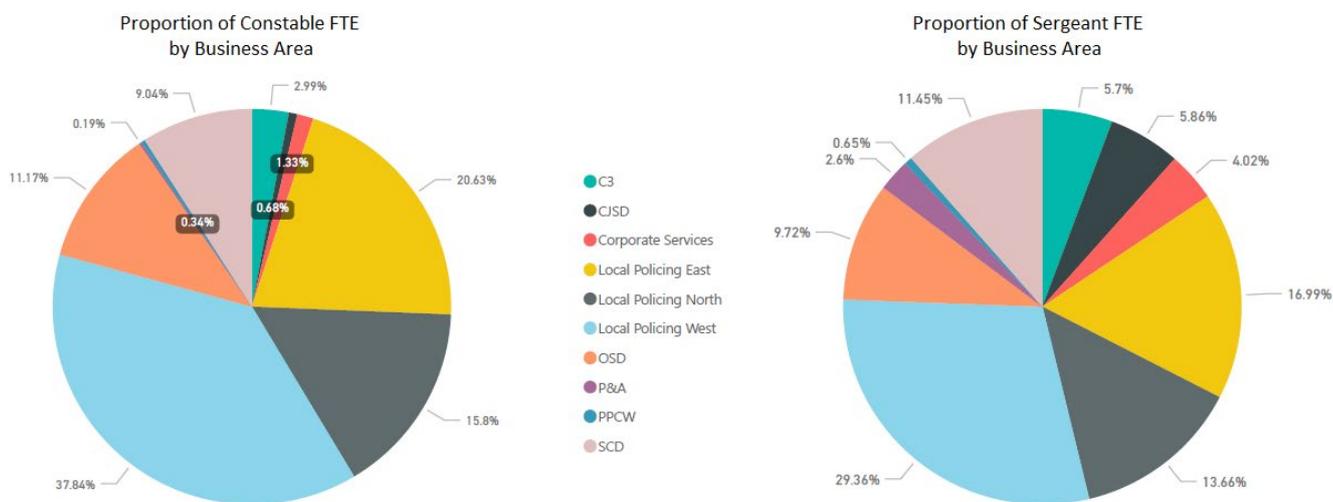
The table below demonstrates the Sergeant (PS) to Constable (PC) FTE ratio across the 19 planning areas. While none are above the Service standard 1 PS : 8 PC ratio, a number of Local Policing divisions are close to it, and are significantly closer than many of the national services.

Business Area	PS	PC	Ratio (1:8 target)
D Division	98.12	785.19	1:8
Q Division	153.37	1158.44	1:7.55
U Division	90.58	681.81	1:7.53
G Division	279.18	2099.24	1:7.52
E Division	132.06	947.96	1:7.18
K Division	74.76	525.44	1:7.03
C Division	73.74	513.4	1:6.96
V Division	42.69	294.09	1:6.89
P Division	93.17	622.25	1:6.68
J Division	112.45	743.87	1:6.62
OSD	235.31	1531.22	1:6.51
A Division	142.06	886.24	1:6.24
L Division	70.58	428.66	1:6.07
N Division	90.65	494.7	1:5.46
SCD	277.38	1239.04	1:4.47
C3	137.97	409.67	1:2.97
PPCW	15.7	46.16	1:2.94
CJSD	141.9	93.6	1:0.66
Professionalism & Assurance	62.89	25.7	1:0.41

Some areas indicated in their plans a rationale for what may appear to be unusual or rich ratios. These include C3 where Sergeants supervise high numbers of civilian staff as well as Police Constables, and Criminal Justice Services Division (CJSD) where legislative requirements relating to the Criminal Justice (Scotland) Act 2016 have significant impacts.

A previous survey of the Sergeant cohort undertaken by SPF indicated that the group felt that there were fewer Sergeants with increased areas of responsibility.³⁹ Feedback from Local Policing divisions' workforce plans indicate a need for improved supervisory capacity, and more equitable distribution and allocation of resources based on length of service across the Service.

The chart below and table overleaf illustrate the proportion of total Police Constable and Police Sergeant resource in FTE by business area. Comparing the proportional representation of these two workforce populations in this way rather than simply comparing rank ratios as in the table above can indicate which business areas have over or underrepresentation of Police Sergeants based on the total Police Sergeant population and the cohort of Police Constables in the same area. As the table overleaf shows, the most significant underrepresentation of Police Sergeants is in the Local Policing areas – with the greatest difference in Local Policing West – and also in OSD. This underrepresentation in Local Policing West is of particular note as Sergeants in this region undertake much of the Resource Deployment Unit (RDU) function, as opposed to the fuller RDUs present in Local Policing North and East.



39 Scottish Police Federation, Sergeants Central Committee: Sergeants Survey (2015). Available via <https://spf.org.uk/wp/wp-content/uploads/2017/03/1658.pdf>

Business Area	% PC FTE	% PS FTE	Difference
C3	2.99%	5.70%	2.71%
CJSD	0.68%	5.86%	5.18%
Corporate Services	1.32%	4.01%	2.69%
Local Policing East	20.63%	16.99%	-3.64%
Local Policing North	15.80%	13.66%	-2.14%
Local Policing West	37.84%	29.36%	-8.48%
OSD	11.17%	9.72%	-1.45%
P&A	0.19%	2.60%	2.41%
PPCW	0.34%	0.65%	0.31%
SCD	9.04%	11.45%	2.41%

The Rank Ratio Harmonisation workstream will review these areas to ensure any issues with rank ratios can be resolved within current establishment through redeployment and promotion (in cases where PC backfill is not required) before seeking to address any remaining imbalances through growth in officer establishment.

A workshop on 20 October 2020 with statutory staff representative bodies generally supported a review of supervisory provision, but indicated an appetite for this review to be broader in scope and beyond the rank of Sergeant that was indicated as the source of issues in local workforce plans. This may be considered as this workstream matures, or as a future workstream, that can build on previous research into working time and the resulting pressures this can have on those in the Superintending⁴⁰ and Inspecting⁴¹ ranks.

⁴⁰ Understanding the mental health and wellbeing needs of police officers and staff in Scotland, available via <https://www.tandfonline.com/doi/full/10.1080/15614263.2020.1772782?needAccess=true>

⁴¹ Scottish Police Inspectors Working Time and Wellbeing Survey (Time for Justice) 2015, available via <https://spf.org.uk/wp-content/uploads/2014/01/50-1.pdf>

Rural and Remote Recruitment and Retention Review Workstream

The local workforce plans of rural and remote areas have identified ongoing recruitment and retention difficulties.

There are a variety of reasons reported for these difficulties, including;

- Local accommodation availability
- Increased costs of living
- Lack of transfer policy and tenure arrangements
- Uncertainty of payment of relocation costs and
- Potential lack of employment opportunities for partners in the area

A review of resources allocated to remote and island areas may also be necessary as the impact of crime and abstraction is disproportionately higher there.

Shift Pattern Review Workstream

A number of divisions, including remote and rural areas, highlighted challenges with the current five shift pattern in use, and suggested that a four shift pattern could be utilised to provide cover while creating capacity. This suggestion will be reviewed as a national workstream to better align workforce availability to local demands.

OBL Review Workstream

As with controllable absence, a standard process for workforce planning is to assess the fit between the number of people on shift (available workforce) versus demand experienced at that time (required workforce).

Operational Base Levels (OBL's) are used by the Service to set the response policing staffing levels required to address demand while maintaining officer safety. The OBLs currently in place were created following

Patrol Planning methodology. This method analyses STORM incidents over a period of time, in conjunction with input from local divisions regarding abstractions, crewing policy and geographical restrictions. This allows the creation of a profile of how many officers are estimated to be required to meet demand for each hour of the day, and has influenced the current reactive and pro-active OBL numbers.

While many local workforce plans made some reference to their OBLs, very few were able to demonstrate that their OBLs were an appropriate fit with their experienced demand. Some indicated that they had concerns with their OBLs and no longer considered them fit for purpose, requesting a review at national level.

A workshop on 20 August 2020 with statutory staff representative bodies indicated that OBLs remain of significant interest to these bodies, particularly in the form of an agreed "safe staffing" minimum level.

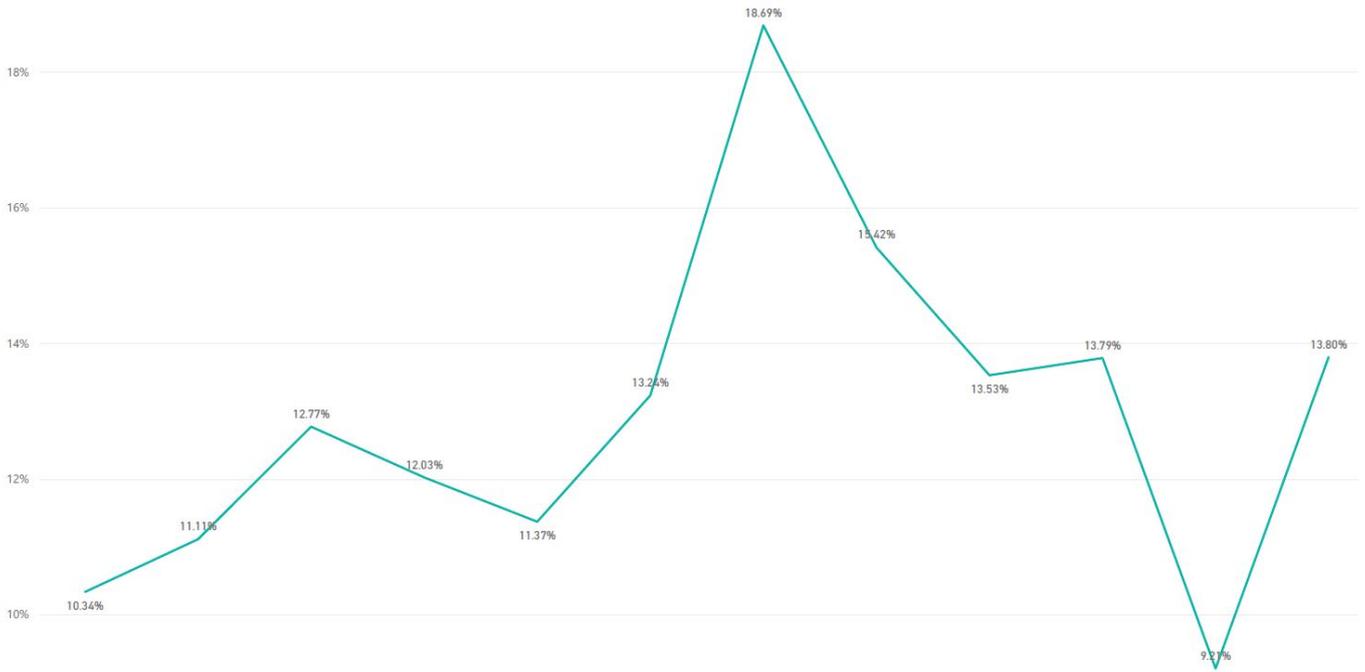
A short life working group, chaired by the Resource Deployment Unit Superintendent, has been established in order to agree a definition for OBLs in order to support a broader and consistent understanding within Police Scotland. When this is established, a national workstream will commence to review OBLs, in consultation with staff representative bodies, with a view to updating them in light of current demand.

Annual Leave – Policy and Practice Review Workstream

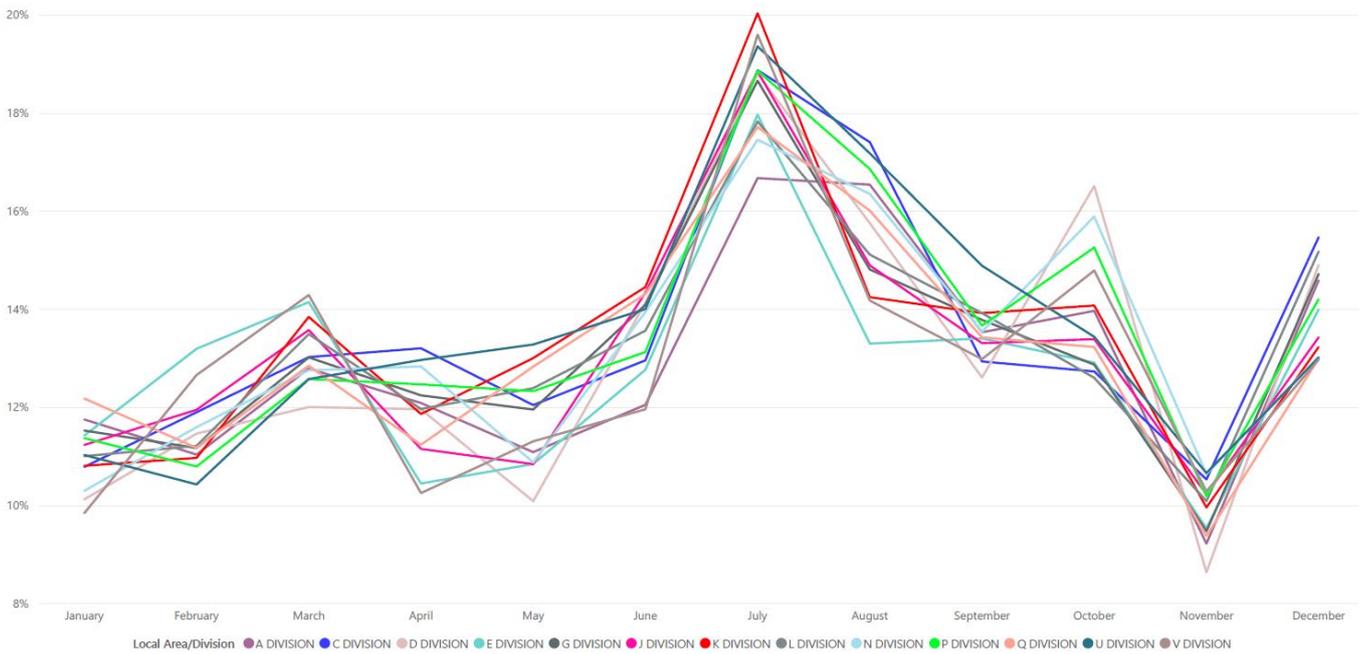
The most common initial route to matching workforce availability and demand is an analysis of controllable leave – typically annual leave and sickness absence.

Data shows a clear spike across the Service in annual leave among both Officer and Staff groups during July, and a trough in the month of November.

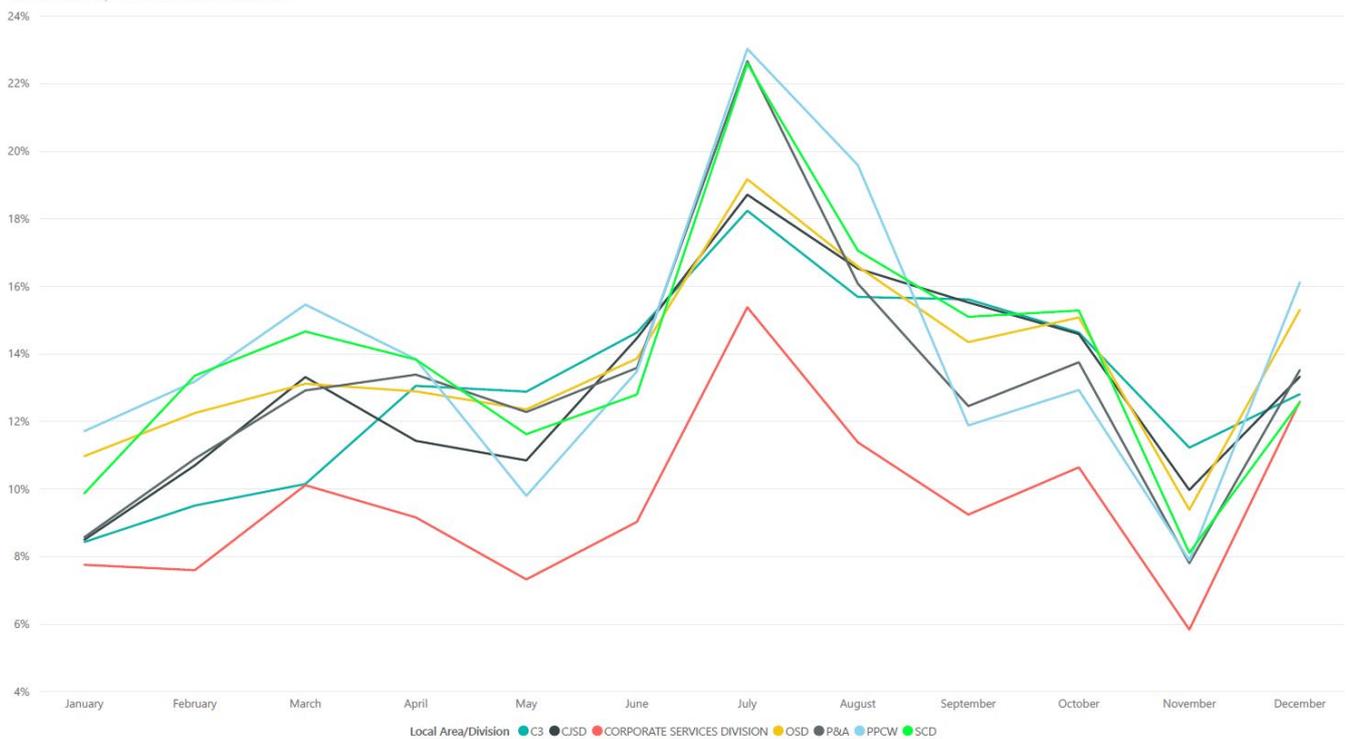
% Annual leave by Month



Annual leave as a percentage of total available working hours by month
 – 01 January 2019 to 31 December 2019, Officers only



As previous graph, illustrating one line per Local Policing division



As first graph, illustrating one line per National Service

It is generally considered good practise in both workforce and financial planning that annual leave should remain at a consistent level of usage throughout the year, unless seasonal peaks and troughs of demand require flexibility in line with that demand. There is currently no evidence that demand fluctuates in a way that would allow for the availability of the workforce shown in the above graphs – summer reductions in football fixtures and related demand tend to be balanced by increases from marches, parades and public nuisance or intoxication in fine weather.

This national workstream will undertake a review of annual leave policies and establish a regular monitoring and reporting system to ensure leave is best applied in response to demand. A workshop on 20 August 2020 with statutory staff representative bodies indicated support for management of consistent leave levels, in favour of local management within nationally-set parameters.

Review of Terms & Conditions for Police Staff Workstream

Training towards ‘omni-competence’ can result in a more widely skilled and widely deployable workforce with transferrable skills and more varied career pathways. With that in mind a national review of contractual terms and conditions of police staff members is required to ensure adequate levels of flexibility and deployability per demand in this group, particularly in areas such as C3 and CJSD, to prevent the use of officers in civilian roles purely due to operational flexibility.

3.3 Future Policing Workforce – Costings and Caveats

Across all Local Policing Divisions and National Services, a total resource gap has emerged from local plans as illustrated in the table.

Resource Gap			
	Local Policing	National Services	Rank/Grade on-costs at salary mid-point
Police Officer FTE Gap			
PC	560	37.5	£41,997.00
PS	39.1	24	£49,815.00
PI	14.45	14	£62,050.00
CI	0	3	£67,793.00
Supt	1	0	£87,061.00
Total Officer FTE Gap	614.55	78.5	
Total Officer Cost	£26,449,770.00	£3,842,526.50	
Police Staff FTE Gap			
Grade 1	-1	0	£26,733.24
Grade 2	58	-4	£29,770.91
Grade 3	132	29	£32,808.59
Grade 4	52	225	£36,506.94
Grade 5	2	120	£41,860.52
Grade 6	6	31	£47,975.66
Grade 7	0	10	£54,578.13
Grade 8	0	11	£62,499.10
Grade 9	0	-1	£71,546.77
Grade 10	0	0	£81,877.43
Grade 11	0	1	£90,913.73
Total Staff FTE Gap	249	422	
Total Staff Cost	£8,300,649.54	£16,809,573.41	
TOTAL WORKFORCE GAP COST		£55,402,519.45	

This resource gap and resulting costing is a projection based on current practise, and does not reflect outcomes of activity identified in the local plans summarised in the following sections and illustrated in Appendices A-I, or potential outcomes of the national workstreams identified in section 3.2. The national workstreams

are designed to create capacity within the Police Scotland workforce and Local Policing ACCs have indicated their belief that such work will allow the release of all officers required by the three Local Policing regions.

Removing the Local Policing resource gap in this way reduces the overall cost of the workforce requirements detailed in the local plans outlined in section 3.4 below by £34.75 million. This leaves an unfunded resource gap in the National Services space of just over **£20.65 million**.

It should be noted that this costing does not include:

- any workforce impacts in OSD of the Scottish Government refreshed Road Safety Framework⁴² (see section 3.5.3),
- any workforce impacts in Professionalism & Assurance as a result of the Dame Elish Angiolini review of Complaint Handling, or
- any anticipated workload impacts in C3 either of widening digital contact channels for the public as a result of the Public Contact and Engagement Strategy⁴³, or as a result of increased call handling times due to the Contact Assessment Model (CAM – see section 3.5.1 and 3.4.6 respectively).

Resourcing the National Services workforce has typically pulled officers from Local Policing as outlined in many of the Local Policing workforce plans, with impacts as outlined under the Rank Ratio Harmonisation Workstream in section 3.2 above. With Local Policing identifying resourcing requirements of over 614 officers and 249 staff members – and seeking to find these within current establishment through efficiencies – there is no current capacity within the Service to continue to resource National Services in this fashion. Without additional funding for these resources or revised direction from Government which reduces demand on policing services, future service delivery may be significantly compromised.

3.4 Local Policing

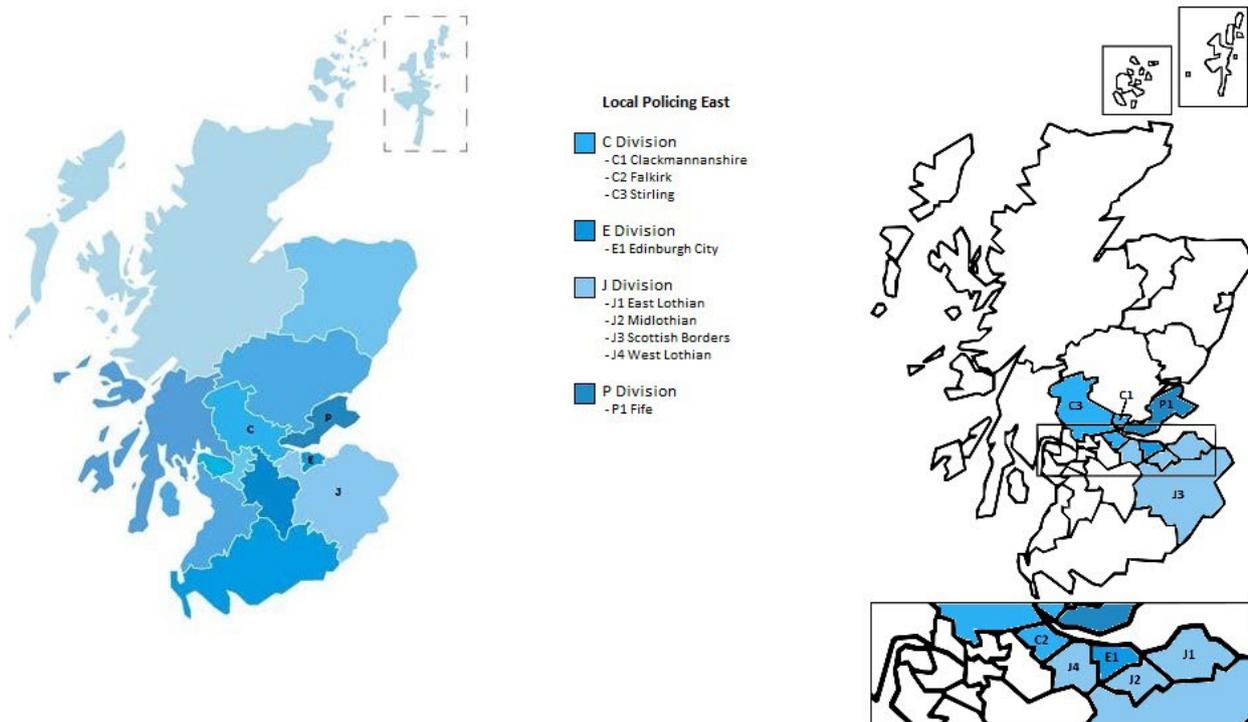
There are thirteen local policing divisions, each headed by a Chief Superintendent who ensures that policing in each area is responsive, accountable and tailored to meet local needs. Each division encompasses response officers, community officers, local crime investigation, public protection and local intelligence. Local Policing is comprised of three geographic regions: East, North and West.

As outlined in section 2, the nature of demand on policing is changing as Scotland is changing. An ageing population means an expectation of increasing vulnerability over future years, while the growth in the use of digital devices has enabled a wider range of technology-enabled criminality. Each region and Division is likely to experience these demand changes differently according to their population demographics (detailed in section 2.1.1) and density, their geographical spread, and the expectations of their local communities.

42 <https://www.transport.gov.scot/news/consulting-on-scotland-s-road-safety-framework-to-2030>

43 <https://www.spa.police.uk/spa-media/y2fdyqjn/rep-c-20200521-item-10-ps-public-contact-and-engagement-draft-strategy.pdf>

3.4.1 Local Policing East



Local Policing East is comprised of four Local Policing divisions – C (Forth Valley), E (Edinburgh), J (Lothians and Scottish Borders) and P (Fife) Divisions. J Division covers four local authority areas, C Division covers three, and E and P Division each comprise one local authority area – these are illustrated in the map above. Serving a population of 1,703,280⁴⁴ across an area of 4,152 square miles, this region contains the country’s capital city and political centre.

In 2018, Midlothian in J Division saw the most rapid population increase in Scotland, followed closely by E Division’s City of

Edinburgh and East Lothian, again in J Division. It is predicted that E Divisions population will rise further, from 518,000 to 546,444 (5.39%) by 2026. J Division, fuelled by the Edinburgh and South East Scotland City Region Deal, is expected to see a 4.83% population increase to 522,214 by 2026⁴⁵ and 598,000 (over 20%) by 2035.⁴⁶ J Division is also anticipated to see the highest rise of the over 75 age group population in the country, at an estimated 27.84% increase between 2019 and 2026.

44 Mid-2019 Population Estimates Scotland, National Records of Scotland, available via <https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/population-estimates/mid-year-population-estimates/mid-2019>, accessed 25/10/2020

45 Population Projections for Scottish Areas (2016-based), Council Areas. National Records of Scotland, available via <https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/population-projections/sub-national-population-projections/2016-based/detailed-tables>, accessed 25/10/2020

46 Scotland’s Population 2018 – The Registrar General’s Annual Review of Demographic Trends 164th Edition, available via <https://www.nrscotland.gov.uk/statistics-and-data/statistics/stats-at-a-glance/registrars-general-annual-review/2018>

In addition to population increases, prior to the COVID-19 outbreak Edinburgh City was the second most visited city in the UK consistently for the last three years⁴⁷, with a record number of over 3 million visitors for the 2019 Fringe Festival alone (1-26 August 2019)⁴⁸. Edinburgh also contains the Scottish Parliament at Holyrood, and contains 41 Consulates, making it a hotspot for protest and demonstration activity that must be policed by E Division – the Division experienced 180 protests during the 2019/20 year, an 83.1% increase on the average for the preceding three years.

All four divisions in Local Policing East, as all Local Policing divisions across Scotland, are experiencing the new demands of an increase in lower volume/higher harm/higher complexity crime. Among the Local Policing East region, E Division and J Division are experiencing this more intensely as a result of demographic shifts in respect of the age and scale of the population they serve.

Community Policing and Partnership Working

C Division state that 16% of their resource allocation is allocated to community policing, including a small number of externally funded posts. The Division consider that the demand profile for community policing is shifting, and that their community policing model will need to reflect that change. Among demand changes noted in this space are an increase in Group 3 crimes including housebreaking, and further increases in demand relating to vulnerability - including the combination of an aging population with the increasing sophistication of cyber-enabled fraud.

C Division also predict that the post-COVID public sector funding landscape is likely to result in reduced partner funding. This scenario may result in service gaps within the community, exacerbating partner failure demand. C Division also consider that funding for externally funded officers may be withdrawn in this scenario. To prepare to respond to this situation, the Division will undertake a review of their community policing model, to establish whether it remains fit for purpose and aligned to aspirations for enhanced collaborative service delivery.

C Division also seek to better understand Community Planning expectations, and will investigate opportunities and risks in utilising their existing operating structure to support the delivery of shared LOIPs in the event of partner service reduction or funding withdrawal.

P Division identifies their linkage with a single Local Authority – Fife Council, the third largest local authority in Scotland – as an opportunity to develop strong partnership working. The Division has newly appointed a Partnerships Superintendent, and intends to undertake a review of partnership working over the course of the plan to reduce demand through partnership engagement. This is particularly relevant in “no crime” calls – for example, those that currently require a police officer to supervise members of the public in mental health crisis as they are taken to and treated in Hospital. The Division will enhance this demand reduction further by scoping the use of Police Community Support Officers (PCSOs) in division, particularly to remove Hospital and prisoner watch duties from frontline police officers.

47 <https://www.visitbritain.org/town-data>, accessed 07/10/2020

48 <https://www.scotsman.com/arts-and-culture/edinburgh-festivals/theatre-and-stage/edinburgh-festival-fringe-audience-breaks-three-million-barrier-first-time-542031>

Sexual Offences

E Division relate specific concerns relating to their Offender Management Unit (OMU) – the Division has experienced a 17% increase in the number of sexual offenders in the last three years, and anticipate that this trend will continue and indeed increase due to increasing use of and sophistication of enabling technology. The Division notes that there has been no increase in the number of officers within the OMU since 2016, and that the ratio of offender managers to offenders as at January 2020 sat at 1:22 against the Service commitment to a maximum 1:25 ratio. This ratio increases in E Division to 1:36 when incarcerated individuals are taken into account, acknowledging the workload created to mitigate reoffending risks prior to the release of these offenders. To manage projected increases in the number of sexual offenders within the 1:25 ratio, E Division predict that they will require an additional four Police Constables in the OMU over the period of this plan.

J Division details a 35% increase in Group 2 sexual offences in the Division since 2013, with data demonstrating a continuing year on year increase – last year's Group 2 reporting demonstrated a 14.6% increase of the previous five-year average. Many of these reports relate to historic offences, which are complex and difficult to investigate. In light of this increasing demand, the Division intends to undertake an active review of the resourcing, including appropriate administrative support structures, for Group 2 crimes over the course of this plan.

P Division note a general rising trend in Group 2 sexual offences over the preceding five years, with their PPU being involved in 50% of these cases between 2017 and 2019. The Divisions OMU currently operates at more than the recommended 1:25 ratio of officers to offenders, with 27.9 offenders per OMU police Constable as at the time of drafting their plan.

The Division also cites a significant increase in online child abuse referrals in recent years, and predicts that this is likely to continue to increase as both

technology improves and the numbers of devices in homes rises. P Division PPU interviewed 490 Joint Investigative Team (JIT) interviews with children in relation to sexual offences in the last year alone. The Division consider that training of Police Staff to conduct these interviews with partners would have a significant impact on freeing up warranted officers to carry out enquiries, and seeks to scope this possibility during the period covered by this plan. Such work is likely to have linkages with the national workstream on the officer staff mix outlined in section 3.2.

Vulnerability

E Division has recorded an increase of 6.1% in Adult Concerns in the last year and report that demand regarding Adult Protection is seen across all forms of investigations and incidents. The Division anticipates that these numbers will increase further given the effects of social isolation on adults at risk and the lack of face to face access to support agencies experienced during the COVID-19 pandemic. As with other emergent trends coming out of our COVID-19 experience, it is difficult to predict the full impacts of this at this time – E Division will undertake a review of Concern for Person demand during 2020, with a view to implementing workforce and working practise changes during 2021 for review in 2022.

E Division has been able to reduce demand from Missing Persons enquiries by 33% from 2014 levels, and attributes this success to extensive preventative work with partners in the NHS (30% reduction in demand arising from hospital settings) and Social Care (53% reduction in demand arising from young persons units). The Division aims to build further on this success, by assessing the viability of creating a dedicated deaths and missing persons unit. Drug deaths in particular are a concern for E Division, with Group 5 Drug and Bail crime predicted to rise in the next three years. Interventions to prevent and manage drug-related deaths are planned for 2020, with a review of effectiveness planned for 2022.

CAM Demand and Capacity Review

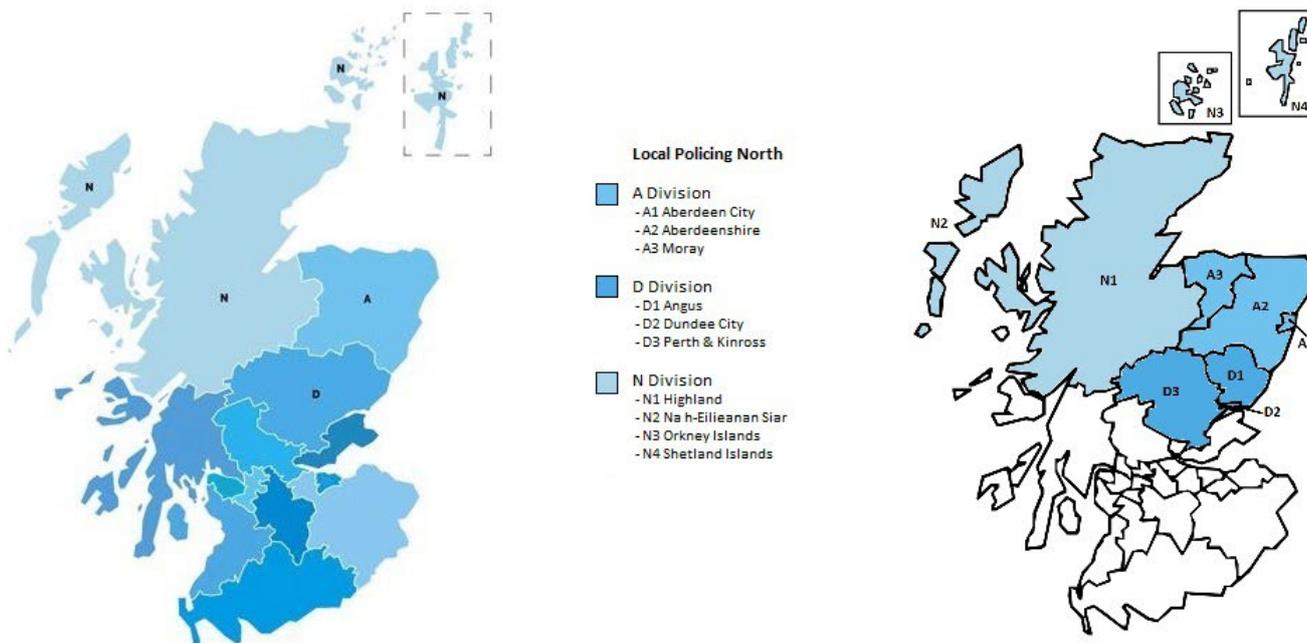
The COVID-19 pandemic has realised the accelerated implementation of the Contact Assessment Model (CAM, for more information see section 3.4.6) within the East of Scotland, with go-live in J Division in March 2020, and April in P Division. Both divisions intend to undertake a review of demand and capacity impacts from the introduction of CAM during the course of this plan, to better understand where efficiency savings have and will be achieved in order to re-focus officer and staff time on more proactive and preventative roles.

C and P Divisions both indicate that they can meet future demand within their current workforce establishment via a combination of reorganisation, workload redistribution and investigating better ways to work with partners to manage demand appropriately. E and J Division have indicated a more significant requirement to increase resource, in line with their predicted demand profiles. The table depicts the total additional resource requirements predicted by 2023 – this is an estimate based on current practise and policy, and does not reflect any planned outcomes of local activity or national workstreams designed to create capacity within the Police Scotland workforce. As such, this resource ask is not approved at this time by the Police Scotland Executive, and instead forms a baseline requirement for workforce planning activity in the region and will be adjusted as outcomes are reviewed.

Local Policing East	
Police Officers	
Rank	2023 FTE Change
PC	314
PS	20.1
PI	6.35
Total Police Officer 2023 Change	340.45
Police Staff	
Grade	2023 FTE Change
Grade 2	31
Grade 3	69
Grade 4	32
Total Police Staff 2023 Change	132
2023 Total Resource Change (FTE)	472.45

See Appendix A for the Local Policing East Workforce Planning Activity Timeline.

3.4.2 Local Policing North



Local Policing North is comprised of three Local Policing Divisions – A (North East), D (Tayside) and N (Highland & Islands) Divisions. A and D Divisions both cover three local authority areas, and N Division covers four local authority areas – these are illustrated in the map above. Serving a population of 1,310,910⁴⁹ spread across an area of 38,816 square miles, this region features both urban and significantly dispersed rural communities across its substantial geography.

Outside of the urban centres, diffused settlement patterns and low population density combined with an aging population create particular challenges. The size and spread – particularly of N Division, at 32,608 square miles (84% of the LP North area) including island communities – creates a minimum necessary staffing requirement in order to maintain 24/7 deployment capability within the parameters of the Workforce Agreement in place, as well as to allow for custody provision, investigations and Offender Management. Travel times can be significant in these large divisions,

with travel routes particularly susceptible to delays and cancellations due to poor weather. This has direct impacts on capacity and workload management as a result.

This region has the highest number of firearms certificates issued and thus the highest number of anticipated renewals due within the next three years – N Division alone anticipate 16,000 renewals (18% of national total) and 11,000 required inspections, and has estimated the resource requirement to meet demand for inspections alone at 12.45 FTE. A Division anticipate roughly 12,750 renewal applications for processing in the same period. Divisions have identified Firearms licensing activities as workload which largely does not require the use of warranted powers or policing experience – it may be possible to civilianise these roles and move workload from Police Officers on to suitably trained police staff members, allowing more appropriate use of limited officer resource. Such projects will be examined by a national workstream, as outlined in Section 3.2.

49 Mid-2019 Population Estimates Scotland, National Records of Scotland, available via <https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/population-estimates/mid-year-population-estimates/mid-2019>, accessed 25/10/2020

'County lines' is the term used to describe the gangs or Serious Organised Crime Groups (SOCGs), based predominantly in major English cities, who travel to rural areas or small towns to sell class A drugs. SOCGs typically use young or vulnerable people from their own area to deliver drugs (couriers) to customers in the rural areas, and this often involves intimidation, violence, debt bondage, and/or grooming. The courier sent by the SOCG will either be set up in a local house to deal drugs or will themselves use threats and intimidation to gain access to a local address to use as a base – this is called "cuckooing". Over the last twelve months, seven Police Scotland divisions have reported being impacted by County Lines.

Local Policing North is the most significantly impacted area experiencing 71% of the overall influx of reported cases. N Division is considered to be the most likely target of County Lines activity, in part due to the significant barriers to detection and disruption presented by the sizeable geography and disparate spread of smaller and potentially more vulnerable communities.

Mental Health demand

All three divisions indicate both a recent and predicted future increase in demand relating to vulnerability and mental health. A Division reports that in the last year alone, the number of incidents given a disposal code of "mental health" increased by 21.2%. N Division indicate that mental health incidents are increasing, and note that suicide rates in the area are above the national average⁵⁰.

Divisions also comment on demand arising from, or that would better served by, partner agencies. N Division indicate that external agency requests rose 27.28% between 2018 and 2019 (1030 to 1311), and note that in 2019 32.4% of all missing persons case were looked after children or cared for adults.

D Division note the recent Strang report⁵¹ indicating widespread issues in mental health service provision in Tayside.

Abstractions to National Services

All three divisions in this area reported that Local Policing officer abstractions and secondments to national services had a significant impact on their operational resilience. Local Policing divisions do not have direct control over National Services resources in their areas, and are required to submit formal tasking bids for support. N Division in particular cites the resulting requirement to service most or all of what would be demand for national services support from within the Divisional workforce instead.

A significant form of such abstraction arises from Custody requirements. All three divisions comment that they are required to provide support to CJSD by backfilling custody vacancies, to the detriment of their operational capacity and resilience. N Division note the lack of CJSD staffing footprint beyond the Inverness facility, and as a result 46% of N Division's overtime spend relates to the provision of Custody cover.

N Division indicates that a number of previous Service-wide initiatives have not landed constructively in Division and may represent use of resources not aligned to local demand. The Division will develop a Divisional Impact Assessment Model, taking cognisance of the legal requirement to conduct an Island Communities Impact Assessment, to assess the necessity and proportionality of any new Service policies, strategies and service structures.

Remote and Rural Recruitment

A number of issues affecting recruitment have been identified by two of the three Local Policing North divisions. N Division note widespread difficulties with recruitment to and retention in rural and remote postings.

50 NHS 'A profile of deaths by suicide in Scotland' available via <https://www.isdscotland.org/Health-Topics/Public-Health/Publications/2018-12-04/2018-12-04-ScotSID-Report.pdf>

51 Available via <https://independentinquiry.org/final-report-of-the-independent-inquiry-into-mental-health-services-in-tayside/>

A Division describe a competitive labour market with innovative new employers competing for staff, and an aging population creating a smaller hiring pool. A Rural and Remote Recruitment Review workstream will address these issues centrally.

Additionally, concern has been highlighted over the lack of localism in recruitment drives in relation to Special Constables. The inability to test, recruit and train Special Constables locally can act as a deterrent for volunteers looking to join Local Policing divisions due to the requirement to travel distances for centrally-provided training. N Division have outlined a programme to increase and support Special Constables at a local level to create opportunities for volunteers in the area.

Supervision and Rank Ratios

All three divisions describe difficulties in attracting supervisory staff to rural and remote areas in particular, and report high numbers of temporary Sergeant ranks. These temporary ranks are required both to create career progression opportunities for Constables, and to provide adequate supervision and management of the same. However, filling these required roles temporarily also creates capacity pressures via the resulting vacant substantive Constables post which cannot be backfilled.

Both A and N Division have committed to supporting candidates through the Police Diploma in order to increase their ability to fill Sergeant posts substantively. A Division aim to have a minimum of 30 Officers qualified in the Police Diploma by December 2021, and N Division aim to prepare and support 10 Diploma applicants for the next available intake. This work to consolidate Sergeant roles across Local Policing North will be further supported by the Rank Ratios national workstream outlined in Section 3.2.

N Division also anticipate issues at the Inspector level, with 37% retirement expected within the next 3 years. Recruitment at this level has proven unsuccessful for the Division to date, and this recruitment requirement will form part of the Remote and

Rural Recruitment Review national workstream, outlined in Section 3.2.

With this demand profile and the challenges experienced in Local Policing North, the table overleaf depicts the total additional resource requirements predicted by 2023. This increase in resources relate to N Division alone. The increased resource profile is comprised of an increase of 26 PCs to move from a 1 PS : 4PC model to a 1 PS : 5PC model, in order to more comfortably accommodate abstractions, and meet the demand sources outlined above; and an increase of one PS and five PCs to create a Divisional Proactive Crime Team to address Serious Organised Crime threat and Group 5 drug-related crime and harm risks such as County Lines and cuckooing.

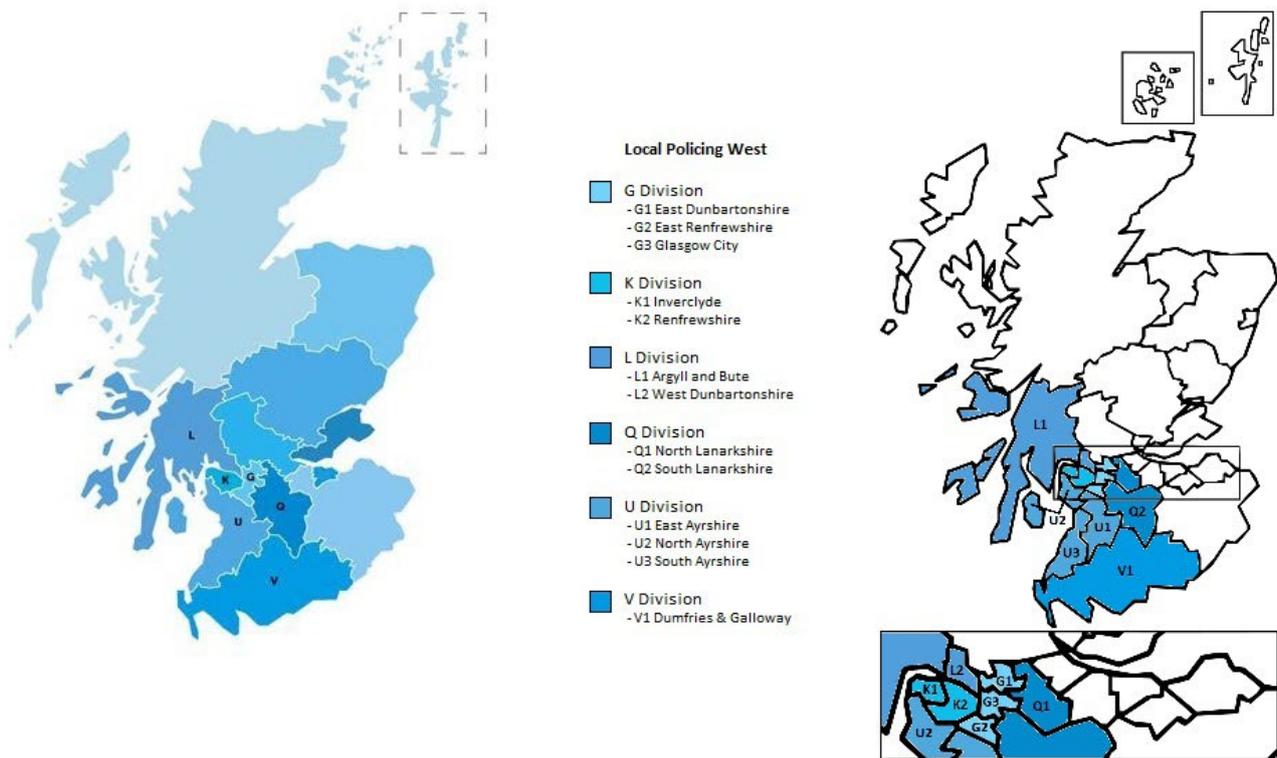
This future workforce model is an estimate based on current practise and policy, and does not reflect any planned outcomes of local activity or national workstreams designed to create capacity within the Police Scotland workforce. Proposals arising from other divisions to move to a four group from a five group shift pattern have the potential to release the type of capacity required by N Division. A review of shift patterns has been identified as a national workstream for this plan, as outlined under Section 3.2.

As such, this resource ask was not approved at this time by the Police Scotland Executive, and instead forms a baseline requirement for workforce planning activity in the region and will be adjusted as outcomes are reviewed.

Local Policing North	
Police Officers	
Rank	2023 FTE Change
PC	31
PS	1
Total Police Officer 2023 Change	32
2023 Total Resource Change (FTE)	32

See Appendix B for the Local Policing North Workforce Planning Activity Timeline.

3.4.3 Local Policing West



Local Policing West is comprised of six Local Policing divisions – G (Greater Glasgow), K (Renfrewshire and Inverclyde), L (Argyll and West Dunbartonshire), Q (Lanarkshire), U (Ayrshire) and V (Dumfries and Galloway) Divisions. G and U Divisions each cover three local authority areas; K, L and Q Division each cover two, and V Division covers one. Divisions and their local authority areas served are illustrated in the map above. Serving a population of 2,449,100⁵² spread across an area of 8,196 square miles, this region is both our most populous and our smallest in terms of geographical spread. While this might suggest significant urban population density, this region also includes rural areas with smaller and more dispersed populations, particularly in L and V Divisions.

The smaller geographical spread of this region can also result in significant cross-border crime encompassing multiple divisions in the area. In particular vehicle crime and rural crime often cross divisions. Multi-divisional short-term taskforces to progress these areas could result in increased efficiency and broader skillsets within the workforce – this is expected to be further developed through the introduction of Regional Tasking within the Local Policing West area, led by ACC West Command.

52 Mid-2019 Population Estimates Scotland, National Records of Scotland, available via <https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/population-estimates/mid-year-population-estimates/mid-2019>, accessed 25/10/2020

This region contains areas with significant deprivation – four of Local Policing Wests six divisions (G, K, Q and U Divisions) have the most significant proportions of both 20% and 5% most deprived data zones in the nation, as evidenced by the graph in section 2.1.1. Furthermore, G, Q and U Divisions hold areas associated with “deep rooted” deprivation – that is, data zones that have consistently been within the 5% most deprived SIMD data zones since 2004. K Division has the highest proportion (21.51%) in the country of local population living within the 5% most deprived SIMD data zones.

All Local Policing West divisions report rises in Group 1 and Group 2 serious crimes. In the 2019/20 year, the region recorded the highest (G Division) and second-highest (Q Division) number of both Group 1 and Group 2 crimes across the Service. Across the region, 47 organised crime groups are known to operate and are closely monitored by divisions, with 22 operating within the boundaries of G Division alone.

The future population demographic varies across Local Policing West – with population increases by 2026 anticipated in G and Q Divisions, a broadly static population expected in K Division, while the population is expected to contract in L, U and V Division. Across all divisions, though – as is the case across the country – the population is aging. Again the proportions vary across the region, from the lowest proportional increase in the over 75 population in G Division at a projected 10.47% increase, through to the highest in U Division at 20.72%. As a consequence, divisions report that Adult Protection and other Health & Social Care Partnership considerations are likely to be significantly impacted.

Vulnerability

During 19/20, a total of 262,590 incidents were raised in G Division, with 55.53% of these attended and 22.57% resulting in a recorded crime. The highest volume incident type within that demand profile was “Assist Member of the Public” - 34,687 incidents were raised in G Division in 19/20. Of these, 58.9% were attended, a slightly higher portion than the overall demand picture – but only 2.7% resulted in a crime being recorded. This indicates that a far lower than average proportion of these calls relate to crime incidents.

There are also roughly 14,000 Concern for Person incidents annually in G Division. During 18/19 15,928 adult concern incidents were raised, an increase of 13% compared to previous year. Almost two thirds of these incidents related to individuals with mental health difficulties. G Division also responded to 2,505 reports of Missing People, of which almost half (1,146) of the individuals concerned were classified as vulnerable (due to age, mental health, physical health or other concern) and required additional support and onward referral to mental health or social work partners. K Division also reports an increasing trend in Missing Persons incidents, with a 22.3% increase against the preceding five year average and 9.6 % increase against the preceding fiscal year. The Division attributes the majority of this increasing trend to children reported missing from Young Persons Units. Missing persons aged 10-19 years accounted for 86.67% of all Missing Persons reported missing within the Division.

The Paisley command area within K Division experienced a 19% increase in mental health incidents in the 19/20 year compares to previous year, and a 50% increase in Missing Person Reports arising from the Royal Alexandra Hospital. Of all Missing Person enquiries within this command area in the 19/20 year, 34.4% related to individuals with underlying mental ill health. Projecting this demand increase out, informed by the projected population demographics and considered in conjunction with predictions from sources such as the National Dementia Strategy⁵³, the Division expects demand to support vulnerable individuals to continue to rise over the course of this plan. As a result, the Division will seek to identify further opportunities to expand partnership working, building on its good practice in the Renfrewshire Safer Communities Partnership Hub⁵⁴.

In a similar vein, G Division will conduct a review of opportunities to bolster partnership working using multi-agency approaches such as the Multi-Agency Risk Assessment Conference (MARAC) referral system for domestic abuse victims at high risk of harm. The Division also plans to improve their communications and marketing to reach and engage the vulnerable sections of their local community, in order to provide crime prevention and safety advice.

U Division report an increase in mental health related calls of 18.3% in 19/20 from the preceding year. Child concern and adult concern interim Vulnerable Persons Database submissions have also seen an increase on the previous 3 year average, with an 11.32% and a 14.68% increase respectively. The number of these concerns also associated with a mental ill health flag has also increased across both child and adult concerns. In their local workforce Plan, U Division intend to review and redesign their PPU

service in response to these varied forms of vulnerability – this is detailed further in the section below on Sexual Offences.

V Division identifies an increase in Concern for Person calls in 2019/20 of 8.27% over and above the previous three year average. V Division is unique in the way public protection demands are addressed – having both a Concern Hub similar to other areas of the Service, but running this in conjunction with a Multi-Agency Safeguarding Hub (MASH). The MASH is a multi-agency resources department working collectively to respond to protection issues involving those deemed most at risk in the community. It provides a single tripartite point of entry for screening submitted referrals, identifying and assessing risk through the sharing of information in order to facilitate Initial Referral Discussions with other key practitioners, implement safety plans and provide joint performance reporting to evidence outcomes and support quality assurance. The Division anticipates an increase in the demand for these Initial Referral Discussions following the introduction of the Signs of Safety process introduced by partners in Social Care.

V Division also identified an increase of 18% against the previous three year average in domestic abuse incidents, and a 5.47% increase in sexual offences. The Division notes that there are no administrative or support function staff roles within its Domestic Abuse and Sexual Offences Units, with officers carrying out all required administration tasks in addition to their warranted tasks. The introduction of Video Recorded Interview processes is also reported to have increased the amount of time officers spend obtaining statements, due to the reversion to written versions and the need for corroboration.

53 The Scottish Government in partnership with Alzheimer Scotland and COSLA (2017) *Scotland's National Dementia Strategy 2017 – 2020*, available via <https://www.gov.scot/publications/scotlands-national-dementia-strategy-2017-2020/>

54 Audit Scotland, Best Value Assurance Report Renfrewshire Council 2017, available via <https://www.audit-scotland.gov.uk/report/best-value-assurance-report-renfrewshire-council>

Sexual Offences

U Division indicate that Group 2 sexual offences within their area have increased in the 19/20 year by 23% against the preceding five year average, with significant increases in cyber-enabled sexual offending. The Division reports that communicating indecently has increased from 70 offences recorded in 2018/19 to 104 in 2019/20, a 47% increase in a year. U Division has noted a 94% increase in crimes recorded of communicating indecently with 13-15 year olds, and notes that this represents both an increased demand in terms of cyber investigations as well as a shift in the profile of the victim of sexual offending. As a result, the Division indicates increased partnership working will be required to ensure preventative measures are put in place to ensure children are effectively protected, whether in the physical or digital community, and that where offences do occur a victim-orientated service is delivered in response.

U Division continue to anticipate an increased demand in sexual offending, both recent and non-recent, and expect the use of technology to facilitate offending to continue and increase. The Division raises concerns with its current OMU ratio – since 2014 the Division has increased the unit by two offender managers, but has seen a corresponding increase of 172 (49%) Registered Sex Offenders for monitoring. This has resulted in a ratio of 1:34 against the Service commitment of a maximum of 1:25.

U Division has collaborated with partner agencies and victims of sexual crime to develop a Divisional sexual assault referral centre, similar to the Archway in Glasgow. This partnership working has ensured that the service being offered was trauma informed and orientated to the needs of the victim. Work is now underway to provide more sensitive locations where victims can meet colleagues from the PPU to provide statements and progress enquiries.

The Division has examined available data from DPU dashboard relating to the most likely days and times where sexual offences are reported, in order to inform deployment of PPU teams to allow specialist officers to be on duty at the most likely first point of contact for victims and further build this victim-centred approach. The Division also intends that a revised PPU following review could provide service benefits in terms of the other vulnerable populations described in the preceding section on Vulnerability.

Partnership Working

External Agency Requests in G Division have risen from 4,134 during 2016/17 to 6020 in 2019/20, a 45.62% increase over the period. The Division indicates that this supports the general position that Police Scotland is increasingly required to service demand displaced from partner agencies. K Division identify the combined budget deficit of their Local Authorities is likely to be compounded by the economic impact of COVID-19, and that this in turn is likely to impact on partners ability to provide services such as mental health and other care provision for vulnerable populations.

The introduction of CAM in G Division in October 2019 and in K Division in January 2020 has the potential to prevent police attendance at non-police demand calls, pushing demand back to more appropriate partner service where necessary, including via appropriate Mental Health Pathways referrals. Both G and K Divisions will evaluate the impact of CAM in their divisions during the period of this plan, to assess if any impact on this type of demand has been seen.

L Division is home to 23 inhabited islands, which are home to around 17% of the area's population⁵⁵, and contains a coastline larger than that of France. The large geographical spread of the Division requires extensive partnership working, and the island and coastal nature of settlement dispersion can at times create reliance on the more unusual partners of the Coastguard and Marine Scotland to assist with some of the Divisions more remote and logistically challenging incidents. Given the importance of partnership working in the Division, and predicted changes in future demand, L Division have identified a need for an additional Superintendent role to take responsibility for Partnerships & Prevention. L Division contend that a nationwide review of rank ratios (outlined under section 3.2) may release and redistribute Superintendents back to operational policing, from which they would seek the allocation of this Superintendent role.

Over the course of this plan, L Division will realign all resources to deliver a more effective and resilient Problem Solving Policing Deployment Model. This model, supported by an updated community engagement and partnership function, will provide a more resilient and flexible resource focussing on a community based problem solving approach, enhanced organised crime disruption capability and a more resilient and agile resource to respond to major/critical incidents across the Division. The restructured deployment model will bring together four existing functions (Divisional Support Team, LA Community Policing, Divisional Safer Communities and Pro-active Crime Team) under a clearly defined set of business rules that will drive activity aligned to recently published Local Policing Plans. The operational delivery will be provided by

three community based problem solving teams that will deploy across the Division.

Q Division are currently exploring opportunities in both North and South Lanarkshire to share accommodation with partner agencies, in order to deliver new models of joint service provision, including a new vulnerability and public protection hub with key partners. Current plans focus around the creation of a central strategic deployment hub with local community hubs in key towns. This work continues towards approval during the course of this plan (anticipated for approval in 2020/21) – successful approval will result in a wholesale review of the operating model in the Division, which will then form the majority of activity within their local Workforce Plan.

In the meantime, Q Division report an expected rise of Group 1-3 crimes over the course of this plan, based on historical trends which have shown consistent year on year rises in each of the last three years. The Division anticipate Group 1 crimes to rise between 8 and 9% per year, and Group 3 crimes to rise between 3 to 4% per year. The Division anticipates that Group 2 crimes will continue to rise as they have in each of the last three years – but a significant outlier demonstrating an uncharacteristically large rise in the 17/18 year prevents a reliable projection of an identifiable growth factor. The Division also identifies the need to build meaningful pro-active and preventative capacity in the fields of serious and volume acquisitive crime, travelling criminality and drug dealers. As a result the Division will seek to create four pro-active teams from current establishment to work with their existing serious and organised crime team in this space.

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Scottish Census 2011, available via <https://www.scotlandscensus.gov.uk/census-results>

Remote and Rural Recruitment

Recruitment and retention of officers and staff to the remote and rural areas of L Division is an ongoing challenge and the Division argues that, despite the National Remote Recruitment Review (NRRR) in 2018, little or no sustained improvement has been realised. The projected decrease of 3.10% in working age population (16-64 age group) across the region by 2026⁵⁶, particularly pronounced in the more rural and remote area of Argyll & Bute at a 7.01% reduction, will create further pressures on recruitment and retention of both officers and staff in the coming years. These issues must be addressed by work in the Remote and Rural Recruitment national workstream, outlined in section 3.2.

Rural and island postings in U Division are also reported as difficult to fill and retain. The Division will review their approach to engaging with local businesses around Employer Supported Policing. This will help to improve the recruitment of Special Constables in rural and remote areas, ensuring a more community focused and resilient service.

With a combination of a more rural spread and a decreasing working age population (5.06% contraction of the 16-64 age group projected by 2026⁵⁷), V Division anticipates that current recruitment and retention difficulties will persist and become more severe over the coming years. As such, the Division plans to undertake work with partner agencies such as the NHS and the Education sector to jointly promote opportunities in the Dumfries and Galloway region.

Supervision and Rank Ratios

As at the start of March 2020, G Division had 81 officers in temporarily promoted posts. This represents 20.7% of the total in promoted ranks, the highest proportion of any Local Policing division. The Division reports resulting difficulties in succession planning as a result, having exhausted the pool of officers who could carry out a Temporary Sergeant role.

The Division also reports a drain of skills and experience as officers transfer to other divisions and to National Services, and are replaced by higher proportions of probationers. Probationers naturally have greater monitoring and supervision needs – the allocation of a Tutor Constable is considered best practice to ensure new recruits are appropriately supported, developed and assessed. The Division reports it is approaching the maximum number of probationers who can be supported in this manner.

To improve supervisory skills and provision, the Division will seek to introduce development forums for new supervisors (at both Inspector and Sergeant levels). The Division has also increased the size of its training department, and is reviewing gaps in face to face training provision. The creation of training packages for newly appointed Public Enquiry and Support Assistants (PESAs) and recently promoted or Temporary Sergeants is already underway.

K Division also indicate succession planning issues due to both temporary ranks and abstraction of officers particularly to Criminal Justice. The Division aim to undertake a review of supervisory ratios across all departments during the course of this plan, to ensure fair spread of management and supervisory responsibilities.

⁵⁶ Population Projections for Scottish Areas (2016-based), Council Areas. National Records of Scotland, available via <https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/population-projections/sub-national-population-projections/2016-based/detailed-tables>, accessed 25/10/2020

⁵⁷ Ibid.

Geographical challenges in L Division – particularly in the Argyll & Bute area – create specific concerns with supervisory provision. A reduction in supervisory ratios in 2016 has led to a lack of supervisor visibility, with Sergeants covering large geographical areas. On occasion, supervisors from Dunoon may be responsible for officers in Tiree, 143 miles away – this is roughly equivalent to a supervisor from Aberdeen being responsible for an officer in Glasgow. Areas such as Campbeltown and Lochgilphead have high proportions of probationary officers, who may have no Sergeant working directly alongside them. This impacts on probationer development, morale and wellbeing.

The 2016 review of rank ratios led to a reduction of six Inspector and six Sergeant posts within V Division. The Division reports that supervisory levels are now at the minimum possible, with resulting resilience issues and difficulty ensuring adequate scrutiny and direction. The specific supervisory needs of more rural and remote divisions such as L, V and N must be considered as part of the national workstream on rank ratios, as outlined in section 3.2.

The table below depicts the total additional resource requirements predicted by Local Policing West by 2023 – this is an estimate based on current practise and policy, and does not reflect any planned outcomes of local activity or national workstreams designed to create capacity within the Police Scotland workforce. Local Policing West divisions identify potential capacity release available through examinations of modified duties, shift patterns, OBLs and Rank ratios – all of which are identified as national workstreams in section 3.2. As such, this resource ask was not approved at this time by the Police Scotland Executive, and instead forms a baseline requirement for workforce planning activity in the region and will be adjusted as outcomes are reviewed.

Local Policing West	
Police Officers	
Rank	2023 FTE Change
PC	215
PS	18
PI	8
SUP	1
Total Police Officer 2023 Change	242
Police Staff	
Grade	2023 FTE Change
Grade 1	-1
Grade 2	27
Grade 3	63
Grade 4	20
Grade 5	2
Grade 6	6
Total Police Staff 2023 Change	117
2023 Total Resource Change (FTE)	359

See Appendix C for the Local Policing West Workforce Planning Activity Timeline.

3.5 National Services

3.5.1 Contact, Command and Control (C3)

C3 provides frontline advice, support and assistance to the public and police, giving 24 hour support to resolve enquiries, prioritise and task incidents and supply officers with operationally critical information.

Call handling services are delivered by Police Scotland's Service Centres (PSSC) while incidents are managed by one of the four Area Control Rooms (ACRs) or by one of the Resolution Teams (RT). Reflecting the national span of the Division, these services are provided from a variety of locations including Dundee, Edinburgh, Inverness, Glasgow, and Motherwell. Collectively, these teams are responsible for managing over three million emergency and non-emergency contacts each year, with this figure remaining relatively constant since 2016.

Since policing reform in 2013, C3 has been constantly evolving to better understand and meet the needs of the communities it serves. The C3 Integration and Remodelling Programme redesigned the number of facilities across the country, and established a new National Database Enquiry Unit. Over 2019 and 2020 the CAM project was rolled out, changing the way calls are assessed by using an enhanced model focusing on threat, harm, risk and vulnerability (THRIVE) that seeks the most appropriate and proportionate policing response. This project is discussed further in Section 3.4.6.

Since the introduction of CAM average call handling times have increased. This has been the experience of other UK police services who introduced a similar model for call handling, and it is a possibility that the increase in call handling time due to CAM may lead to a future need for an increase in FTE.

Workforce Change

The resourcing model originally put in place across C3 was predicated upon using a ring fenced overtime budget for times of peak demand, relying upon Service Advisors volunteering to work additional hours. However the introduction of SPRM in 2019 saw the removal of double pay overtime and during the summer of 2019 the level of uptake of overtime reduced to under 50% of the required resource. In effect, this now results in an average weekly shortfall of 4,305 hours during peak demand.

In response to such seasonal peaks in demand, flexible non-Term Time Contracts/ Seasonal Contracts have recently been introduced with the aim of ensuring the right number of people in place at the times required. That involved an uplift of eight FTE service advisor posts which were used to create twenty part time agile and flexible posts across the PSSC establishment. This will be reviewed after 2020/2021 and if successful a permanent uplift may be requested (comprising two FTE of Grade 5).

A proposal has also been developed to replace five Sergeants in the West ACR with five members of staff (Grade 5). This would replicate the model in the East and North and allow the sergeant roles to transfer elsewhere. However due to limitations on officer numbers and funding this has not yet been approved.

The ACR is also currently going through organisational change to bring them all onto a national shift pattern, which has been identified as the best to meet demand and for health and wellbeing through the risk and fatigue index.

In 2016 a dedicated C3 Resource Management Unit, who are responsible for the routine forecasting of demand, was established. In the period of this plan it is considered that a full reassessment of the function will be needed, with a potential need to increase the size of the team by two FTE (Grade 3).

Future Demand

The Mental Health Pathway (MHP) launched in August 2020 and is a collaborative project involving NHS24 and Police Scotland. Its aim is to improve outcomes for members of the public who contact Police Scotland suffering from mental ill health and distress by providing a compassionate response via the NHS Mental Health Hub service without the need for front line policing deployments.

The protection of vulnerable people remains central to the ethos of the THRIVE assessment model, and the projected increase in the number of persons aged over 75 years is expected to have an impact. It is also felt the needs of this demographic is more likely to require the deployment of a face to face Local Policing response, rather than one that can be carried out remotely.

In the Joint Strategy for Policing (2020) a commitment was made to transform the way that people can contact the police, and in May 2020 the SPA endorsed the Public Contact and Engagement Strategy. This was driven by UK and EU legislation, NPCC’s emerging revised contact and digital policing strategies, and the Scottish Government’s digital strategy and guidelines for community engagement. It also responded to HMICS recommendations that Police Scotland should develop a public contact strategy, setting out a multi-channel approach to engagement and service provision.

Across the UK, other police services use more interactive websites which offer basic incident reporting, transactional services (such as licence applications, feedback), live chat, personalised content – including an individual history of police interactions – and a means of contacting the police anonymously. They are also using other digital options for contact and reporting, such as social media, text messaging and WhatsApp.

C3 is currently heavily reliant on a complex array of ICT systems and applications which are incapable of effectively managing more modern contact methods now considered common place. Indeed

existing telephony platforms throughout the Police Scotland estate have exceeded, or are imminently due to exceed, their schedules for support and maintenance.

The Unified Communications & Contact Platform Project (UCCP) project is currently seeking to address this risk by implementing a core contact platform which supports the immediate needs of Police Scotland for telephony contact. It is also examining the implications of the additional volume that would be created by increasing methods of digital contact to ensure that it is appropriately forecast and resourced. Analysis of UK policing trend data suggests that demand is likely to increase by around 7% each year when additional digital contact methods become available, and has little impact on traditional 101/999 call volumes. Therefore any introduction of digital contact and new technology are most likely to require a review of future resourcing levels as without that C3 is unlikely to be in a position to respond to such an increase without a significant impact on service delivery and public confidence.

As that detail is yet to be finalised it has not been included in the summary table below, depicting the change in resource requirements currently predicted by 2023.

C3	
Police Officers	
Rank	2023 FTE Change
PS	-5
Total Police Officer 2023 Change	-5
Police Staff	
Grade	2023 FTE Change
Grade 3	2
Grade 5	5
Total Police Staff 2023 Change	7
2023 Total Resource Change (FTE)	2

See Appendix D for the C3 Workforce Planning Activity Timeline.

3.5.2 Criminal Justice Services Division (CJSD)

CJSD was established in 2016 following the merger of the former Custody and Criminal Justice Divisions into a single management structure. The Division has responsibility for the care and welfare of over 140,000 persons in custody per year, and all aspects of interaction with partner agencies in the Criminal Justice arena.

The objectives of CJSD are:

- To protect vulnerable people, those in our communities and those in custody.
- To support operational policing in local and specialist divisions.
- To implement change that enables delivery of sustainable service matched to current and future demand and individual community needs.

A number of change projects are already underway within CJSD, each of them anticipated to have a national impact on service delivery. Each has its own existing timescales for delivery and most are impacted by external factors. This was particularly the case for 2019/20, when delivery was slowed by the deferral of capital funding.

The CJSD Programme vision is to create a national integrated and self-sustaining Division where a network of Criminal Justice Campuses and Hubs:

- Provide places of safety, wellbeing and support which address re-offending by working with partners to tackle the underlying causes of offending and signpost pathways to support; and
- Provide a comprehensive and enhanced service to Local Policing through the continued reduction of backfill and minimising their time spent on associated criminal justice processes.

Custody

The core functions of processing and monitoring the care and welfare of custodies nationally is one of the primary demands on CJSD. Since its establishment the annual number of prisoners has decreased by 11.6%, in keeping with the longer term trend seen since the formation of Police Scotland and outlined by HMICS in their 2019 review of custody.⁵⁸ There has also been a marked reduction in the number of custodies for those under 16, which is in keeping with legislative amendments.

Despite this, resource requirements are not assessed to have fallen as the number of prisoners in the vulnerable category (based on those with physical, mental, addiction, learning or self-harm issues) has remained broadly constant. A wider focus on prisoner care and welfare is now being applied, with all the resulting implications that brings in terms of time and effort.

In 2018 a new model of strategically located Criminal Justice Hubs was approved, all delivering high levels of service, cross disciplinary resilience, and specialist knowledge and care. This has established hubs in Aberdeen (Kittybrewster), Dundee, Edinburgh (St Leonards), Falkirk, Glasgow (London Road), Kilmarnock, Kirkcaldy, Inverness and Motherwell. It is anticipated there will be greater investment in these hubs over future years, with more services introduced and an upgrading in several to Community Justice Campus status, providing with partners additional community justice functions that deliver a range of wellbeing, prevention, diversion and transformation services.

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<https://www.hmics.scot/sites/default/files/publications/HMICS20190606PUB.pdf>

Within these locations multi skilled Criminal Justice Police Custody and Security Officers (CJ PCSO) are deployed. This was a role created in 2018, with 150 staff appointed between July 2018 and April 2019. CJ PCSOs have helped reduce the requirement on Local Policing for officers and staff to perform criminal justice and associated administrative back office tasks, although this reliance is yet to be completely eliminated.

It is intended, therefore, for more CJ PCSO's and CJ PCSO Team Leaders to be appointed in the hubs over the next year. The aim will be to make CJSD as self-sufficient as possible, removing the need for police officer backfill (unless exceptional circumstances dictate) and the return of officers currently working in CJSD to Local Policing.

Sergeants

Challenges exist within CJSD relating to the recruitment of Sergeants, with a number of vacancies proving challenging to fill. This has been underlined by the approval of nine Sergeant posts for remote custody centres.

There is a planned trial of CJ PCSO led custody centres with remote supervision from officers of Inspector and Sergeant ranks. This will ensure the legal requirements in relation to the arrest process are met, and if successful may provide opportunities for the future rationalisation of custody provision and further reduce the requirement for warranted officer presence.

Criminal Justice – Reparenting

Significant plans are in place to reparent a series of Criminal Justice tasks currently performed in other areas of the service. Many of these components stem from a number of legacy systems and staff structures inherited in 2013, with little crossover or consistency.

Much of this will be enabled by technology, with the Core Operational Solution (COS) Project leading on the design and delivery of the various ICT solutions that can underpin an efficient reorganisation. Together with CJSD improvement opportunities have been identified in areas such as Case Management, Records Management, Warrants, Road Traffic Collision Recording and Direct Measures. An example of this relates to the re-parenting of officers and staff from Local Policing Case Management Units into CJSD, which is currently underway.

Middle Office Restructure (MOR)

The MOR project will also explore opportunities for consistency and efficiencies in the way support services are delivered. A 2018 review of Divisional Coordination Units (DCUs) and Business Support Units (BSUs) identified a range of variances in the roles and responsibilities in units, as well as in the demand for certain aspects of support service provision, with technology regarded as a key enabler.

The Middle Office Restructure project will initially focus on DCUs and BSUs within the thirteen Local Policing divisions and in the national services which provide support service functionality – C3, OSD and SCD.

This is in line with the wider goal of making CJSD as self-sufficient as possible, reducing the demand on Local Policing. For example, the job description of the CJPCSOs has also been extended so that they can carry out wider criminal justice tasks in addition to their core custody role. The long term objective is to use any excess capacity in custody to redirect CJPCSOs into other areas such as records or productions management whenever required to meet a surge in demand.

New Ways of Working

The impact of COVID-19 has caused a rapid and fundamental re-evaluation of the way the service operates, and this has been particularly pronounced within CJSD. While the pandemic is still ongoing and learnings are continuing to evolve, it is anticipated that within custody many changes to operating practices are likely to remain. This includes the revised Lord Advocates Guidelines on custody disposals, the use of technology for practices such as virtual court appearances, and increased remote monitoring/supervision.

Such changes on the wider criminal justice system will, inevitably, impact the future operating model of CJSD. Notwithstanding this fact, the table overleaf depicts the total additional resource requirements currently predicted by 2023.

It should be noted that, as the reparenting of staff and tasks do not represent an increase to the overall Service establishment, they are not included here.

CJSD & Assurance	
Police Officers	
Rank	2023 FTE Change
PC	-83
PS	1
PI	4
Total Police Officer 2023 Change	-78
Police Staff	
Grade	2023 FTE Change
Grade 4	155
Grade 5	80
Total Police Staff 2023 Change	235
2023 Total Resource Change (FTE)	157

See Appendix E for the CJSD Workforce Planning Activity Timeline.

3.5.3 Operational Support Division

Operational Support (OSD) is a national division which provides specialist policing support to Local Policing across Scotland. The portfolio is split into three distinct areas of business:

- Specialist Services
- Emergency Events and Resilience Planning (EERP)
- Road Policing

Specialist Services

Specialist Services are available to provide assistance to ongoing incidents and pre-planned operations. They deploy across the country and cover a range of specialisms, including:

- Air Support Unit/ Remotely Piloted Aircraft (RPA) Systems – providing air support to incidents and search operations, with remote hubs available when the main helicopter is either unavailable or where deployment is not practical.
- Armed Policing – comprising operational assets including Armed Response Vehicles (ARVs), the national Specialist Firearms Unit and other specialist functions such as Mobile Armed Support to Surveillance and Close Protection Officers
- Dive and Marine Unit – assisting with underwater search and recovery, although with little marine capability they are restricted to inshore patrols only
- Dog Unit – providing essential support in a variety of roles through public reassurance and the prevention and detection of crime. This includes general purpose dogs along with specialist drugs, firearms, victim recovery and explosives dogs who are frequently deployed at defensive / Counter Terrorism (CT) type searches.

- Mountain Rescue – three Mountain Rescue Teams (MRTs) who work with partners providing specialised search support in rural/mountain areas and are staffed by Working at Height Trained Officers.
- Mounted Unit – police horses and riders to assist with crowd control and management at events such as football and demonstrations
- Operational Support Units (OSUs) – teams of officers at geographic hubs across Scotland providing Public Order, Specialist Licensed Search and Chemical, Biological, Radiological and Nuclear (CBRN) incident support
- Public Order, CBRN and Search Training Units – teams with primary responsibility for all training and policy for Public Order, Search and CBRN related activity. The training incorporates dedicated Operational Support staff and a significant number of non-dedicated staff, which make up the majority of the training establishment.
- Specially Trained Officers (STOs) – officers equipped with Tasers.

The nature of demand placed on the various specialist units can vary significantly with many elements outside their control. A government or private industry decision can cause an unanticipated increase in demand for certain roles – e.g. environmental protests/ oil industry off shore drilling/ fracking – while football clubs who have a successful run of European matches can increase the need for specialist resource at very short notice.

Developing and retaining these specialisms bring with them substantial training implications, which is a time commitment that is not factored into shift patterns. It also adds pressure on securing appropriate training venues as, for example, Police Scotland only has one purpose built facility in Jackton for armed and public order officer courses which can cause challenges for individuals attending a significant distance from their home for lengthy periods. To alleviate this there is a reliance on instructors being able to secure the use of private premises, such as former schools and hospitals that are earmarked for demolition or development, or military bases depending on availability.

Specialist resources require to be deployable nationally, with procedures in place to increase ease of access to more remote communities while remaining flexible to the increased demand faced in more urban environments. The medium-term goal therefore is to deliver specialist training on a geographic basis wherever possible and the use of non-police venues will continue to be encouraged to facilitate this.

Workforce Change

While 2020 has been dominated by the ongoing COVID-19 pandemic, in 2019 there was an increase in public order officer deployments of 149% compared to the previous two years. It is anticipated that this demand may return following the pandemic given the potential issues resulting from the UK withdrawal from the European Union, ongoing sectarian disorder associated with marches and parades, and planned and spontaneous environmental protest.

The Public Order establishment is currently being increased by 1,400 officers to ensure Police Scotland has the capacity to meet not only those demands but those of the COP26 conference and the ability to provide mutual aid support to police services in the rest of the United Kingdom. This uplift will increase the number of non-dedicated resources within Local Policing that can provide additional response outwith OSU core hours, and reduce the number of cancelled rest days for Public Order operations by having more specialists available.

Armed Policing implemented a revised Deployment Model in 2018, and deployment to firearms operations has since remained relatively constant. At this time there is no indication of a significant change to that over the next three years. The most recent demand analysis also supports the current locations of the dedicated ARV resources although this will continue to be actively monitored.

However with assaults on officers increasing, and a rise in incidents involving weapons, it is anticipated that Police Scotland will require to increase its current STO model. STO's are divisional uniform officers who work in Local Policing divisions and have an additional responsibility for carrying a taser to enhance officer and public safety. Currently the number of trained STO's equates to 3% of Service establishment, with the UK average of STO's being approximately 20%.

It is expected that this enhancement will be needed from 2021 and, based on an initial review and benchmarking of other UK police services, will involve making permanent the current temporary dedicated Taser Policy and Compliance Unit of 1 Inspector, 2 Sergeant's and 2 Constables. Furthermore, to provide a suitable delivery model, a further training team of 12 PC's will be sought.

Future Activity

The nature of support requested from Local Policing varies according to its local profile. Glasgow for example has four major football stadiums, and on match days can see in excess of 50,000 spectators, with specialist operations called on to assist by providing dogs, horses and air support to help police those events.

In more rural areas however, the scenic attractions of Scotland brings with it walkers who can on occasion find themselves in difficulty very quickly due to getting lost, injured or due to a change in the weather. Divisions then have to request Police MRT to assist with locating these individuals, whom if not recovered quickly can result in a more protracted missing person enquiry.

Specialist Operations receive resourcing requests for all circumstances, some of which cannot be facilitated due to competing demands and availability of specialist officers. Provision of support to rural/remote areas to demonstrate equity of access to specialist roles can be challenging and cost prohibitive. In particular it is recognised that the location of the Dive and Marine Unit and the Mounted Unit restrict access to more rural areas, although the addition of further hubs would logistically be difficult and expensive, and it is questionable that the outputs would be any more effective than the current model.

In 2019 the ASU was enhanced with the introduction of two RPAs based in Aberdeen and Inverness, operating by specially trained officers. An evaluation of its first year of operation is currently in development, and is likely to underline an emerging demand that will require further resourcing.

The NPCC have previously mandated that all Home Office police services should have Body Worn Video capability in respect of Armed Policing. While this equipment is expensive, a project is underway considering the possibility of this investment with a recognition of the requirements Armed Policing would have.

The introduction of a Policy and Compliance Unit, with appropriate software, would provide a consistent approach to the recording and monitoring of training and operational deployments for all specialisms. This would comprise of an estimated team of one Sergeant & four Constables.

The overall gender balance of Specialist Operations is currently 18% female officers and 82% male officers female, and it is recognised that further work is required to make this area representative of the wider service. Actions moving forward include the promotion of vacancies, open days, and offering part time or flexible working.

Emergency, Event and Resilience Planning (EERP)

EERP is a national department making sure that Police Scotland are properly equipped to safely respond to or mitigate developing or emerging threats to public safety ranging from acts of terrorism, natural disasters or adverse weather incidents.

The Civil Contingencies Act 2004 forms the legal basis for emergency preparedness in Scotland and across the UK. The Civil Contingencies Act 2004 (Contingency Planning) (Scotland) Regulations 2005 provides further details on the application of the Act to Scotland, with particular regard to the roles of Responders. The 'Act' places precise legislative requirements and statutory duties upon Police Scotland as a 'Category 1' Responder, further outlined in the Scottish Government Guidance entitled 'Preparing Scotland'⁵⁹.

EERP, along with other 'Category 1 and 'Category 2' partners, works in partnership to mitigate the complex risks identified within the 'National Risk Assessment'. These high level risks are mitigated through the formulation of specific plans, which are tested and then exercised in various forms. A recent instance of this work evolving from the Planning to Response phase has been the Pandemic Framework now forming the Police Scotland response to COVID-19.

As this starkly illuminated, major incidents presenting significant risks can occur at any time and often with little or no warning.

This area also provides specialist support in regards to planning, preparation and delivery of major large scale policing events. During 2019, Police Scotland recorded over 5,000 events, which involved the deployment of deploying dedicated EERP planning staff and command structures to over 200 large scale events. While some of this increase in 2019 was associated with sectarian disorder linked to marches and parades, much of it is connected to the marketing of Scotland as an attractive country for the hosting of events.

The ability to support operational policing requires investment in key specialist skills and training, ranging from Event Planners, Resource Deployment Advisors, Emergency Planning Advisors, Intelligence Analysts and Police Liaison Officers for Off Shore incidents. The ability to retain qualified personnel whilst also attracting new entrants is paramount to the overall sustainability and long term success of the department.

Workforce Change

Since the inception of Police Scotland, efforts have been made to evolve and improve the RDU but efforts have stalled, largely due to insufficient investment. The RDU continues to operate largely on legacy policing structures that hamper the efficient deployment of resources. A project is now underway to re-structure the RDU to revamp legacy structures and establish a corporate structure which can provide equity of service provision across the country. It is also anticipated that this re-organisation, if approved, could enable the re-deployment of approximately 23 police officers across the organisation. This project is currently within the early stages of development however, and as a result precise costings are yet to be developed. In any event, it is anticipated that there will be no implementation of a new structure until the conclusion of COP26 in November 2021.

An Aviation Safety and Security Unit is also being established, which will take into account the forthcoming Air Traffic Management and Unmanned Aircraft Bill which will have an impact on police powers and procedures across Scotland. Unmanned Aerial Vehicles (UAV) or 'drones' have significantly increased in popularity due to their relative affordability, and the closure of Gatwick Airport in December 2018 highlighted the significance of the issue.

Road Policing

Road safety consistently features as a high priority area for policing at both the national and local level. This is reflected in national strategies, the Annual Policing Plan and Local Policing Plans, and incident demand data from 2019/20 indicates that road traffic matters are the third biggest demand category for Police Scotland.

The Scottish Government is now consulting on an ambitious Road Safety Framework for the next decade.⁶⁰ This sets out a long-term vision for road safety, Vision Zero, where there are zero fatalities and injuries on Scotland's roads by 2050. The journey to achieving this vision will also include ambitious targets where the number of people being killed or seriously injured on Scotland's roads will, from a 2014-18 baseline, be halved by 2030.

These new targets will determine a renewed focus on Road Policing activity requiring new and innovative approaches to proactively influence driver behaviour and prevent reactive collision demand. This will likely mean that the policing response will also have to change, with enforcement activity being supplemented with more prevention and interventions work to support the necessary behavioural change amongst drivers and other road users.

Due to the ongoing nature of this consultation, Police Scotland will continue to engage in this process and will review its workforce plan for Road Policing upon publication of this framework, which is expected to take place in early 2021. However the resourcing implications of meeting this additional demand will have to be considered within the limitations of current financial provision.

Notwithstanding the potential changes that may come from the RDU project, the ongoing review of the RPAs, and the updated Road Safety Framework, the summary table below depicts the current projections over changes in OSD resource requirements by 2023.

OSD	
Police Officers	
Rank	2023 FTE Change
Inspector	2
Sergeant	10
Constable	37
Total Police Officer 2023 Change	49
Police Staff	
Grade	2023 FTE Change
Grade 5	4
Grade 2	2
Total Police Staff 2023 Change	6
2023 Total Resource Change (FTE)	55

See Appendix G for the OSD Workforce Planning Activity Timeline.

⁶⁰ <https://www.transport.gov.scot/news/consulting-on-scotland-s-road-safety-framework-to-2030>

3.5.4 Partnership, Prevention & Community Wellbeing

Partnerships, Prevention and Community Wellbeing (PPCW) brings together experience and knowledge in a wide variety of fields to support Local Policing, incorporating a wider policy and coordination function in relation to the development and ongoing support of Police Scotland's prevention, enforcement and disruption activity at a national, regional and local level.

This portfolio has evolved from the Safer Communities remit that was inherited from legacy services in 2013. For over five years it was part of SCD, absorbing a number of functions through organic development and the impact of both internal and external policy changes. The creation of the PPCW remit brought sharper focus and expectations around what it could deliver, and it was agreed in 2019 that bringing services into a single cohesive division within Local Policing would create a more coordinated, streamlined approach to service delivery and provide an effective conduit between strategic drivers and operational activity.

PPCW is committed to working more effectively with a wide range of partners, recognising that the majority of police demand is rooted in complex social need. Its strategic aim is to protect those most vulnerable at risk of harm and make the communities we serve safer places to live, work and visit. This is achieved through working to a clear purpose of strengthening partnerships to deliver sustainable change and improve service delivery, whilst acting as an accelerant in reducing inappropriate demand on policing without any detriment to wider public service provision. As a result its three priority areas are:

- Building Resilience with Others to Address Vulnerabilities;
- Reducing Substance Related Harm; and
- Working in Partnership to Keep Communities Safe

On behalf of the service PPCW are currently chairing the Reform Collaboration Group (RCG), where the Chief Officers of the three blue light emergency services – Police Scotland, Scottish Fire & Rescue Service and the Scottish Ambulance Service – oversee a strategic approach to building collaboration.

All officers and staff within PPCW require to be appropriately trained in Public Health principles and the Whole Systems approach, and Trauma Informed Policing. Specialist training or experience is a prerequisite for appointment in roles involving Partnership Management, Cybercrime and Equality and Diversity.

PPCW also engages with Local Policing in developing specific preventative approaches that meet locally identified needs, priorities and demands – for example the G Division drugs strategy that aims at reducing the number of drug-related deaths in the NHS Greater Glasgow and Clyde area.

The future staffing profile of PPCW remains to be agreed, but it is anticipated that as progress is made towards completion of key tasks the staffing profile in non-operational business could change with an increase in the number of police staff posts and a reduction of police officer posts.

A number of changes to working practices have been proposed, but remain aspirational and require to be considered and discussed further with key representatives across the organisation before they can be progressed further. This includes areas such as:

- the recruitment of additional Partnership Development Managers – possibly as many as one for each territorial division;
- the co-location of Safer Communities Divisional staff/SMT with other Scottish Emergency Services; or
- Divisional staff/SMT being embedded or representing Police Scotland within the Scottish Centre for Law Enforcement and Public Health.

The ability to execute any agreed development plan has and will continue to be impacted by a number of factors, including resource availability. Clearly, it is wholly appropriate for Police Scotland to prioritise operational service delivery – for example resourcing the EU Exit reserve, Operation Urram planning and the response to the COVID-19 pandemic – and the abstraction of PPCW staff for this purpose has significantly curtailed activity throughout 2020.

Given the preventative focus and, generally longer-term nature of this work, measures of success can vary widely and the operational impact of the work will generally be experienced and measured at Divisional level. This can make it challenging to define and report on measures of success and this is recognised as an area that needs to be developed and enhanced as a priority over the next year.

See Appendix G for the PPCW Workforce Planning Activity Timeline.

3.5.5 Specialist Crime Division

SCD provides dedicated investigative and intelligence resources to prevent and tackle serious and organised crime, and protect those at risk of harm within the communities of Scotland. It is split into six distinct but inter-related business areas:

- Intelligence Support
- Local Crime
- Major Crime
- Organised Crime, Counter Terrorism and Intelligence (OCCTU)
- Public Protection
- Specialist Crime Support

All areas of SCD are focused on the priority of tackling crime, including cyber related crime. As such the exponential increase in the use of the internet continues to significantly change criminal activity and demand in this area, resulting in a shift away from traditional public space crimes into private and cyber spaces. Particular areas of focus include online Child Sexual Abuse and Exploitation (CSAE), fraud, and human trafficking.

A significant number of SCD resources are based at the Scottish Crime Campus (SCC), a Scottish Government initiative aimed at enhancing collaboration between serious crime and counter-terrorism agencies. The campus brings together Police Scotland, the NCA, Her Majesty's Revenue and Customs (HMRC), Forensic Services, and the Crown Office and Procurator Fiscal Service (COPFS). Partnership working is integral to the Scottish Multi Agency Strategic Threat Assessment, identifying the risk, threat and emerging trends posed by serious crime and the potential impact on the community.

Much of the work undertaken by SCD is focused on prevention, which is difficult to measure but helps to reduce demand on Local Policing. This includes the issuing of notices regarding threats to life, personal safety advice, and crime disruption activity.

In developing the plan, each business area looked inwardly to realign current resource to the meet the highest priority threats and demands.

Intelligence Support

Intelligence Support is the main organisational conduit for local, regional, national and international intelligence and information sharing. Every day Police Scotland records, assesses and where necessary disseminates in excess of 1,000 separate intelligence logs. The management and administration of this process is the responsibility of Intelligence Support.

In recent times there has been significant demand in areas related to protest activity, online activity, compliance with legislative changes in the Investigatory Powers Act, and compliance with NPCC portfolio requests to ensure compatibility with other UK Law Enforcement agencies.

The three key business areas within this section are:

- National Intelligence Bureau (NIB) – providing a structure and process for external intelligence capture and dissemination;
- Human Collections – which includes Covert Human Intelligence Sources (CHIS) and Central Authorities Bureau (CAB); and
- Technical Collections – including the Confidential Unit, Internet Investigations Unit (IIU), Communications Intelligence Unit and Special Projects Unit (SPU).

The NIB has 24/7 coverage and features a workforce mix of both officers and staff. Part of this role involves an administrative function dealing with correspondence from external agencies, in addition to the internal and external dissemination of intelligence, including sanitising intelligence logs for areas of sensitivity. In future these core duties could instead be performed by police staff by incorporating three members of staff into each of the three teams. This would bring greater resilience amongst the teams, allowing the remaining officers to focus on dealing with higher risk material.

Furthermore areas such as the Automatic Number Plate Recognition (ANPR) Bureau, the Prison Intelligence Unit and the Threat Desk have been identified as ones where the number of police officers could be reduced and police staff increased. The roles are predominantly office based requiring skills in research and intelligence assessment that do not require warranted powers.

Such changes would develop capacity for the IIU, who are the central point of contact for Police Scotland in relation to online CSAE occurring within Scotland, which has surged in recent years with increased access to internet enabled devices, smart phones and social media platforms. The number of CSAE referrals in the last year has increased by 44% when compared to the previous twelve months, which has led to a significant backlog of referrals and National Online Child Abuse Prevention (NOCAP) packages, which is a significant risk. As such a major uplift in resources is required in order to address this priority challenge.

In 2019, the Police Scotland response to Online CSAE was reviewed by HMICS and in February 2020 their report was published⁶¹. Ten recommendations were made which will have an impact across several business areas, and an end to end review of the NOCAP process in Scotland is ongoing which the IIU are contributing to.

The IIU operating model is seen as in need of change, and increasing the number of staff to blend with existing officers is a strong possibility. This could include the recruitment of experts in topics such as Data Analysts, Programmers and Coders, Data Scientists / Miners, Ethical Hackers, Cyber Security experts and researchers or Network Engineers.

In light of this context, a full review of the current structure and purpose of national intelligence has been commissioned. A team is already in place and is in the detailed evidence gathering phase, ahead of consulting with a wide range of internal and external stakeholders. As such, the workforce changes proposed in this business area may be subject to further development as this workstream matures.

61 <https://www.hmics.scot/sites/default/files/publications/HMICS20200226PUB.pdf>

Local Crime

Local Crime provides support, advice and expertise to Local Policing, and leads nationally on Wildlife Crime and Acquisitive Crime.

Divisional Detective Superintendents are based in the Local Policing divisions and have responsibility for all crime related matters at a divisional level, as well as being the conduit between SCD and Local Policing for specialist resources.

The Wildlife Crime Portfolio is aligned to this business area. The Wildlife Crime Coordinator is responsible for the National Coordination of wildlife crime, with a specific remit for policy, performance, partnership and National Training.

Major Crime

This area provides specialist resource to Local Policing through Major Investigation Teams (MITs) who have primacy for the investigation of all category A and B murders, child homicides, and suspicious deaths (which can include unexplained deaths). MIT's also investigate all undetected and unresolved homicides, Double Jeopardy cases as directed by COPFS and have investigative responsibility for critical incidents and major or complex enquiries

The nature of this responsibility involves the ability to mobilise resources nationally at short notice, as was demonstrated during the investigation into the train derailment near Stonehaven on 12 August 2020 which involved police resource from Dundee, Dunfermline and Inverness. To have this sort of agility the role profile of an MIT Detective sets out the need for national deployment that on occasion involves working away from home for extended periods where there is a significant demand.

The number of homicides in Scotland has remained static over the last three years, averaging around sixty a year with no indication this will rise significantly over the next three years. Existing structures are considered as being effective in addressing the largely predictable volume of demand in this area, however opportunities have been identified where a number of civilian investigators could take responsibility for supporting historic undetected and unresolved homicides in the preparation of cases. Whilst this is not a new idea to UK policing, it would be to Police Scotland and any implementation would need to be carefully monitored and implemented to ensure the Detective roles could be redeployed to other areas of greater demand or managed through natural attrition.

Organised Crime, Counter Terrorism and Intelligence (OCCTU)

OCCTU comprises a number of specialist departments who are responsible for disrupting crime groups across Scotland through joint interventions, supported by integrated surveillance teams, intelligence, interventions and expert witnesses.

The Cybercrime Investigations team leads on investigations such as Ransomware, Business Email Compromise, Denial of Service attacks and Computer Misuse Act offences, but is currently very small and only has the capacity to lead on lead on higher threat / higher impact reactive investigations, and often require key support from partners such as the NCA and NCSC.

Digital Forensics staff support all incidents and investigations within Scotland that require any form of digital forensic analysis or extraction from a digital device. This can range from supporting evidence of low level criminality, to dash-cam footage from a major Road Policing incident to Homicide investigations and crime. The demand placed on the digital forensic staff, not only in relation to the number of digital devices in use but the exponential growth in capacity and capability of these devices, is not currently recognised.

The Cyber Capabilities Programme (CCP) is a multi-year transformation programme to build the capacity and proactive capability of the cybercrime investigation and digital forensic areas, both in terms of size and technological skills. In line with the Cyber Strategy outlined in section 2.1.10, it is intended for growth to be phased in over the next three years and increase the size of the investigative team by 30 officers or staff, as well as technical experts with relevant ICT security experience. This team will also provide mentoring support to Local Policing in the investigation of cybercrimes and providing the preventative messaging in an effort to disrupt future criminality.

Investment is also sought in the Cybercrime Intelligence team to secure a greater number of focused cyber analysts, who would identify emerging risks as well as bring a greater understanding of how to address known risks.

The Cybercrime gateway operates as the initial triage point for all digital examination requests into Police Scotland Digital Forensics. It has recently increased its coverage but with a further increase in staff this could be extended to include weekend support and even 24/7 support if considered proportionate.

Within Digital Forensics it has been proposed to invest both in resource and technology to meet the growing demand and address the emerging risks from new technology, including cloud based data storage and extraction. It is also recognised that increases of this scale also require the need for appropriate assurance to ensure activity is proportionate and in compliance with industry standards. The learning from SPA Forensic Services has indicated that a team specialising in quality control was important in maintaining the expertise required for accreditation, but this is a resource that does not currently exist within Police Scotland.

Current projections are that this increase would comprise of 60 officers and staff, at a cost of approximately £2.7 million.

OCCTU also includes the CT Unit, who provide a co-ordinated national response to tackle counter terrorism, supported by integrated surveillance teams and intelligence. This forms part of the Police Scotland response to the UK's counter-terrorism strategy "Contest".⁶²

Border Policing Command (BPC) work alongside partner agencies to protect the national security of the UK. BPC Intelligence provides the plain clothes CT Borders coverage at Scotland's ports and airports, and are accredited Examining Officers under Schedule 7 of the Terrorism Act 2000, while BPC Protective Security provide a high profile uniformed presence on site at each airport to mitigate against the threat and risks associated with Aviation Policing. These areas saw a temporary increase in resource during 2019 due to considerations around the departure of the UK from the European Union, and it is expected once the full impact of this is known they will be withdrawn and re-dispersed throughout the service.

While it is not anticipated that there will be any requirement to maintain or indeed increase resource levels over the next few years, that will be largely influenced by the terror threat level and passenger numbers in light of the COVID-19 pandemic. Regardless of the latter, appropriate police deployment at airports is mandatory under the terms of the UK Government's Airport Security Framework and are funded by the airport operators. Within the next three years fresh Police Service Agreement (PSA) contracts are due to be negotiated, and while passenger numbers do not by themselves directly affect the risk to airport security it does impact the financial context those discussions take place in.

62 <https://www.gov.uk/government/collections/contest>

The second major change programme within OCCTU is the Technical Surveillance for the 21st Century Programme, which was established to transform the Technical Support Unit (TSU) into a department fit for the digital world. While the TSU contracted in size at the inception of Police Scotland, the complexity of modern communications and pace of development means investment is needed for a dedicated team of engineers who can get the most out of systems and find technological solutions.

It is intended these posts would be phased in over a three year period, contingent on appropriate approvals and funding, with current projections being that this activity would create 37 specialist technical jobs at a net cost of approximately £1.3 million.

This would also include releasing a significant number of police officers from the Digital Media Investigations Unit, converting the roles to staff featuring the appropriate level of technical engineering skills. The inception of a Modern Technical Apprenticeship scheme would be a long term solution to the challenge of recruiting and developing this skillset within the service.

OCCTU also includes the Special Operations Unit (SOU), which has responsibility for the delivery of undercover operations including those relating to cyber enabled criminality. The 2017 HMICS Strategic Review of Undercover Policing commented that this tactic was largely underused in Scotland compared to the rest of the UK⁶³, and underlined in their 2020 HMICS review of Online CSAE⁶⁴ that while undercover deployments were suitable for a range of crime types it was especially suited from a child protection perspective in pursuing those who exploit the anonymity of the internet to target children. It is therefore intended to expand resourcing of the SOU given it is one of the few proactive approaches available in this high risk, high priority area.

Public Protection

Public Protection works across several disciplines, all aimed at protecting people at risk of harm. This unit works collaboratively with Divisional Public Protection Units across domestic abuse, child protection, adult protection, rape and sexual crime and offender management.

Once intelligence in relation to NOCAP packages are developed by the IIU responsibility for the operational response is largely met by Local Policing and the National Child Abuse Investigation Unit (NCAIU), who provide a dedicated, specialist resource to support complex and high level cases of child protection investigations.

As was highlighted earlier in this section, there has been a significant rise in CSAE referrals and this was a subject of recent HMICS inspection.⁶⁵ Given the area of risk this represents, work is ongoing to address the recommendations in this report which also commented on a lack of analytical support in the PPU domain as a whole.

Alongside new threats and demands, there continues to be an impact from historic offending. It is anticipated that the Independent Scottish Child Abuse Inquiry investigating historical abuse of children in institutional care in Scotland will keep the public profile of this subject at a high level for several years, and continue to drive an increase in the volume of incidents reported to law enforcement and child protection agencies.

The scale of human trafficking and exploitation in the UK is also increasing and this is likely to continue for the next few years due to the drivers influencing the supply of and demand for victims of trafficking. The National Human Trafficking Unit (NHTU) has experienced major change since 2013 with this increased demand, legislative change and a greater focus on the area by external partners. As such regional investigation teams will be established.

63 https://www.hmics.scot/sites/default/files/publications/HMICS20180207PUB_0.pdf

64 <https://www.hmics.scot/sites/default/files/publications/HMICS20200226PUB.pdf>

65 <https://www.hmics.scot/sites/default/files/publications/HMICS20200226PUB.pdf>

This proposal also includes, however, an additional analytical and intelligence capability that would be provided by members of police staff, which can only be provided if sufficient funding is approved.

Rape and sexual crime has also shown an upward trend since 2013, which is considered as being partly attributable to changes in societal attitudes and successful media campaigns. The National Rape Investigation Team (NRIT) are based in Dundee and Glasgow and plans are in place to introduce a third team in the East Command area. Again it is the intention for these teams to be sourced from within the current SCD establishment.

The increase in this area has also impacted on the OMUs situated across the country, with the overall number of Registered Sex Offenders (RSOs) averaging an increase of 5% each year. With courts now leaning towards non-custodial sentences for online and lower level offences the percentage of offenders managed in the community is expected to rise at an increased rate in future years, which in turn may mean more officers are required for this area in the future.

Specialist Crime Support

Specialist Crime Support and Coordination provides support to Senior Officers and the Police Scotland Executive by coordinating SCD activity in line with the multi-agency commitment to the delivery of the Scottish Government's Serious Organised Crime (SOC) Strategy.⁶⁶ Demand in this area is based on a number of variables that have a direct correlation to the current level of crime and crime trends.

Also included in this business area is the National Disruptions Unit (NDU) – who deliver the disruption strand of the SOC Strategy, which can entail supporting Local Policing with divisional initiatives through to working with OCCTU – and the Lifetime Offender Management Unit, who provide a dedicated support function for the identification of Lifetime Offenders, their management pre-arrest,

within the prison estate in conjunction with the Scottish Prison Service, and their subsequent release back to the community.

The Negotiator Unit is a national resource, coordinating the training and delivery of the crisis negotiation specialism. It acts as a single point of contact in terms of support and coordination for the negotiator cadre and specialist training, operational advice and guidance to other specialisms and individual officers. A review of the Unit has recommended an increase in staff to bolster national coverage and a return of senior line management to OSD. This work is currently ongoing and, as a result, this uplift is reflected within the current structure of SCD within this plan.

The International Bureau supports Police Scotland's information exchange across all international areas of policing, providing a single co-ordinated response to International Enquiries, European Arrest warrants and extraditions, and acting as a conduit for enquiries directed to and from international partners such as Interpol and Europol. Enquiries involving SOC are currently routed through Europol, however as part of Brexit Contingency Planning assumptions, work has been done to develop our contributions through Interpol.

A Brexit Delivery team is in place to support the delivery of Police Scotland's response to the imminent exit from the European Union. It works with both internal and external partners including Scottish Government, the Home Office, the NCA, the NPCC and the devolved administrations to ensure that Scotland specific law enforcement issues are acknowledged by Central Government during Brexit Negotiations.

Plans are in place for the International Criminality and Fugitive Unit to implement a 24/7 shift pattern in preparation of the challenges and demands of the EU Exit. This transformation will become permanent in the event that Scotland adopts Interpol Sub Bureau status to cope with the additional demands of providing this service in Scotland.

66 <https://www.gov.scot/binaries/content/documents/govscot/publications/strategy-plan/2015/06/scotlands-serious-organised-crime-strategy/documents/00479632-pdf/00479632-pdf/govscot%3Adocument/00479632.pdf>

Future Workforce

Throughout the SCD plan, there are options to use either officers or staff in specific roles. As such the numbers contained in the summary table below are, at the present time, indicative.

SCD	
Police Officers	
Rank	2023 FTE Change
Chief Inspector	3
Inspector	8
Sergeant	20
Constable	88
Total Police Officer 2023 Change	119
Police Staff	
Grade	2023 FTE Change
Grade 9	-1
Grade 8	10
Grade 7	5
Grade 6	30
Grade 5	31
Grade 4	65
Grade 3	16
Grade 2	5
Total Police Staff 2023 Change	161
2023 Total Resource Change (FTE)	280

See Appendix H for the SCD Workforce Planning Activity Timeline.

3.5.6 Other Change Impacts

Benefits tracking is one component of the establishment of the entirely new change function that was created in Police Scotland during 2017. It is a key aspect of the change team's responsibility and is essential in demonstrating and evidencing the cost: benefit delivery of the investment in transformation.

A suite of reporting metrics have been created to report on the following elements of benefit realisation:

- Cashable Benefits;
- Officer FTE Non-Cashable Efficiencies;
- Staff FTE Non-Cashable Efficiencies.

Each of these elements has:

- A planned value, taken directly from the original estimates within the approved Business Cases;
- A Forecast value, as projected by both Project Managers (PMs) and Finance.
- An Actual value which demonstrates actual benefits realised to date.

Non-Cashable Efficiencies are categorised as either Capacity or Productivity:

- Capacity gains are recorded where a whole FTE is realised and able to be deployed or re-allocate;
- Productivity gains represent an aggregation of disparate time savings, and given which are not so readily realised.

As of 4 September, the following values were reported for the portfolio timeline from 2017/18 to 2021/22:

	Planned	Forecast	Actual To Date
Officers	1370	1234	786
Staff	238	238	5*

* The majority of the forecast in this area are yet to be realised and are anticipated in 20/21 and 21/22 with the implementation of various Core Operational Solution Modules.

HMICS have signed off the 2017/18 and 2018/19 values, and are currently finalising 2019/20 values. With the exception of CAM, benefits still planned for 19/20 (currently being validated) these benefits are in line with expectations to date.

An overview of the most significant changes are provided below.

Mobile Working Project

This project aimed to deliver mobile devices to the Service, giving relevant operational officers access to systems which are currently only available on desktops and laptops.

A key benefit of mobile device solutions is the amount of time recovered for officers which can be spent in the community rather than at the station, enabling increased active visibility, engagement and accessibility to the public.

The roll out of this technology began in D Division in June 2019 and concluded in P Division during March 2020, creating a national Mobile Working solution for Police Scotland.

Since the first frontline officers received mobile devices in Tayside it has been calculated that a total of 444,496 hours have been freed up by the ability to conduct checks and carry out administrative tasks on the go rather than have to return to an office to record details of the incident on the appropriate systems and to complete paperwork.

Officers can also now carry out their own checks, which could previously only be done via the area control room.

Core Operational Solutions (COS)

COS is responsible for the delivery of a suite of apps which will be designed to streamline the recording and management of core operational information and supporting activity.

Major investment in this area will see solutions developed to help improve core policing functions – e.g. accessing police databases, crime enquiries, statements, building cases, managing vulnerability, handling missing persons enquiries – and much of this new capability will be available to officers via mobile devices.

One of the many benefits that will come with the introduction of COS will be the significant reduction in the re-keying of information, improved access to information, easier information sharing and better insight into the background of both victims and perpetrators. The work also aims to create single national applications and phase out the multiple systems that Police Scotland inherited from the legacy services.

Contact Assessment Model (CAM)

This project changed the Police Scotland approach to assessing and prioritising calls to 101, 999 and at police offices. Key to this was the enhanced assessment of threat, harm, risk and vulnerability to enable the service to respond appropriately and proportionately based on an individual's needs and circumstances.

Default call gradings were removed so that each call is individually assessed via THRIVE rather than being automatically generated. It moved from 6 categories of grading to 4. These are:

- Immediate (emergency response)
- Prompt (priority response)
- Standard (Local Policing Appointment (LPA) or telephone appointment)
- Other resolution (non-attendance)

CAM offers a wider range of resolution options due to the creation of the RT to work closely with the PSSC and ACRs to provide advice and guidance to the public and partners regarding matters which require a degree of specialist policing or legislative knowledge.

Through our THRIVE assessment and additional resolution options CAM increases our ability to dispatch officers to urgent incidents, which means that officers can get to the people who need them most when they need them most.

This new approach is part of the long term development of our 101/999 service. Its introduction began in 2019 and was eventually accelerated to enable Police Scotland to better respond to the coronavirus (COVID-19) pandemic.

National Network Project

The National Network project was established to provide a faster computer network that would improve services and efficiency across the country.

This project is now in the final stages of its phased national roll out, delivering improved network performance, stability and capability by removing legacy network services. Officers and staff will see improvements in the network speed, make simple tasks like logging on to machines and using applications quicker.

The project is one of the key deliverables and an important building block of the DDICT Strategy (see section 2.1.7).

3.6 Corporate Support

3.6.1 Professionalism & Assurance

The Professionalism and Assurance function comprises of three main areas:

- the Chief Data Office incorporates the business functions of Information Management and National Systems Support, and provides data governance, lifetime management of National Systems, information assurance, disclosure, guidance and support across the Police Scotland data estate, embedding data ownership across the business;
- Governance, Audit & Assurance oversees the business functions of Policy Support, Governance Coordination, Executive Support, Strategic Engagement & Coordination, and Risk, Assurance & Inspection; and
- Professional Standards, which covers Complaint Recording & Investigation, Conduct Investigations, Criminal Investigations, the National Gateway Assessment Unit, Service Vetting and Anti-Corruption Unit.

Data Management

Inaccurate information or poor data quality can significantly impact front line policing and investigation. Data held in policing systems is used for preventing and tackling crime and if its quality is not maintained then its use and reliability will be brought into question. To meet the future needs of the organisation a growing number of information risks need to be managed, which include data retention, security, data sharing, data protection, data quality, data ethics, and analytics, and this is a focus of the Data Drives Digital Change programme.

As part of this work a Data Governance and Management Project is underway, reviewing the functions of Information Management (IM) and National Systems Support (NSS), seeking to create a new Data Governance Unit and develop a new Target Operating Model under a Chief Data Office. Existing NSS staff will undertake the new Data Governance activities following an organisational change exercise, with job mapping and upgrading of role profiles to align with the new target state.

This review takes into account the implications of the COS roll out, which will need more resources for lifetime management of the system, and to address a number of data management risks. The Full Business Case for this project is currently in development and is seeking investment in staff resources of approximately £400,000 a year.

The new operating model will also factor in the implications of the proposed Master Data Management (MDM) software as, if this is adopted, it may have an impact on a number of the tasks and activities staff currently undertake.

National Firearms and Explosives Licensing

The National Firearms Explosives Licencing (NFEL) function is responsible for the administrative processes associated with the granting, renewal, variation and revocation of all certificates in respect of explosives and firearms, shotguns, air weapons and registered firearms dealers controlled and licensed under the Firearms Acts 1968-1997, the Explosives Regulations 2014 and the Air Weapons and Licensing (Scotland) Act 2015.

The overall aim of the Firearms Licensing process is two-fold:

- To protect public safety and ensure that only suitable persons are able to lawfully possess and use firearms
- To ensure that the firearms licensing service is delivered efficiently and effectively so as to meet the needs of service users

There are currently 75,000 certificate holders and 350 registered firearms dealers across Scotland. Personal firearms certificates are issued for a five-year period and an assessment made to determine the individuals continued suitability at the expiry of this time. The process begins with applications being received by NFEL, who then send it to the appropriate Local Policing division where assessment of suitability is made by Firearms Enquiry Officers. Where an applicant is deemed unsuitable at either grant or renewal, this is referred to NFEL for further scrutiny and decision making. NFEL have sole responsibility for refusing or revoking certificates.

In the next three years there are two problems which require to be addressed, relating to managing an increase in the number of renewal applications and upgrading the ICT currently in place for this area.

Following the introduction of the Air Weapon legislation on 1 January 2017, 25,000 air weapon certificate applications were received by NFEL as this type of weapon became licensed for the first time. These were granted and are due for renewal in 2022/23, in addition to the 19,865 firearms and shotgun renewals which are due in the same period, and there are insufficient resources at NFEL to meet the administrative burden of processing these renewals.

This increased demand and cycle will thereafter be repeated every five years.

There is clearly a risk of reputational damage for the organisation if renewals are not monitored and managed appropriately. For instance if certificates are not renewed prior to expiry, remedial action will require to be taken to prevent possession of non-certified weapons, which would amount to either seizure of weapons or the issue of a temporary certificate until the renewal process can be completed.

The increased demand on NFEL will clearly also impact on Local Policing, given that divisional resources are responsible for the enquiry stage of both grant and renewal applications and making recommendations on suitability.

At the same time the ICT currently in use is outdated, and a project is currently underway considering whether the introduction of automation would benefit the firearms licensing grant and renewal application process. This would improve the service delivered and release staff capacity to deal with the increased workload. Furthermore this would introduce and embed automation as a proof of concept for the wider organisation, with the potential for it to be expanded into other business areas through time.

If automation is implemented in 2021, it is anticipated that the current resources would be sufficient to meet the predicted demand as a result of a release in capacity. If this software is not introduced however, the uplift in staff has been predicted by external consultants as 17 FTE at a predicted cost of £491K from October 2021 on. These staff would only be required for three years out of every five year renewal cycle.

Audit and Assurance

This area aims to ensure that the organisation fully understands its risk profile, manages it effectively and maintains the majority of its risk profile within risk appetite, that recommendations from internal and external scrutiny are managed effectively, the national document set is fit for purpose with policies and procedures are being followed, and to improve understanding of Scottish Crime Recording Standard (SCRS) throughout Police Scotland to ensure consistency in crime recording.

It is hoped that by 2026 the number of recommendations will fall as processes and practices become more efficient and organisation is embedded. However, as demand on the organisation as a whole increases and budgets reduce the risk profile is likely to be greater.

There will be an increase in demand during 2020/2021 as Policy Support implements a review of the Record Set which will encompass a rationalisation of instruction ensuring that content is streamlined and accessible to support frontline policing. While the current operating is sufficient for the volume of work the level of police officer abstractions due to front line operational requirements, is currently unmanageable, and has significantly impacted the planned end date for this work.

Following completion a full review and assessment of the work of the department will require to be carried out in order to scope demand and determine which posts can be converted to police authority staff posts and which posts can be removed from the structure.

It is currently estimated that with the level of work reducing after the completion of the SOP review that 1 x Sgt post and 2 x PC posts could be transferred into one Team leader staff post and two Policy Administrator staff posts, with a number of officer posts potentially being removed.

Professional Standards

Within the last three years, largely to ensure the department was meeting new and updated legislative requirements and to promote consistency across the country, the department underwent significant reform. This involved significant consultation process with staff, Local Policing, statutory staff representative bodies, Police Investigations and Review Commissioner (PIRC), the SPA and COPFS, and brought a move from a three regional hub structure to a national functional model.

Recent data shows a drop in Complaints about the Police of approximately 8% to around 6000 per annum. However, based purely on statistical proportionality, it is believed that the anticipated 2.11% increase in the population of Scotland by 2026⁶⁷ may culminate in a rise in demand proportionate to that increase. This will, however, be set against technological advances that will both increase demand through easier contact methods but also through improved systems, enabling more efficient processes to deal with that demand.

The future model of this area will have to accord with the Scottish Government's review of Complaint Handling, currently being led by Dame Elish Angiolini. The preliminary report was provided to Police Scotland in June 2019, with the final report not yet published at time of writing this plan. It is anticipated that these findings may lead to fundamental changes in legislation and or process not only within Police Scotland but

also COPFS and PIRC, and these will need to be progressed by Scottish Government in liaison with the Home Office.

Workforce implications will be centred round Complaint Handling and Investigations Teams to ensure the most efficient operating model, capable of supporting divisions, is established.

With this demand profile and the challenges experienced, the table below depicts the total additional resource requirements predicted by 2023. This is the estimate based on the automation of firearms licensing being approved and avoiding the abstraction of operational resource.

Professionalism & Assurance	
Police Officers	
Rank	2023 FTE Change
PC	-2
PS	-4.5
Total Police Officer 2023 Change	-6.5
Police Staff	
Grade	2023 FTE Change
Grade 2	-13
Grade 3	13
Grade 5	5
Grade 6	1
Grade 7	5
Grade 8	1
Grade 11	1
Total Police Staff 2023 Change	13
2023 Total Resource Change (FTE)	6.5

See Appendix I for the Professionalism & Assurance Workforce Planning Activity Timeline.

67 Population Projections for Scottish Areas (2016-based), Council Areas. National Records of Scotland, available via <https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/population-projections/sub-national-population-projections/2016-based/detailed-tables>, based on 2019 baseline per Mid-2019 Population Estimates Scotland, National Records of Scotland, available via <https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/population-estimates/mid-year-population-estimates/mid-2019>. Both accessed 25/10/2020

3.6.2 Transforming Corporate Support Services (TCSS)

Corporate support services for Police Scotland enable and underpin the operational service that is delivered for the people and communities of Scotland. The Police and Fire Reform (Scotland) Act 2012 created the opportunity to transform and improve how we deliver corporate support services. However, while the early years of the new national organisation saw significant reductions in our civilian workforce (with a reduction in FTE headcount of approximately 1,700 staff members) there was insufficient transformation in how we deliver services resulting in weaker performance and service quality.

Like the rest of the public sector, Police Scotland's challenge is to reduce spending whilst continuing to deliver a quality service with positive public impact. Policing 2026: Serving a Changing Scotland set out how it intended to meet the emerging and projected needs of the Service over the next decade – responding to changing demands, evolving public and partner expectations – whilst giving value for money.

The Transforming Corporate Support Services (TCSS) Programme is a core part of this, investing in technology and changing how we work to improve the quality, consistency and efficiency of support services – Finance, People and Development, Fleet, Estates, Procurement and ICT.

These functions currently operate from over 100 locations, with ageing legacy technology, fragmented processes and practices often requiring manual work around. This means a significant administrative burden on both front line and corporate services teams, reinforcing different ways of working with limited consistency and quality across the organisation.

The transformation of Corporate Support Services is comprised of two core components:

- (a) The service design:
 - how each function will be organised in the future;
 - the standard service catalogue for each function; and
 - the organisation design through which the future function will be managed.
- (b) The supporting technology – Providing the systems that will underpin the delivery of the services and support customers to access them.

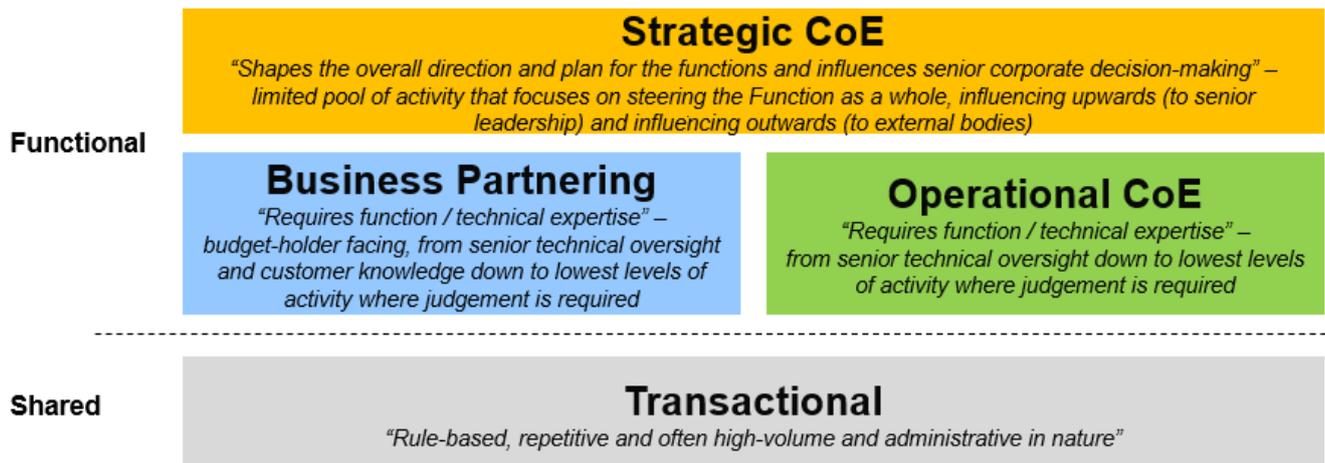


Figure y: The service design – Corporate Target Operating Model

A key characteristic of this model is the delineation of Strategic, Business Partnering, Operational and Shared Support activity within the functions.

- Strategic activity steers the function’s activity and influences “horizontally” (to other functions) and upwards to senior stakeholders.
- Operational activity remains within functions: it is not proposed as a shared provision to the functions, but rather activity undertaken by dedicated specialists who should be overseen and managed directly by the Director of a Corporate Services function.
- Business Partnering activity is specialist activity that differs from Operational activity in that interfaces more directly with customers on a day-to-day basis.

This will remain within the existing Corporate Services Directorates with the creation of a new Support Services Centre which will provide shared support activity – often relatively transactional in nature – that should be provided to “customer” Corporate Support functions with a drive to increase efficiency over time. In many cases, different types of Shared Support activity can be shared by resources who work together to manage peaks and troughs in activity.

To ensure the delivery of sustainable, high-quality support services:

- Key volumes and performance indicators should be agreed where appropriate
- Deviance from the set volumes and requests from new activity (not defined in the revised Service Catalogue) should be raised in an appropriate ‘Commissioner – Provider forum’ in which the Functional Director and Deputy Chief Officer are in attendance
- The output from these sessions should be an agreement to change standards, or to work with the relevant requesting stakeholder (internal or external) to agree the level that can be provided and adjust resource and/or focus as appropriate

The Transactional, Operational, Business Partnering and Strategic model for Corporate Support Services will be an in-house delivery model, as agreed following engagement and discussion with the Corporate Management Board.

Delivery model options were tested against some key criteria:

- No outsourcing unless already agreed.
- No compulsory redundancies.
- Retain roles outside of the central belt.
- Operate under a model that is economically and financially viable.

The new organisation structure will not aim for centralisation, focusing instead on rationalising activity to appropriate regional centres where this is appropriate.

Clear location principles must set out the ways in which different activities should be candidates for a different basis location. For instance, while support services would be located in an area with a high prevalence of the required skills for transactional service provision and should be able to benefit from new performance ways of working and capacity release, Business Partners will benefit from being fully or partially co-located with their customers in the organisation where possible.

Due to the nature of the annualised budget for Change projects, TCSS prepares annual plans aligned to the organisations available budget and risk appetite. Projects align, as far as possible, with the work on the “strategic, transactional, business partnering and operational” split, the process taxonomy and service catalogue designs outlined above.

In March 2020 the Change Board agreed that in 2019/20 the following projects within TCSS would proceed to support the People & Development area of corporate services as follows:

1. Process Improvement & new ‘Ways of Working’
2. Recruitment (Process & Systems)
3. Electronic Document Management (Process, Paper Record Conversion, and System)

3.6.3 Other Change Impacts

A further key workforce priority over the next three years relates to the transformation of the Analysis and Performance Unit (APU), linked to the ongoing need to invest in the DPU.

The APU is a one-stop shop for all types of analysis within Police Scotland. Analytical staff deliver professional analytical services across the organisation at all levels, both locally and within specialist areas, in support of organisational planning and operational policing delivery.

The direction set out in Joint Strategy for Policing (2020) made clear that there would be a greater focus on enhancing the use of management information on performance and demand, predictive analytics, and using an evidence-based policing model to inform smarter working.

The APU redesign project has completed its design and planning work, and is expected to present its Initial Business Case to the Change Board before the end of 2020. This takes into account engagement with the concurrent Intelligence Review to identify shared objectives and synergies between the work, with a view to closer collaboration and adoption of a similar methodology in the months ahead.

The options appraised as part of this work identified a requirement for investment in the APU and the DPU to address known resource issues which have led to unmet demand and the creation of shadow functions within operational policing. Resolving this has the potential to enable the return of officers to operational activity, and bring a more flexible and resilient function capable of responding to the needs of the organisation.

Section 4:

Current Workforce

4.1 Officers and Staff In Post as at 31 March 2020

The total Police Scotland workforce as at 31 March 2020 equates to 22561.21 FTE in-post staff⁶⁸ (SCoPE⁶⁹, March 2020). Since March 2019, the Police Scotland workforce has increased by 350.76 FTE (1.58%), this was composed of 179.75 FTE Police Officers and 171.01 FTE Police Staff.

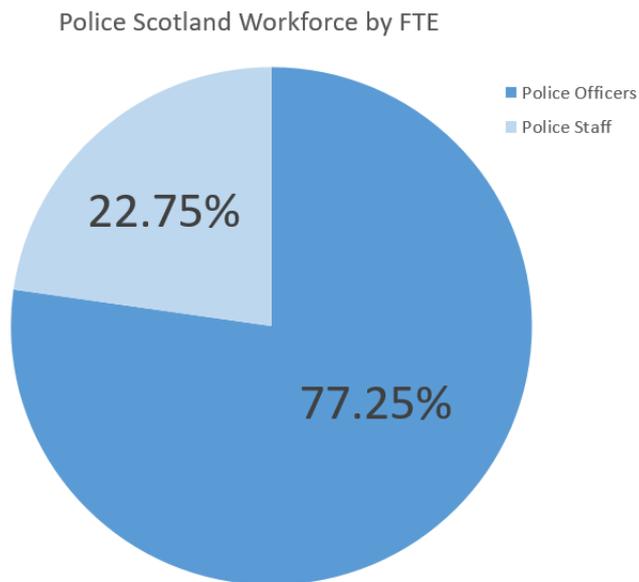
Police Officer FTE has increased by 1.01% since 2017. Changes to Police Officer FTE since 2017 are illustrated in the graph below, tracked against the minimum 17,234 required to maintain the Scottish Government 2016 pledge.



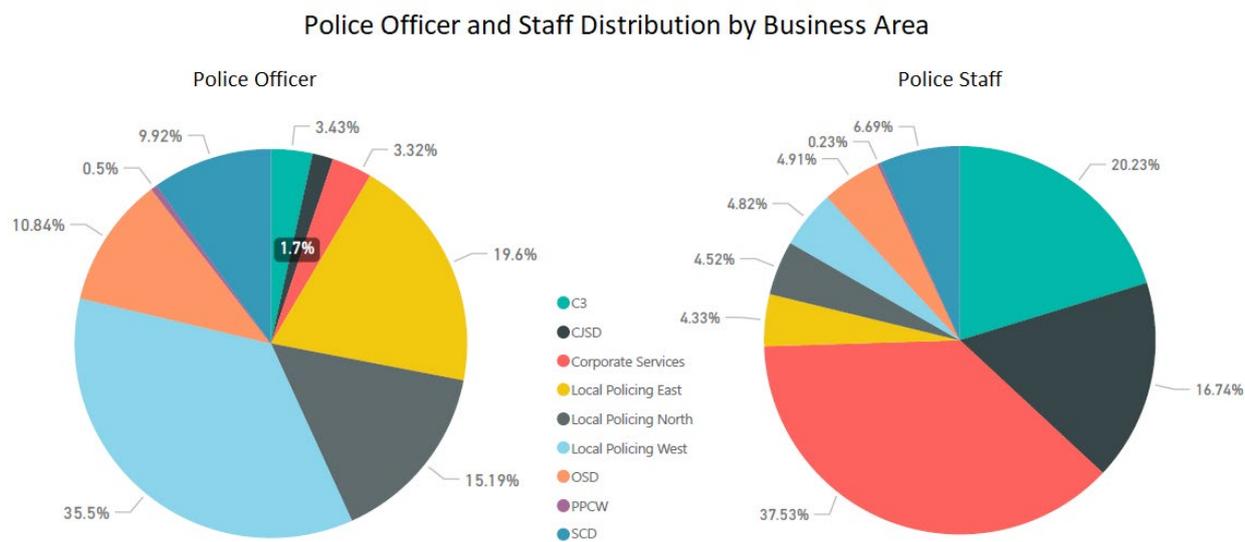
68 Excluding Special Constables and SPA staff members, but including SPA Police Officer secondees

69 System to Co-ordinate Personnel and Establishment (SCoPE), Police Scotland resource Management system. Data as at 31 March 2020, extracted 1 April 2020.

Of the current in-post staff, 77.25% are Police Officers, and 22.75% are Police Staff, as illustrated in the chart below.



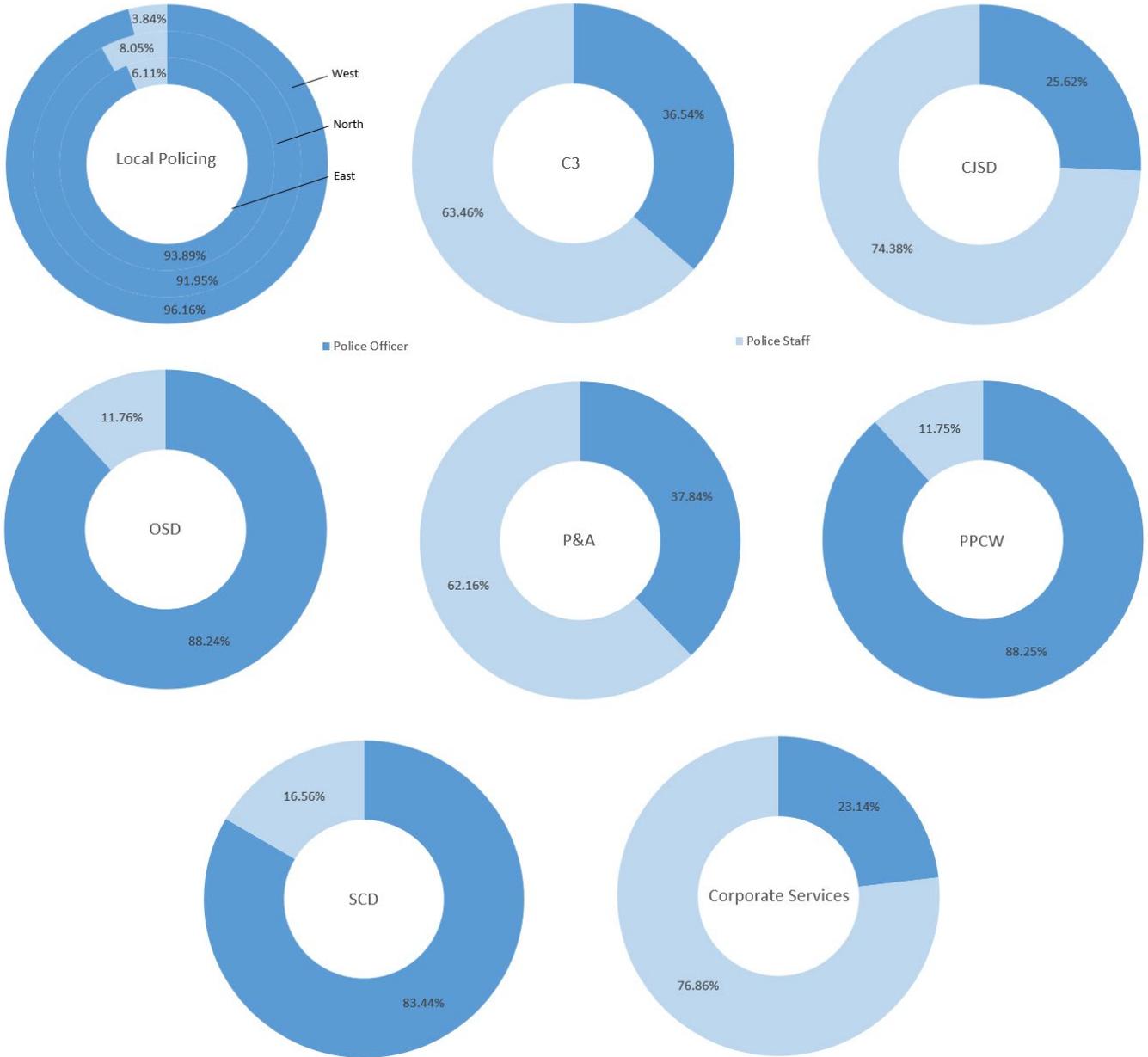
All business referred to in this plan contain a mix of both Police Officers and Police Staff. The two groups are distributed across business areas as illustrated in the pie charts below.



The majority (70.29%) of Police Officers are deployed in the Local Policing space, with the highest single proportion (35.5%) deployed in the Local Policing West region. Perhaps unsurprisingly, the majority (37.53%) of Police Staff members are employed in the Corporate Services space, with the next largest proportions of staff employed in roles directly supporting policing activities in C3 (20.23%) and CJSD (16.74%).

The series of charts overleaf display the staff mix within each business area, with Police Officer and Staff groups displayed as proportions of the overall staffing of each business area. Local Policing areas contain the smallest proportion of police staff of any business area, with the Local Policing North region having the highest proportion of staff to officers (8.05%) within that cohort and the Local Policing West region having the lowest (3.84%).

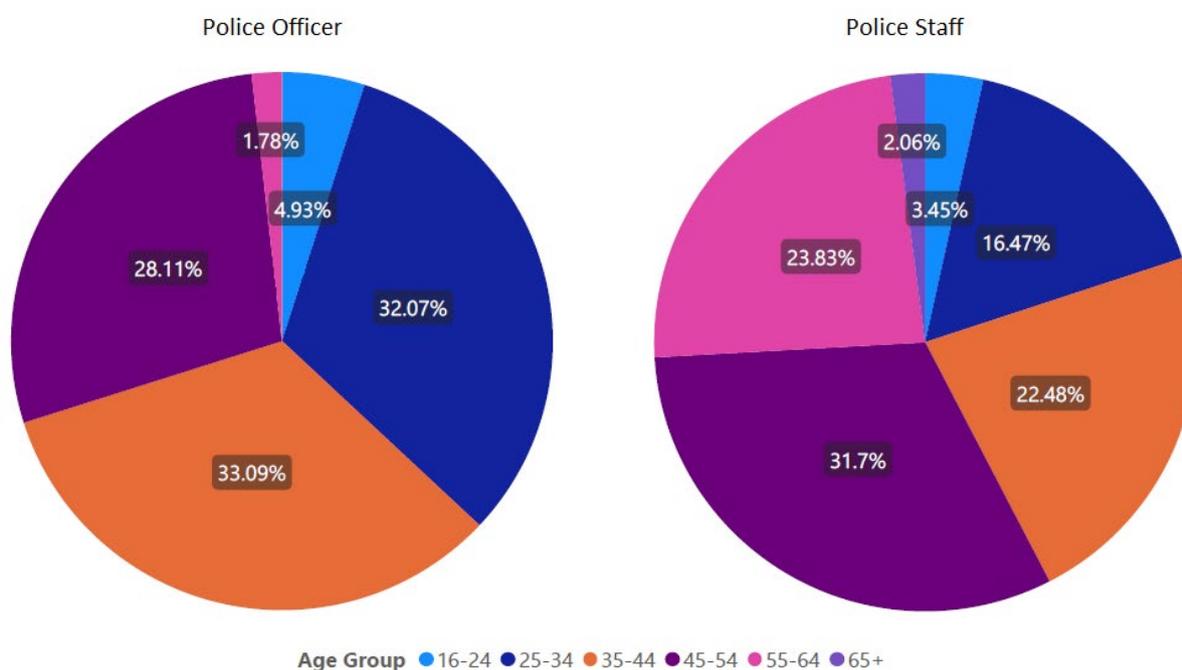
Police Officer and Staff Mix by Business Area



4.2 Age Profile

The age profile of Police Scotland differs between the Police Officer and Police Staff Groups.

Police Scotland Workforce by Group and Age

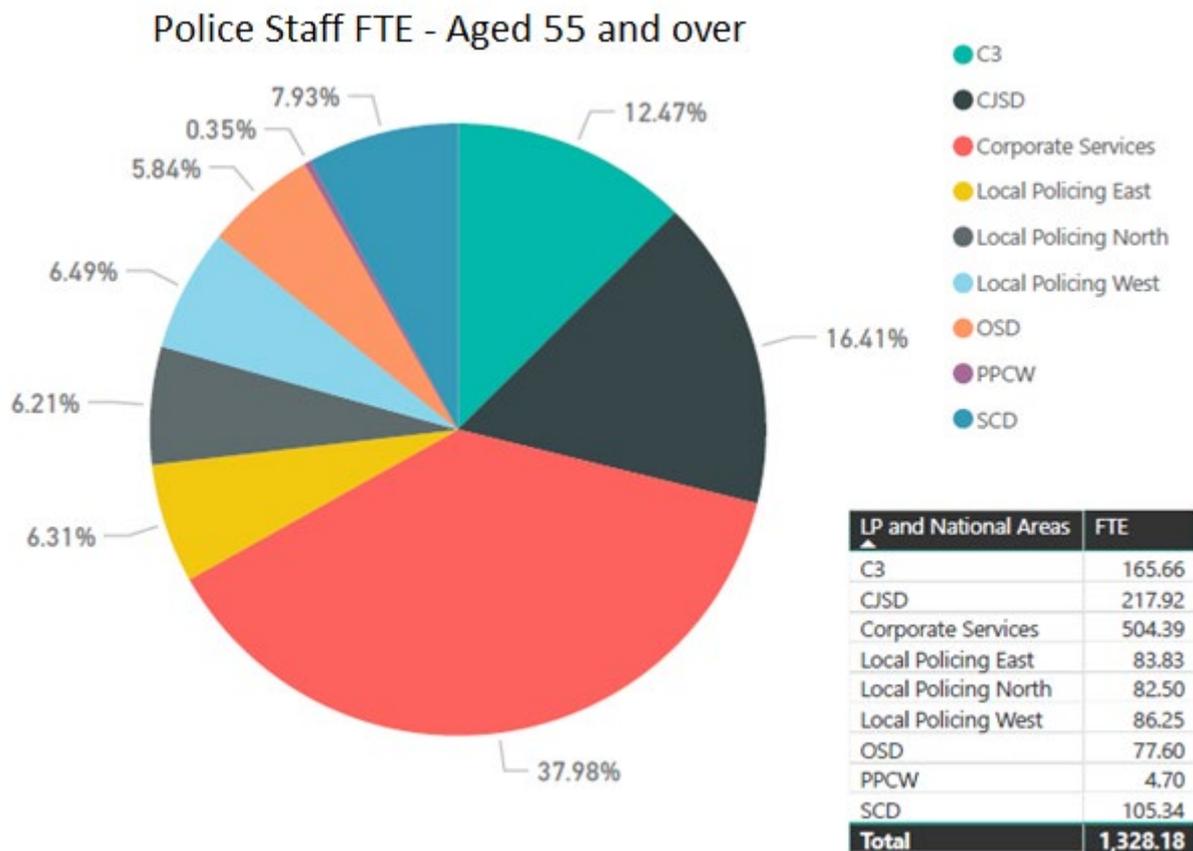


The Police Officer group is generally a younger workforce, with the average age of a Police Officer being 39, compared to 46 for a Police Staff member. Over a quarter (25.89%) of Police Staff are 55 years old and older - staff of this age demographic are likely to retire within the next 10 years, requiring robust succession planning for the future.

The chart overleaf shows the proportions of the 55-and-over police staff cohort by business area. As the largest group of police staff members, accounting for 37.53% of police staff, it should be expected that Corporate Services staff members would account for a high proportion (in this case 37.8%) of the 55+ police staff workforce.

Of particular interest are any areas that represent a greater proportion of the over 55 staff workforce than that areas representation in the police staff group as a whole would suggest, such as:

- Local Policing East contains 4.33% of the police staff workforce, but 6.31% of the 55+ staff group
- Local Policing North contains 4.52% of the police staff workforce, but 6.21% of the 55+ staff group
- Local Policing West contains 4.82% of the police staff workforce, but 6.49% of the 55+ staff group
- SCD contains 6.69% of the police staff workforce, but 7.93% of the 55+ staff group



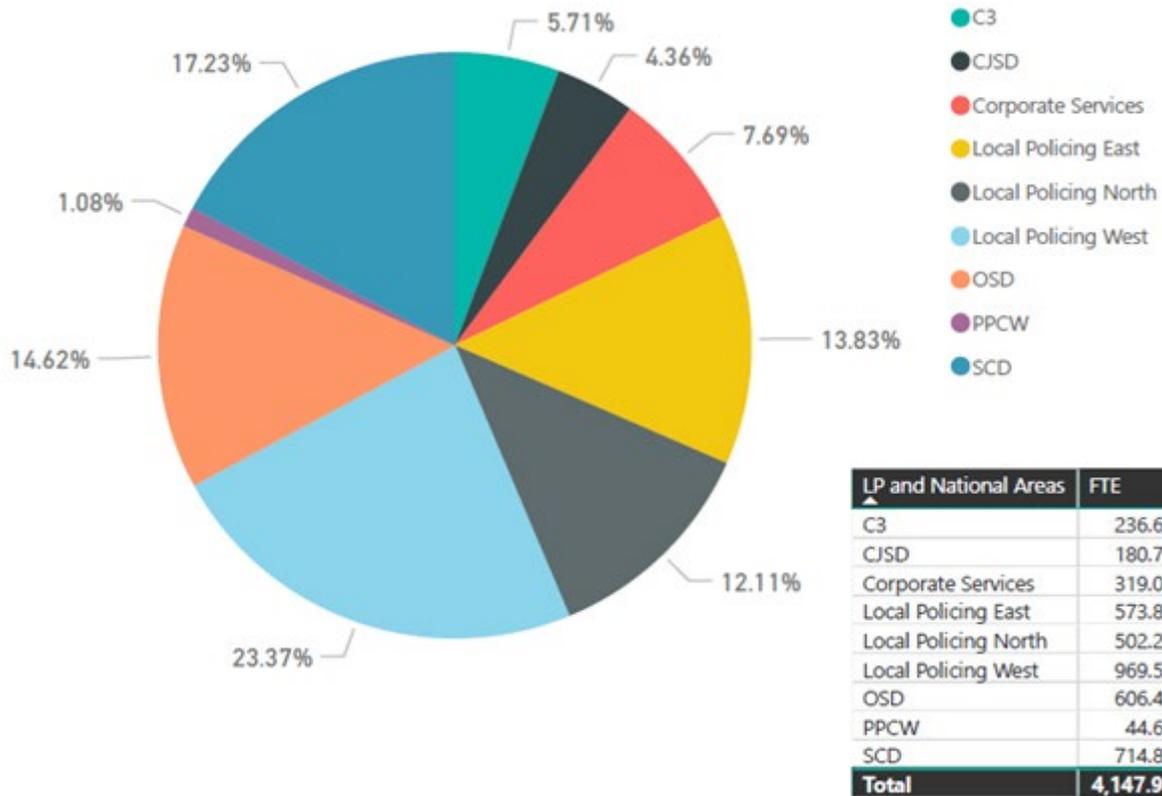
While these are small differences, this suggests a disproportionately older workforce demographic within these areas, and reinforces the need to plan the future workforce models appropriately considering workforce availability and likely future movement.

C3, on the other hand, appears to have a relatively younger workforce – while C3 represents 20.23% of the overall police staff workforce, it contains only 12.47% of the over 55 staff workforce.

Police Officer retirement is typically based on length of service rather than age, with the majority of all officers who achieve 30 years' service retiring within a few weeks of that date. This allows a generally more predictable pattern of Police Office retirement and resulting planning, which is outlined in Section 4.6 – Workforce Turnover.

The chart overleaf shows the proportions of Police Officer FTE with 20 or more years of pensionable service by business area.

Police Officer FTE Pensionable Service 20 years and above



Again, as the largest group of the police officer workforce, accounting for 35.5% of police officers, it should be expected that the Local Policing West area would account for the highest proportion (in this case 23.37%) of the longest-service police officer workforce – but in this case it is notable that this proportion is significantly less than their representation in the overall police officer workforce would suggest. This pattern is repeated across all Local Policing areas:

- Local Policing East contains 19.6% of the police officer workforce, but 13.83% of the 20 years+ officer group
- Local Policing North contains 15.19% of the police officer workforce, but 12.11% of the 20 years+ officer group

It should be noted that Local Policing areas are the only areas where new probationers enter into the Police Officer workforce, and that as such this would likely skew the length of service downwards somewhat. While this difference is a positive in terms of lower numbers of imminent retirements and subsequent succession

planning requirements, it may also be an indicator of lower levels of particular experience and skills, and high supervision requirements. This will be examined as part of the workstream to harmonize Rank Ratios, outlined in Section 3.2.

There are a number of areas that demonstrate a greater proportion of the police officer workforce with 20 and more years' experience than that areas representation in the police officer group as a whole would suggest, most notably:

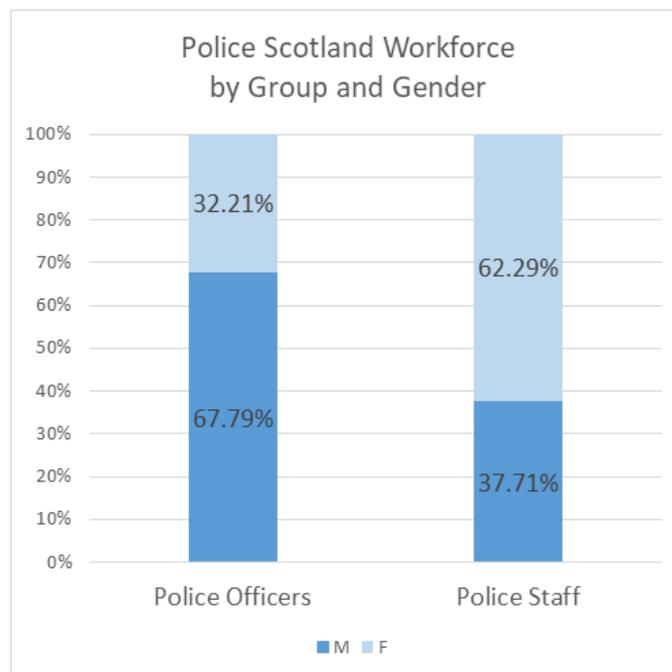
- SCD, which contains 9.92% of the police officer workforce, but 17.23% of the 20 years+ officer group
- Corporate Services, which contains 3.32% of the police officer workforce, but 4.37% of the 20 years+ officer group
- OSD, which contains 10.84% of the police officer workforce, but 14.62% of the 20 years+ officer group

Also notable are the proportions of officers with 20 years and more experience in both C3 and CJSD, at 3.43% of the officer workforce and 5.71% of the 20 years+ cohort and 1.7% of the officer workforce and 4.36% of the 20 years+ cohort respectively. While these proportions and differences are smaller than in other areas, it should be noted that these business areas demonstrate the smallest proportions of police officer workforce in direct policing areas. As such, any higher rate of retireals as a result of the longer service profile in these areas may have a particularly significant impact, and careful succession planning will be required to mitigate any loss of skills and experience.

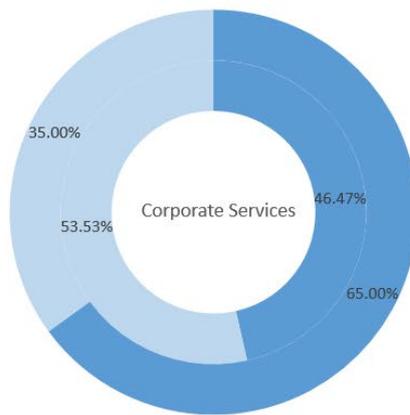
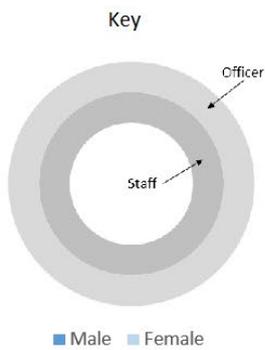
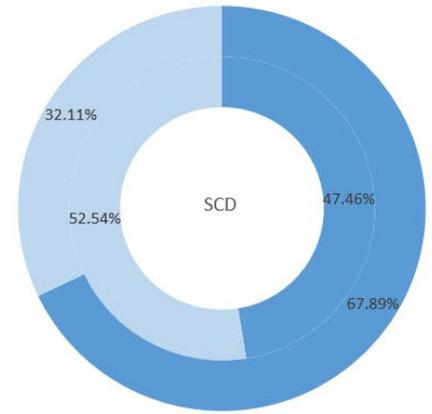
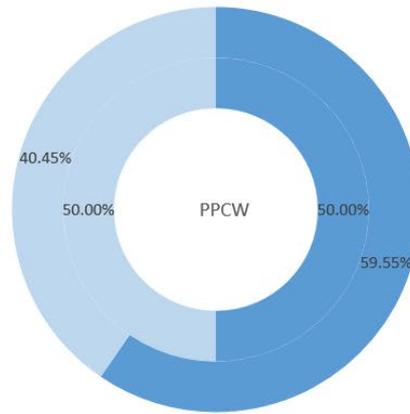
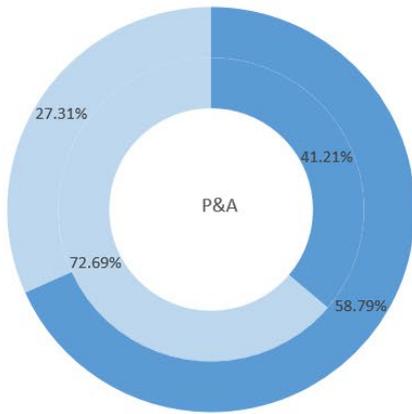
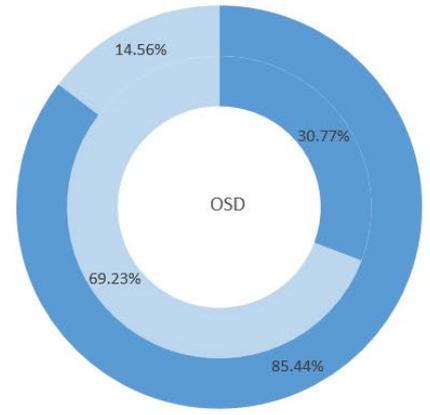
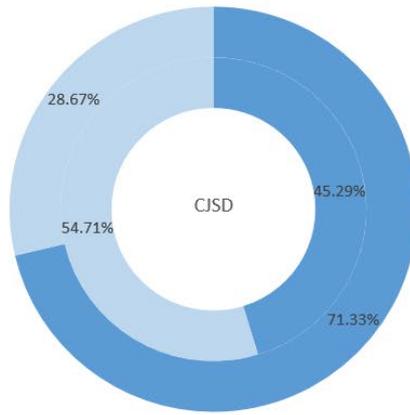
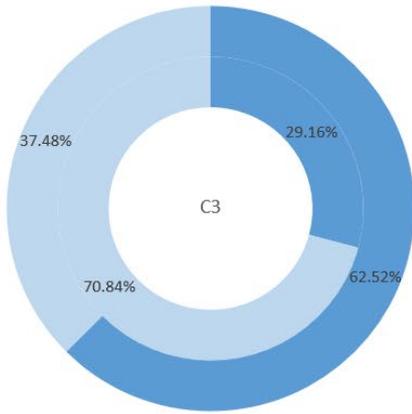
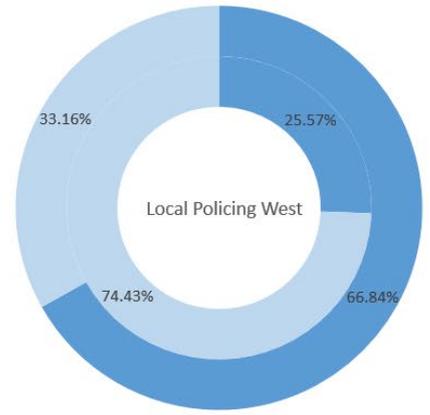
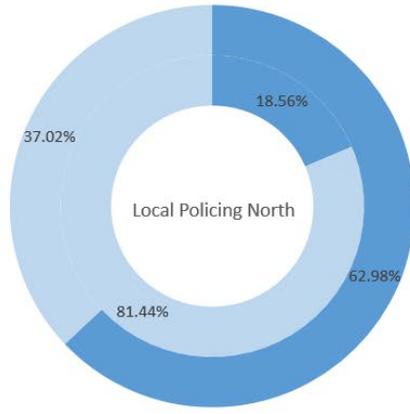
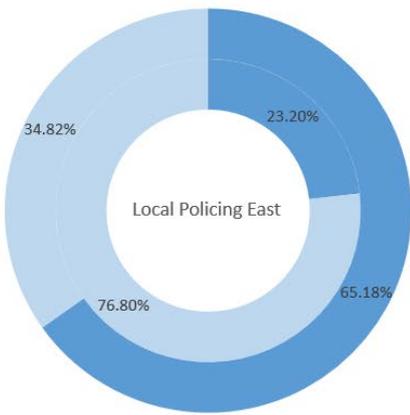
4.3 Gender Profile

The gender profile of the Police Scotland workforce varies between the two main groups, with the Police Staff group predominantly female and the Police Officer group predominantly male.

The series of charts overleaf show the gender profile of each business area outlined in this plan.



Police Scotland Workforce - Group and Gender by Business Area



The table below maps the rank of all Police Officers by gender as at 31 March 2020. Given that Female Police Officers constitute 32.21% of the officer workforce,

this table can be used to identify ranks where female officers are underrepresented according to the population whole.

Gender	F		M		Total	
	Number	%	Number	%	Number	%
PC	3700	32.47%	7695	67.53%	11395	100.00%
DC	995	39.50%	1524	60.50%	2519	100.00%
PS	454	25.52%	1325	74.48%	1779	100.00%
DS	209	31.62%	452	68.38%	661	100.00%
PI	157	26.04%	446	73.96%	603	100.00%
DI	65	23.21%	215	76.79%	280	100.00%
CI	43	26.38%	120	73.62%	163	100.00%
DCI	16	21.92%	57	78.08%	73	100.00%
SUP	24	26.37%	67	73.63%	91	100.00%
DSU	11	26.83%	30	73.17%	41	100.00%
CS	8	25.81%	23	74.19%	31	100.00%
DCS	3	42.86%	4	57.14%	7	100.00%
ACC	1	10.00%	9	90.00%	10	100.00%
DCC	1	33.33%	2	66.67%	3	100.00%
CC			1	100.00%	1	100.00%
Total	5687	32.21%	11970	67.79%	17657	100.00%

The table demonstrates that there are five ranks where female officers are broadly represented in line with, or greater than, the overall proportion of female officers:

- Police Constable (32.47%)
- Detective Constable (39.50%)
- Detective Sergeant (31.62%)
- Detective Chief Superintendent (42.86%)
- Deputy Chief Constable (33.33%)

Female representation in all ranks has remained the same or improved against March 2019 data, as illustrated in the table:

Total Rank	Female Officer % of Rank	
	2019	2020
PC	32.68%	33.74%
PS	25.66%	27.17%
PI	24.88%	25.14%
CI	25.00%	25.00%
SUP	23.44%	26.52%
CS	16.22%	28.95%

Note: Table aggregates rank to include Detective categories within main rank, and excludes the Executive due to the very small size of the cohort.

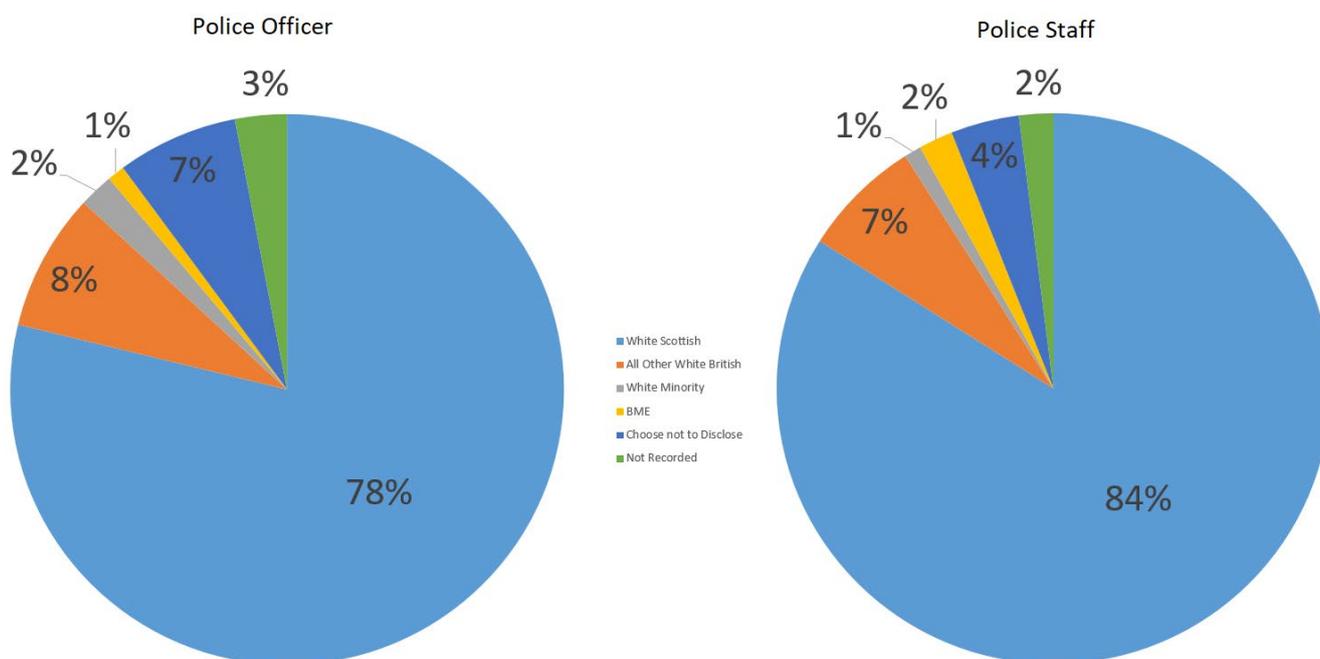
4.4 Ethnicity Profile

The ethnicity profile of the Police Scotland workforce varies slightly between the two main groups, with the larger Police Officer group demonstrating a generally more diverse profile, but a slightly lower proportion in the BME category, and a higher proportion of those who chose not to disclose.

The charts overleaf show the ethnicity profile of both groups – for the purposes of this analysis, in keeping with our 2017-2019 Equality & Diversity Mainstreaming & Outcomes Progress Report⁷⁰ these groupings contain the following individual self-classifications:

- **BME** – Mixed or Multiple Ethnic Group, Asian Pakistani Asian Indian, Asian Bangladeshi, Asian Chinese, Asian Other, African, African Other, Caribbean, Black, Caribbean or Black Other, Arab and Other Ethnic Group.
- **All Other White British** - White English, White Northern Irish, White Welsh and White Other British.
- **White Minority** - White Irish, White Gypsy/Traveller, White Polish and White Other

Police Scotland Workforce by Group and Ethnicity



The proportion of BME Police Staff members has increased by 1% since 31 March 2018⁷¹, and while the proportion of BME Police

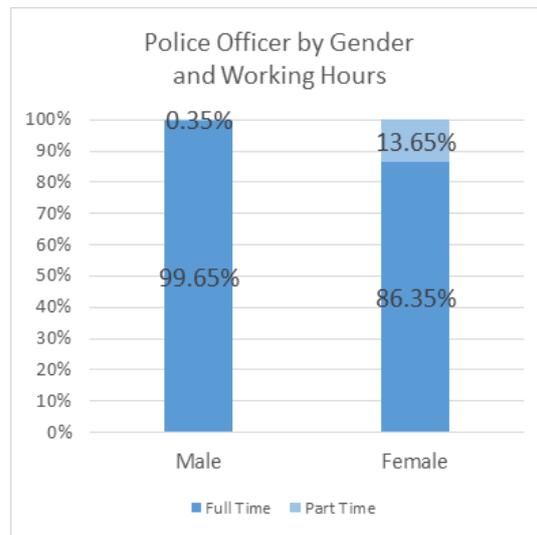
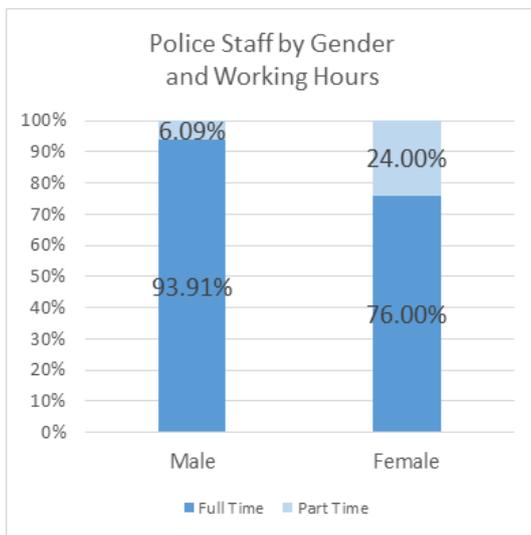
Officers remains static at 1%, the number of BME Police Officers has increased from 245 to 253, an increase of 3.27%.

⁷⁰ Available at <https://www.scotland.police.uk/spa-media/tvejlerm/mainstreaming-report-2017-2019.pdf?view=Standard>
⁷¹ Ibid.

4.5 Working Time Profile

There are a wealth of different working patterns across the Police Officer and Police Staff groups at Police Scotland, in keeping with a modern employer seeking to fit flexibly wherever possible to the needs of our workforce. For the purposes of this analysis, we have identified any individuals working 0.9 FTE or more as "Full Time" and any individuals working less than 0.9 FTE have been considered "Part Time".

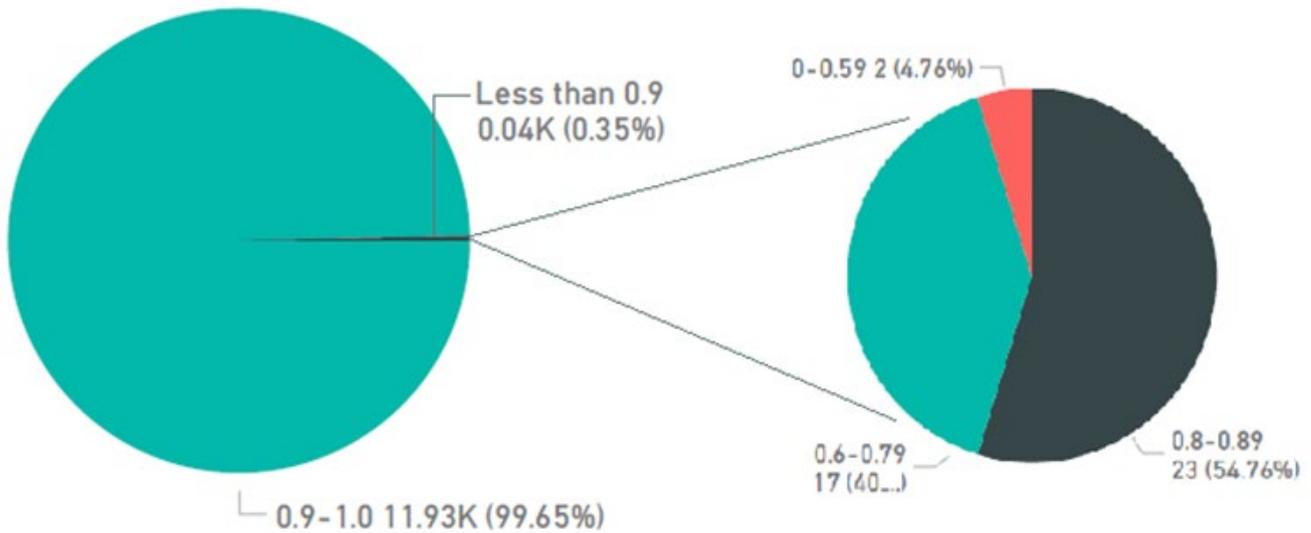
The following charts provide a comparison of full and part time workers by gender and group, illustrating significant differences both in the working patterns of male and female employees as a whole, and in the availability or uptake of part time work between the Police Staff and Police Officer groups. The part time workforce accounts for a total of 17.25% of the Police Staff workforce, and 4.63% of the Police Officer workforce.



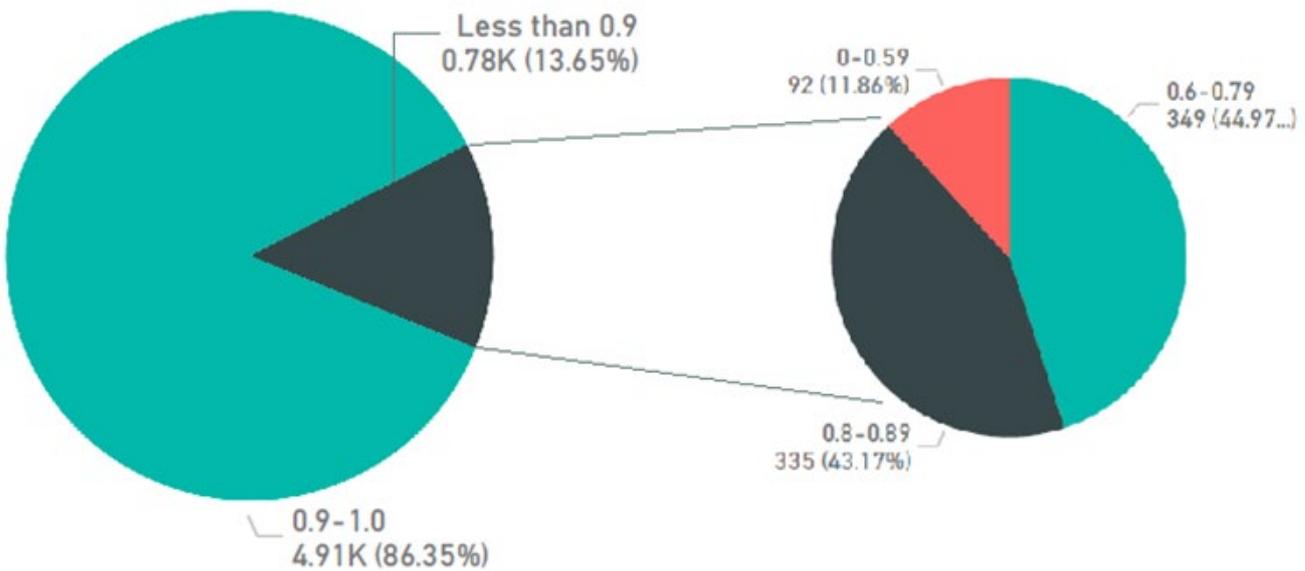
Within the Officer cohort, there are further differences between male and female officers the proportion of full time hours that are worked by part time officers. For male officers, most part time working officers (54.76%) work a greater proportion of hours, at 0.8-0.89 FTE. Only a small proportion (4.76%) of male officers work 0.59 FTE or less. For female officers, part time working patterns show more of an

even spread, with the highest proportion (44.97%) working between 0.6 and 0.79 FTE, followed by 43.17% working more hours at 0.8-0.89 FTE. More than 10% of female officers work 0.59 FTE or less, more than double the proportion of male officers in the same category. These part time working proportions between groups are demonstrated in the charts overleaf.

Male Police Officer FTE Part Time Working



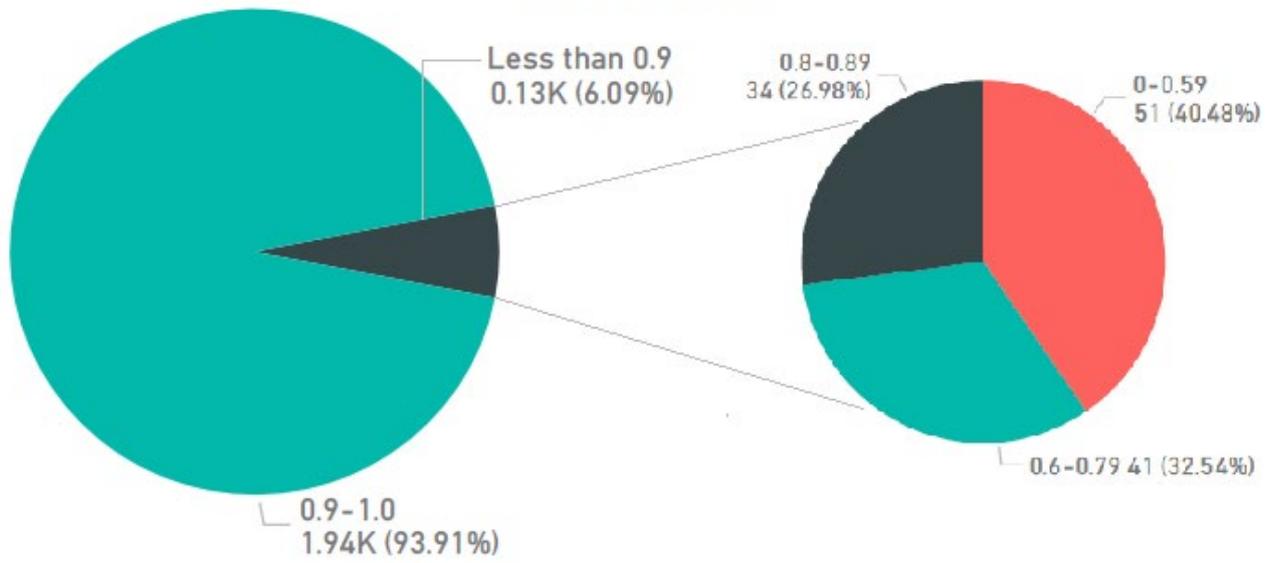
Female Police Officer FTE Part Time Working



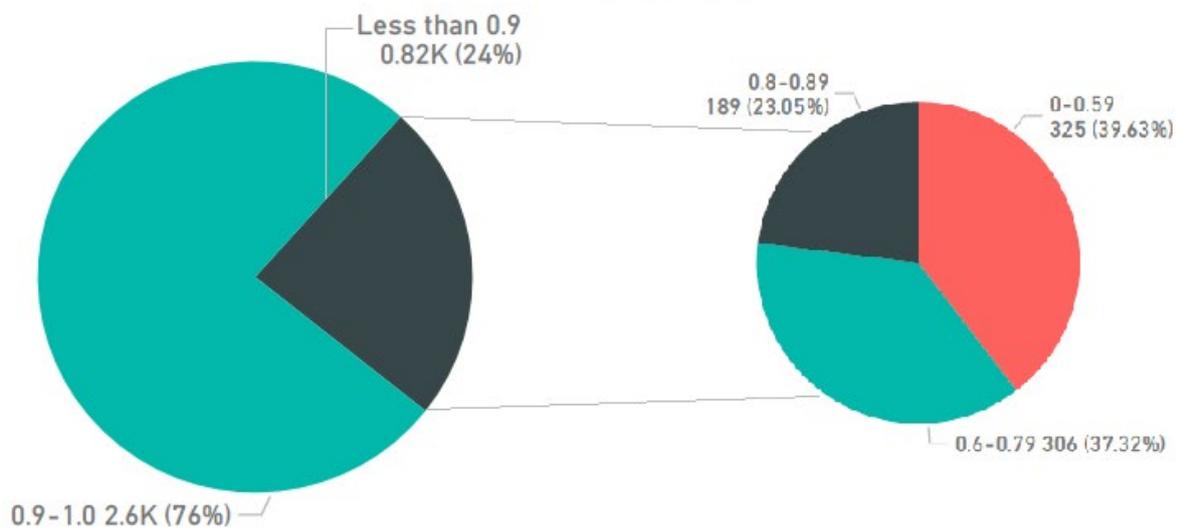
Within the Staff cohort, while a smaller proportion of male than female staff members work part time, the distribution of part time working patterns is more evenly and similarly distributed between

male and female part time workers. Part time working proportions between groups within the staff cohort are demonstrated in the charts overleaf.

Male Staff FTE
Part Time Working



Female Staff FTE
Part Time Working

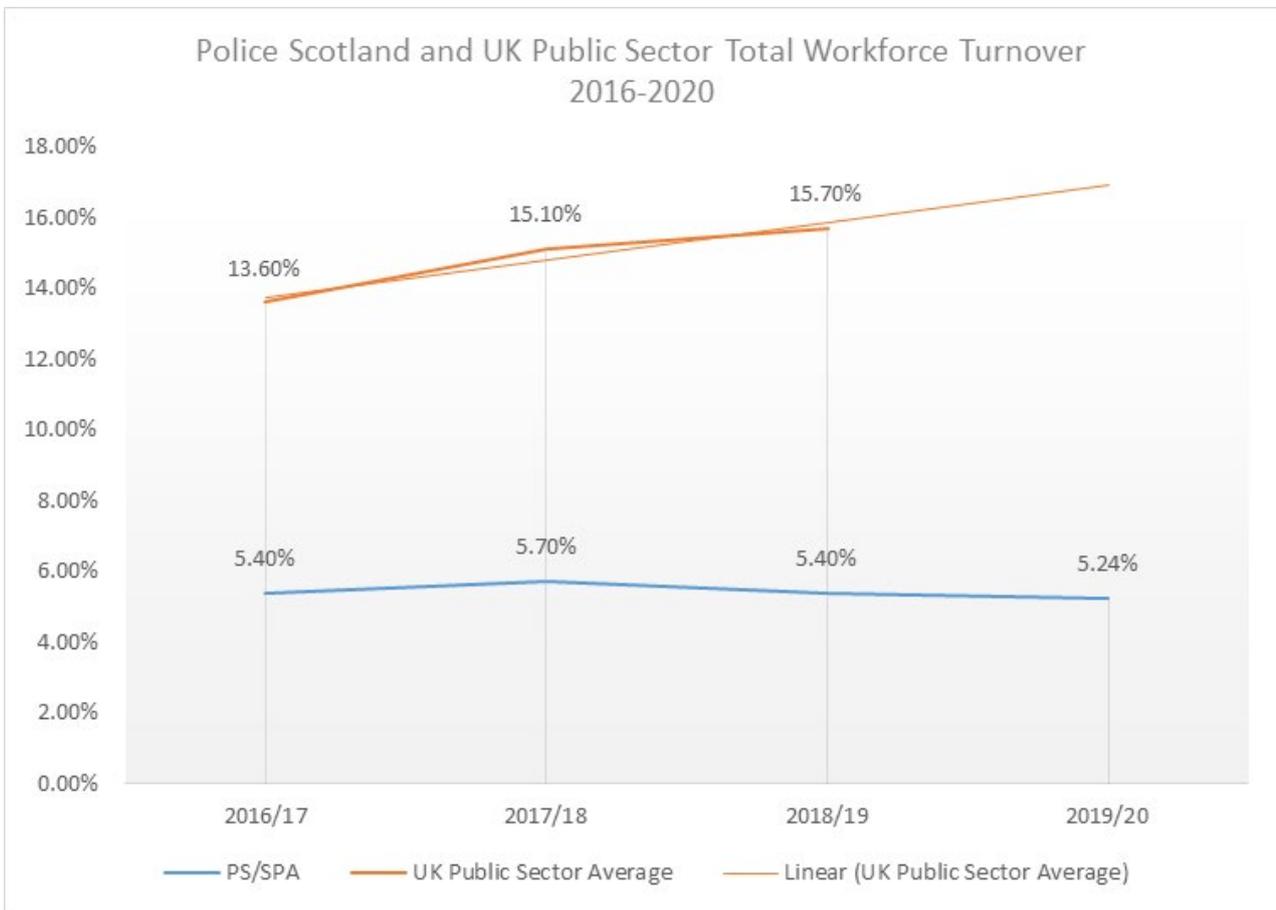


4.6 Workforce Turnover

Officer turnover has shown a slight increase over recent years, from 4.5% in 2016/17 to 5.05% in 2018/19. Police staff turnover has decreased over the same period, from 8.7% in 2016/17 to 6.60% in 2019/20.

Overall workforce turnover remains broadly constant at an average 5.24%. The introduction of a standardised set of terms and conditions and pay and grading model under the SPRM project may have an impact on this. Those who have been given two years pay protection against a reduction in salary may choose to resign at the end of that period – around March 2021 – and this will require to be monitored carefully.

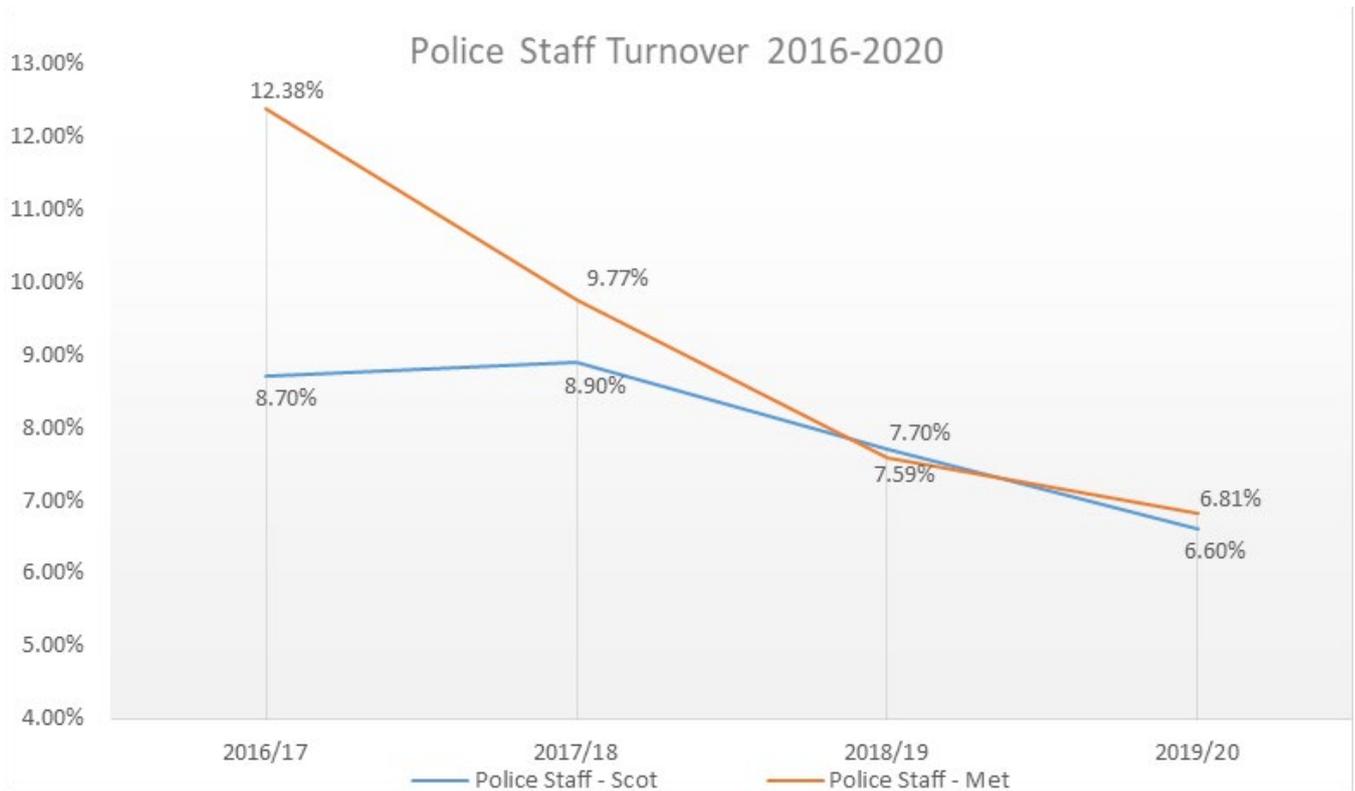
The following graph demonstrates the turnover for the entire Police Scotland workforce since 2016/17, compared against the national average turnover for the UK Public Sector as a whole⁷². (Note: due to the impacts of COVID-19 on the wider HR industry, the UK Public Sector Total Workforce figure for the 19/20 year is unavailable at this time. A linear trendline has been inserted into the graph below to approximate as best as possible in the meantime, but the actual figure for 19/20 will likely be somewhat lower than the linear projection.)



Police Scotland whole workforce turnover consistently trends very favourably against the UK Public Sector as a whole, with substantially lower turnover in each of the last three to four years.

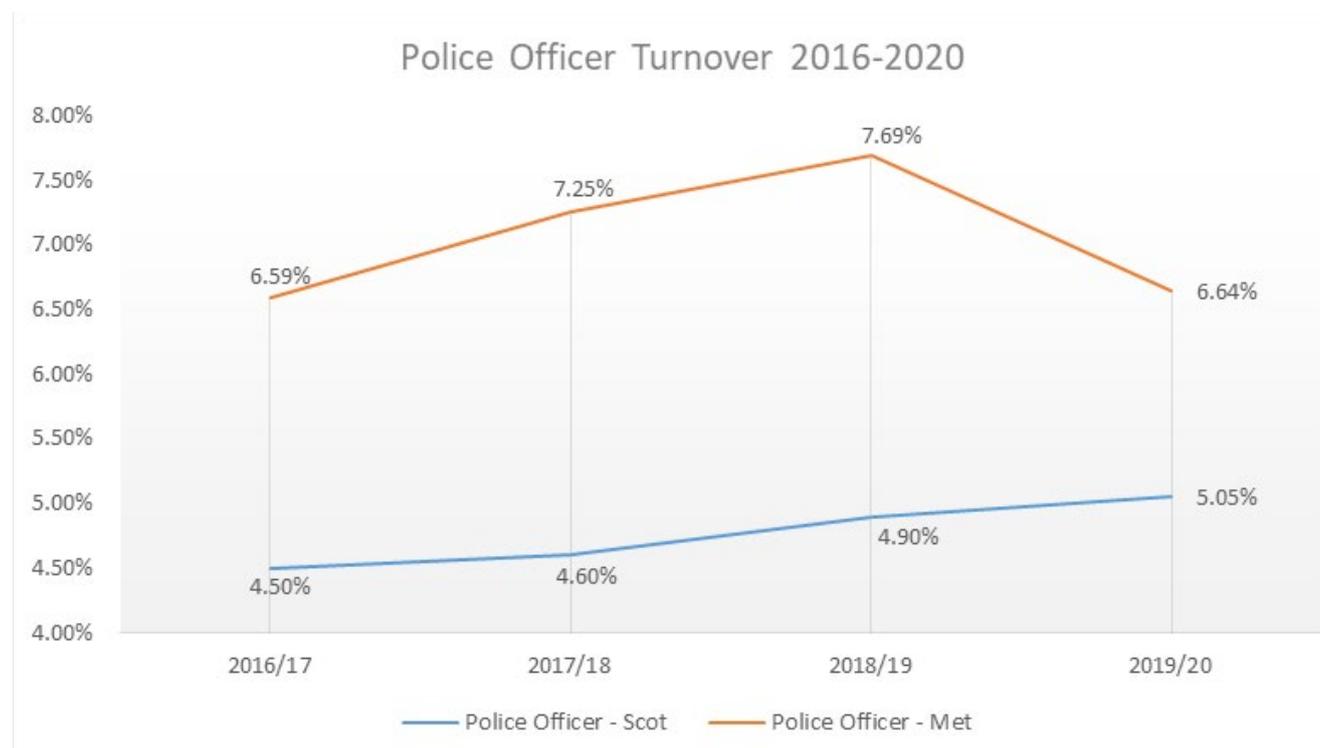
The following charts compare turnover rates for both Police Officers and Police Staff in Police Scotland against the London Metropolitan Police (Met) as a comparable benchmark.

⁷² Labour Turnover rates: XpertHR survey 2019, available via <https://www.xperthr.co.uk>



Police Staff turnover in Police Scotland was lower than that at the Met 2016/17 and 2017/18, although caution should be used when interpreting Met data in 2016/17 as this year may represent a significant outlier due to unusual circumstances in year. In 2018/19 and 2019/20 the turnover rates

for Police Staff in both Police Scotland and the Met were broadly comparable, with 2018/19 turnover at 7.70% at Police Scotland versus 7.59% at the Met, and 2019/20 turnover at 6.60% at Police Scotland versus 6.81% at the Met.



Officer turnover at Police Scotland has remained consistently lower than that at the Met since 2016/17. Officer turnover at the Met has shown a significant reduction between 2018/19 and 2019/20, while officer turnover at Police Scotland has shown a slight increase.

The majority of all officers who achieve 30 years' service retiring 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.

Throughout 2021/22 we expect lower levels of attrition than have been witnessed in previous years. This is mainly due to slightly lower levels of recruitment 30 years ago which contributes to smaller numbers of officers reaching 30 years' service. This will slightly restrict the ability of the Service to reduce officers' numbers through slower recruitment should that be required.

These trends allow us to predict the number of police officers who will leave the Service over the period covered by this plan, and therefore the number of officers required to be recruited during this period if Police Scotland simply wish to maintain officer numbers at current levels. This is illustrated in the graph below.

Police Officer Predicted Leavers 2020-2023



The introduction of The Police Pension Scheme (Scotland) Regulations 2015 would alter this service profile, leading to officers working longer to accrue full pension rights over a 40 year period. The recent findings of the McCloud and Sargeant Employment Tribunal cases and resulting

government consultation on public sector pensions may result in further changes or revision. As such, Police Scotland must remain alert to these changes and adjust recruitment practise accordingly in order to adjust for projected retirements.

4.7 Vacancies

The number of staff vacancies is an important indicator of the current workforce, with duration of vacancies an indicator of local workforce availability.

FTE Measure	Local Policing	National Services	Corporate Support	Total
Staff in Post	12953.04	7103.43	2504.75	22561.21
Total Vacancies	47.3	143	122.8	313.1
Vacancy factor (% of in Post)	0.36%	2.01%	4.90%	1.39%
New Vacant Posts	5.5	20.1	58.7	84.3
0-3 months vacant	5.2	29.3	7.3	41.8
3-6 months vacant	22.3	31.9	38.5	92.7
6+ months vacant	14.3	61.8	18.3	94.4

As at 31 March 2020, vacancies in Local Policing stood at 0.36%, of which the majority had been vacant for between three and six months. The vacancy rate for National Services was higher at 2.01%, with the majority of posts remaining vacant for over six months. While a smaller number of total vacancies, the proportion of vacancies in Corporate Support was the highest of the three groups, at 4.90% - the majority of which are new posts. For more details of recruitment activity in these spaces, refer to Section 5.5.

Section 5:

Workforce Development

5.1 SPRM

When the eight legacy police services and two organisations (SPSA and SCDEA), comprising circa 6,700 staff, transferred to the SPA it created an organisation operating across ten sets of Terms & Conditions and associated policies, and varied rates of pay for the same or similar roles.

From an early stage it was important that we created a unified organisation. It was important that we sought to introduce equity and fairness to pay and conditions of employment – equal pay for work of equal value.

The SPRM project delivered that, establishing a common pay and grading model and modern, fair and equitable terms and conditions for all staff. As part of the work we ensured Police Scotland were competitive and benchmarked base salaries, including the entry grade being higher than the Scottish Living Wage. We also wanted to ensure that terms and conditions recognised the diversity of our workforce, including getting the right work/life balance and a continued focus on wellbeing.

The project was described as one of the most complex within the UK wide public sector. There were a number of key stages during which staff, management/business area and Trades Union engagement took place:

- Job Evaluation – an analytical process done by reviewing all job descriptions, and identifying a rank order of roles within the organisational structures of the SPA and Police Scotland.
- Pay and Grading – developing a framework for a common pay structure for all staff.
- Terms & Conditions – undertook a review of all legacy terms and conditions, benchmarking with other organisations, and identifying a new set to deliver a modern and agile organisation.

The new pay and grading model and the new terms and conditions were fully implemented on 1st April 2019. The final phase of the programme is Job Evaluation Appeals – this is currently underway and is due to conclude by the end of March 2021. Following implementation of the Job Evaluation appeals, there will be a process to formally close the project and report on this to stakeholders.

All staff are now on a single pay and grading model and enjoy the same set of terms and conditions, eradicating the risk of any equal pay claims and simplifying people management processes. This also allows our employee relations climate to flourish as staff who are undertaking the same job are now graded the same and enjoying the same terms and conditions of employment.

The project reduced our gender pay gap by 1.6% (pay and allowances) as at April 2019 and a further piece of work is planned for the conclusion of the appeals process.

SPRM facilitated SPA/Police Scotland becoming accredited as a Living Wage Employer.



The ER & Reward team will continue throughout the next couple of years to monitor and review what has been implemented to ensure delivery of the equality outcomes and continue to close the gender pay gap where possible. The team will ensure the new terms and conditions have been fairly and consistently implemented and ensure that SPA/Police Scotland continue their journey in making SPA/Police Scotland the best policing environment to work for.

5.2 Supporting the Development of Digital Skills

One of the main challenges of tackling cybercrime is that it is constantly evolving and adapting, along with the platforms and digital environments that enable it. Leading academic research is focused on cyber security and the threats it seeks to repel. By

creating the right links with universities and research bodies, we will create mutually beneficial relationships that allow for the sharing of research, insights and operational knowledge, and provide opportunities for:

- students to interact with our processes and data to support the ongoing development of cybercrime/security as a field of research;
- collaboration to create new pathways for officers and staff to enrol on bespoke courses to develop their skills in areas that are of vital importance to the future effectiveness of the organisation – this will also provide access routes for prospective students into the organisation who traditional recruitment models may not be suited to; and
- academic partnerships to develop bespoke learning packages and curriculums that will support our campaign of increasing digital literacy and skillsets.

Police Scotland has launched a Digital and Data Skills Academy (DDSA) classroom and lab at the Scottish Police College. The DDSA is a collaboration with TRACER (Threat Risk Assessment Capability Exploitation and Research), in a unique initiative between policing and industry to deliver training for officers and staff in a wide range of digital skills.

The academy currently gives officers, staff and communities across the UK access to free online digital skills courses, in partnership with technology and training provider Cisco, and Glasgow Caledonian University.

For our officers and staff, industry standard content will be layered with policing information to create a specialised learning experience.

5.3 Training and Development Probationer Training

The probationary training programme has been updated, including modernising a number of lessons which were introduced in the March 2020 course. Initial training will increase from eleven weeks to twelve weeks and will include more practical exercises, report writing workshops, mobile device training (introduced to students at the college for the first time in September) and a focus on fitness and wellbeing.

The new Probationer Training Programme (PTP) is a competency based qualification aligned to a Modern Apprenticeship Framework, allowing Police Scotland to draw down funding from the Scottish Government's Apprenticeship Levy. Wide consultation with both internal (Quality Assurance, Training Development and Delivery, Leadership & Talent) and external (statutory staff representative bodies, Scottish Government, Skills for Health and Justice and Scottish Qualification Authority (SQA)) stakeholders has ensured a robust programme that will deliver a competent, confident and effective police officer.

The programme is an SCQF Level 7 qualification, delivered over 104 weeks, and is certificated by the SQA. It is anticipated that up to 800 Police Officers per year will undertake the PTP. The programme will be divided into 3 modules, supported by the following high level learning outcomes:

On completion of the programme, students will be able to:

- Apply the principle techniques involved in Emergency Life Support.
- Explain theory behind and apply correct practice in operational safety techniques, use of Personal Protective Equipment, threat assessment, medical considerations and importantly the use of the Police Scotland Tactical Options Model, National Decision Model, ECHR and Police Scotland criteria for the use of force.

- Apply the concept of evidence, evidence gathering and preservation and assess how intelligence can be used within the guidelines of the Scottish Legal System.
- Apply appropriate legislation to the investigation of crimes or offences and apply relevant knowledge, skills and behaviours using effective interpersonal skills and legislative knowledge whilst dealing with communities and partners.
- Apply underpinning health and wellbeing considerations to maintain own health, fitness and wellbeing.
- Identify and explain the key principles of policing vulnerability, and the processes involved in the informing of partner agencies.
- Conduct searches to a common minimum standard across the service.
- Apply legislation pertaining to road policing matters, and deal with road traffic incidents safely.

Enhanced First Aid & Operational Safety Training

Over the last five years assaults of police officers has increased every year, while the prevalence of wider incidents involving the use of knives and injuries to persons has risen.

While being subjected to violence should never be considered as part of the job for police officers, it is vital equip officers to deal with any risks they may face. Police Scotland will double the annual training time for first aid and operational safety skills, via the November 2021 launch of a new enhanced First Aid and Operational Safety Skills course.

This course will be available to all officers and will become the standard for requalification for all officers operationally deployable in 'first responder' roles. Seminars offering awareness of other Officer Safety Training (OST) and enhanced First Aid skills will be also made available specifically for officers in these roles. This training is expected to be delivered to over 16,000 officers annually. Initial OST/First Aid training given to probationers at SPC will also increase from five to seven days.

CIMplexity

Communities in Scotland are diverse and varied, consisting of people of various ethnicities, sexual orientations and gender identities, cultural heritage, religious beliefs and political views. CIMplexity is a training exercise design to equip senior leaders to manage critical incidents within this complex environment.

The CIMplexity course is currently being refreshed for relaunch in 2021, in order to better reflect best practice in community relations in the modern era. The course is an immersive, multi-media exercise, with external guest speakers from a range of organisations and agencies.

COVID-19 Impacts on Training Provision

Since March 2020, the COVID-19 pandemic has had a significant impact on ongoing training programmes. For the first time in Police Scotland's history, training was brought to a halt as officers urgently deployed operationally, staff members moved towards home working wherever possible, and absences due to shielding and self-isolation were felt.

This has resulted in a five-month equivalent backlog of training requirements as the Training & Development team return to a "new normal" mode of working. Due to social distancing requirements, face-to-face training session capacities are currently reduced to 40-60% of pre-COVID norm – as such, progress through the training backlog is expected to be slow. The Training & Development team are currently scoping options to move some training programmes to a virtual delivery environment, both

to manage the current backlog and to provide more flexible and cost effective training opportunities in future. This project is expected to develop further alongside other post-COVID learnings throughout the period covered by this plan.

5.4 Leadership Development

The Joint Strategy for Policing (2020) outlines the ongoing commitment toward supporting and developing the leadership of the organisation. Our people work in high pressure, dynamic environments where they are required to demonstrate leadership and they must be equipped, entrusted and empowered to make decisions, often in very challenging circumstances.

At present the appraisal system in place across Police Scotland is Personal Development Conversations (PDCs), which was launched in 2017. Completion rates have been on a steady decline, with levels of just 30% in 2018/19, with manual uploads and a lack of alignment with development outcomes cited amongst the factors.

However the organisation is now in the process of developing a new integrated appraisal process called 'MyCareer'. This will require a mandatory yearly conversation in respect to performance, and promote the importance of development conversations.

The current Diploma in Service, Leadership and Management (DPSLM) is also due to be replaced. This has a particular importance for Constables looking to progress to the role of Sergeant, as the DPSLM is a qualifying criteria to attain that rank. Taking around 18 months to complete, and with officers spending an average of 868 hours on personal study time on it, this presents a significant challenge to people with caring or other responsibilities – and in turn has had an impact on the diversity of candidates able to commit to the qualification. Not having a prior appreciation of the level of personal time commitment required has also been cited as a main reason for those candidates withdrawing from the process, which has a 10% attrition rate.

A vocational qualification is in design now to replace DPSLM, known as the "Sergeants Professional Development Programme". While retaining its Level 8 Scottish Credit and Qualifications Framework (SCQF), it will consist of vocational modules and learning, and immediately be put into practice and tested / validated by Line Managers. This new approach addresses the current barriers to promotion in terms of the personal time commitment out of working hours, increasing wellbeing for officers and by increasing accessibility and opportunity should also increase the equality and diversity of applicants, by reducing amount of personal investment out with their core role.

The current promotion process is also considered resource intensive and feedback has raised concerns that it is too subjective, with not enough weight placed on the thoughts of divisional and departmental management teams. The length of time to progress through the ranks is considered excessive, which poses an issue in terms of retention.

At times, officers can also spend an inordinate amount of time in pools, awaiting suitable posts. This is having an impact on our people and is why a recruit to demand model, with a 10% tolerance is proposed for a new promotion process for all ranks, up to and including Superintendent, called "Leadership Pathways". This will provide a more objective assessment approach for promotion that will consider a greater depth and breadth of skills linked to behavioural competencies.

When MyCareer is in place for all divisions and business areas this will be the gateway for Leadership Pathways. There will be no need for an application form as examples will be captured on MyCareer, reducing the Service's carbon footprint. In 2018, approximately 70,000 pages of application forms were printed for the sifting process. There will be greater divisional / departmental involvement in the approval process with first and second Line Manager Approval via MyCareer.

In the absence of an accelerated promotion programme since the inception of Police Scotland we have not been identifying the high potential talent who are Chief Officers of the future. Therefore a development programme called the Accelerated Leadership Pathway (ALP) has commenced, with assessment support from the College of Policing (CoP), which will support accelerated promotion for those identified as having the potential to be Chief Officers.

The timescales below indicate the average length of service before promotion to the ranks up to Superintendent and the anticipated timescales in light of the changes being progressed.

Rank	Current timescales	Estimated ALP timescales	Estimated Leadership Pathway timescales
Sergeant	15.3 years	5 years	4 years
Inspector	20.3 years	8 years	Performance dependent
Chief Inspector	22.0 years	11 years	Performance dependent
Superintendent	26.5 years	14 years	Performance dependent

These new approach will be underpinned by the introduction of a 'Competency Values Framework' (CVF) which has been adopted from the CoP, and which places a strong emphasis on behaviours and values. This framework will ensure that there are clear expectations of every person in Police Scotland which will in turn lead to standards being raised for the benefit and safety of the public.

It is anticipated these changes will be phased in throughout 2021.

5.5 Supporting Attendance and Wellbeing at Work

Our Wellbeing and Inclusion function provides strategic direction and leadership on the design, development and delivery of key People Policies and Procedures. As well as being responsible for our wellbeing and inclusion strategies this function manages the Occupational Health contract and Health and safety across the organisation.

In 2017 the 'Your Wellbeing Matters' initiative was introduced to ensure that officers and staff had access to support and assistance whenever it was needed. It is recognised that policing can be a stressful and demanding occupation that at times may impact on the emotional and physical health of individual officers and members of staff.

The majority of work undertaken under the banner of 'Your Wellbeing Matters' has been to establish core systems and support when things become difficult for our people.

There has been a steady increase in the number of days lost to psychological absences (circa 38% to total for both officers and staff) and this is a reflection on what is happening across society. Wellbeing was given a further investment in 2020/21 to move to a more preventative approach, with three strategic themes identified and work progressed:

- Process – those organisational factors that can impact our people's wellbeing;
- Physical – matters that impact our people's physical health that may also impact their general wellbeing; and
- Psychological – increase personal resilience and develop skills, knowledge and improve behaviours of line managers in response to mental health issues.

5.6 Staff Engagement

Police Scotland is committed to launching an organisation wide survey for staff and officers in financial year 2020/21 to provide a baseline from which comparisons can be made with other police services across the UK. The Wellbeing and Engagement survey will be for both staff and officers across the Service.

Once established, it is the intention to repeat the exercise eighteen months later.

Previous Police Scotland national surveys were carried out in 2015 and 2016, with further thematic surveys in 2018/19 (by the SPF) specifically around change and its impact.

A short life working group was established to review previous survey actions, and also the feedback from the 300+ engagement events that have been held across the organisation over the last two years (involving 4000+ officers and staff) and review the work that was identified and the progress that has been made.

Five strategic themes were identified by this group:

- Leadership
- Communication
- Resources
- Process Improvements
- Promotion / development

Results from the survey are planned to be published at both a national and local level. National trends will be identified and addressed through central leadership whilst specific divisional trends can/will be addressed locally and tracked through established, locally owned People Boards.

5.7 Recruitment

Police Scotland recognises the importance of recruiting the right people in the right roles, using a fair and transparent process. Our workforce is our most important resource, and we recognise that our people will drive the success of Scottish policing to meet future demand.

Police Staff Recruitment

The Police Scotland recruitment strategy aims to attract talented individuals from all cultures, ethnic groups and genders who can evidence through a competency based interview process the values that underpin the organisation: fairness, integrity, respect and human rights.

A recent internal restructure of the Recruitment function has enabled delivery of a more tailored approach to key stakeholders through the effective implementation of a single point of contact recruitment model. The improved recruitment function has improved the candidate journey, reduced the time to hire, and driven down hiring costs by reducing reliance on recruitment agency support.

Police Officer Recruitment

Police Scotland receives approximately 5,300 applications for officer roles each year. Early indications for the 2020/21 year indicate an increase in applications, which may be as a result of the changing labour market following the impact of COVID-19. Due to the volume of applications, the recruitment process is very competitive and ensures that only the highest calibre of applicants proceed.

A new probationer recruitment process was introduced in January 2020, designed to assess candidate using a competency and values framework. The improved process is more efficient, allowing assessments to be completed in two visits as opposed to six in the previous process. As a result of these reduced travel and attendance requirements, the improved process will

remove what may have been a barrier to candidates from further afield. Streamlined administration will allow for further staff efficiencies in the Recruitment team to be made over the next six months.

Rural and Remote Posts

Police Scotland recognises the need for a bespoke approach to the recruitment process to attract candidates for rural posts. Specific attraction activities and a local Assessment Centre have taken place during 2020, although COVID-19 impacts since March have curtailed further such activity.

An internal recruitment campaign was developed and distributed, featuring an officer who moved their family to Shetland – further such activity is planned during the course of this plan to advertise other specific locations and encourage current staff to consider relocation. Ongoing engagement with partners in rural and remote areas, while in its infancy, presents opportunities to join up recruitment offerings to more holistically attract and retain partners and families.

Further developments in this area are expected as a result of the Rural and Remote Recruitment and Retention Workstream, as outlined in section 3.2.

Promotions

A number of changes have been made to the promotion process for police officers in order to deliver on the Chief Constable's Commitments 2020-21 to link the promotion process to day to day performance.

All ranks from Sergeant to Chief Superintendent will be assessed through bespoke assessments, tailored for each rank, using the Competency and Values Framework. Whilst new to Police Scotland, this method of evidencing values as part of a promotion process is well established in the UK policing arena.

An annual promotion calendar will allow candidates to plan their development journey, while allowing selection by a merit line based on annual organisational demand. As MyCareer rolls out to the organisation as outlined in section 5.4, the promotions process will continue to improve – moving away from application forms and using behavioural and competency examples already captured as part of annual performance and development conversations.

5.8 Diversity & Inclusion

Our people drive the success of policing in Scotland, and we recognise the value that a diverse workforce and inclusive culture brings.

Police Scotland is currently developing an Equality, Diversity and Inclusion Employment Framework to ensure all our people are confident to champion equality, diversity and inclusion.

By mainstreaming into strategy, planning and performance mechanisms as well as business as usual activities, we will ensure local accountability and put inclusion at the heart of all our decision making.

By taking proactive steps to remove barriers and create inclusive workplaces we will ensure a culture that can attract, develop and retain a representative workforce and gain the confidence of the diverse communities we serve.

The Framework identifies the following principles to ensure an inclusive, people-focused approach:

- We will provide our people with effective and practical tools to remove barriers and build an inclusive workplace.
- We will work collaboratively to ensure equality, diversity and inclusion are at the heart of all we do.
- We will ensure a continuous improvement approach based on relevant evidence and engagement.

Positive Action Recruitment

The Police Scotland People Strategy 2018-2021 sets out three key priorities for our people, one of which is the creation and maintenance of a positive environment – one which people want to be part of, and remain within. This means our focus has to be on creating a diverse workforce which empowers, enables and develops our people to address the evolving needs of both the organisation and communities.

Police Scotland also recognises that it must strive to build a workforce which is representative of the communities it serves, in order to increase the trust and confidence in the Police. The Positive Action team have been very successful in their engagement activities since their establishment in 2016, however engagement has not yet managed to increase the Black, Asian and Minority Ethnic (BAME) proportion of the police officer workforce from 1%. This is a challenge across the UK and work is ongoing alongside our diversity staff associations to learn from their experiences.

Stonewall Workplace Equality Index (WEI)

Police Scotland is recognised as a Stonewall Diversity Champion, and improved its ranking in the Stonewall Workplace Equality Index (WEI) for 2020 by more than 40 places on the previous year. The WEI measures organisational progress and reported significant progress by Police Scotland in the way it supports LGBTQI+ inclusion, both for Police Scotland officers and staff and the community we serve.



Gender Neutral Hat

The Scottish LGBTI Police Association and the Scottish Women's Development Forum (SWDF) requested guidance for those wanting to wear gender neutral hats via a Clothing and Equipment Working Group. In September 2019 the Chief Constable directed work to commence to identify a hat for all officers to wear.

As an interim measure it was agreed that those who do not wish to wear the current gender specific hats can be issued with a gender neutral hat such as a Police Scotland baseball hat.

Diversity Staff Associations Events

Police Scotland and the Scottish LGBTI Police Association hosted UK policing's first LGBTI focussed recruitment event in October 2019. The event, which was attended by more than 40 people, saw officers from a variety of different roles across the service give first-hand accounts of their role, the application process and their experiences of life as a police officer. Since the event 16 attendees have submitted application forms to join the service as police officers.

SWDF, supported by Police Scotland and the SPA, organised and hosted Scotland's first BAME Women in Policing event held in March 2020. Delivered as a Development Day and designed for BAME women currently working as either officers or staff within Police Scotland, the day was designed to inspire attendees to act on their personal development aspirations, expand their professional network, and collectively drive change to increase the representation of BAME women at all levels of ranks and roles within Police Scotland.

Diversity Staff Associations

The Diversity Staff Associations are non-statutory, independently-run bodies set up by staff and officers from across Police Scotland to work for the interests of their members and the wider community they reflect. These Associations are members of the Equality, Diversity and Inclusion Employment Group.

The Diversity Associations membership of this group helps to inform and drive the strategic employment priorities of Police Scotland to ensure that the needs and perspectives of under-represented groups are voiced at a strategic level.

Work is ongoing with the Diversity Staff Associations to develop a revised memorandum of understanding, and identify opportunities for the Diversity Staff Associations to work together to drive progress for all underrepresented groups.

The Diversity Staff Associations are:

- Christian Police Association
- Disability and Carers Association
- Scottish LGBTI Police Association
- Scottish Police Muslim Association
- SWDF
- SEMPER Scotland, supporting and representing all ethnic minority police officers and staff

Police Scotland Mainstreaming Report and Equality Outcomes Refresh

The next mainstreaming and equality outcomes progress reports are due to be published by 30 April 2021. In addition, the Police Scotland Equality Outcomes are due for review by the same date.

Work to support continuous improvement in the lead up to the next mainstreaming report by April 2021 is ongoing and includes:

- A specific focus on embedding E&D into strategy, planning and performance;
- A review of the governance arrangements in relation to Equality, Diversity and Inclusion in Employment; and
- A continuous improvement approach to Equality and Human Rights Impact Assessment.

Section 6:

Implementation, Monitoring and Review

6.1 Action Plan & Timeline

Timelines for all actions generated by the 19 planning areas identified in section 1.3 are contained in Appendices A-I.

6.2 Review Processes

The development of this strategic workforce plan has required considerable discussion, engagement and a structured approach. Its delivery will continue to require this level of rigour, and will touch upon areas such as demand, strategy, change benefits realisation, vacancy management and financial management.

Divisional and Service Plans will be reviewed on a regular basis via local monitoring groups. This will ensure that any planned outcomes and unintended consequences are continually measured and problems addressed.

While ongoing national projects will continue to be managed by the Change Function, the outputs of these projects in terms of workforce benefits will be made available to a central point managed and directed by the Demand, Design and Resourcing Board. At this forum decisions concerning benefits reallocation, changes to the TOM, and tracking of workforce plans will be taken amongst the context of:

- change benefits delivered in the previous quarter (including a clear articulation of available FTE);
- any available resources arising from BAU improvement and the overall position on an available resourcing pool;
- operational and corporate demand (both existing and emerging);
- finance implications and advice (to inform discussions on overall resource allocation); and
- P&D issues (headcount and policy implications).

In line with the Equality Act 2010, which puts a specific duty on listed public authorities to undertake Equality, Diversity and Human Rights Impact Assessments of any new or revised policies and practices, these assessments will be conducted on a project by project basis. This will ensure that these statutory obligations are met, and that the value of these assessments are made an integral part of the process.

6.3 Risks

6.3.1 Workforce and Financial Risks

Police Scotland recognises that effective risk management is an integral part of good management and a key feature of corporate governance. Our focus is on Keeping People Safe and we seek to instil effective risk management practices with a framework and culture to support this.

We are committed to ensuring that risk management underpins all of our activities. We have a responsibility, as a public sector organisation, to manage risks effectively, thus achieving best value and ensuring transparency through promotion of a risk aware culture.

Strategic Risks

The Strategic Risk Register is led by the Police Scotland Executive and contains longer term, high level risks that are strategic, as opposed to operational in nature. In addition to monthly review and update by Risk Owners and quarterly review by Police Scotland's internal Audit & Risk Board, the Strategic Risk Register is scrutinised by the SPA Audit, Risk and Assurance Committee on a quarterly basis.

SR007: Strategic Planning to Support Financial Sustainability: If Police Scotland does not ensure effective and joined up strategic planning (including a Workforce Plan, Estate Strategy, Fleet Strategy and ICT Strategy) there is a risk that funding requirements cannot be accurately forecast and the future policing model and associated costs cannot be articulated. As such, the SPA will be unable to effectively feed in to spending reviews to influence the funding settlement; the deficit reduction plans may not be delivered and financial sustainability will not be achieved; and a sub-optimal policing model will be delivered. The SPA / PS has a structural deficit with an approved deficit budget of £44m in 2020/21. Scottish public finances will be under increasing pressure due to the broader costs and economic impact of COVID-19.

Underpinning strategies for DDICT, Estates and Fleet have now been published and fully articulate the organisation's ambition and multi-year investment requirement in these areas. As the workforce continues to represent over 85% of the organisation's cost base, the Strategic Workforce Plan remains the most critical single element in forecasting the financial needs of the organisation.

Risk Controls in Place:

- Police Scotland maintains a Three Year Financial Plan and a Ten Year Financial Strategy which set out the scale of the operating deficit and clear savings targets that need to be delivered in order to achieve a balanced budget by 2020/21. The plans take into consideration the Strategic Workforce Planning, IT and Estates strategies. Progress against these plans, and against annual budgets, is monitored on a regular basis.

Due to current controls, this risk is within risk tolerance.

SR018 Criminal Justice Service for the Future:

If there is insufficient investment and commitment to remodelling Criminal Justice Services Division to meet modern day expectations, challenges and vulnerabilities, there is a risk Police Scotland cannot provide effective criminal justice services for the future, impacting on public confidence and attracting negative regulatory scrutiny.

Criminal Justice Services Division continues to undergo transformation, with a number of projects ongoing including Custody and Productions Remodelling, and Digital Evidence Sharing Capability (DESC). Management and sharing of digital evidence is a priority area for criminal justice partners, and this project is a primary enabler for the wider reform of criminal justice. DESC procurement process is ongoing with a contract award anticipated in early 2021.

Risk Controls in Place:

- All projects under the CJSD remodelling programme have been re-assessed to comply with the new objectives that have been set.
- Scottish Government have granted funding to the DESC project

Organisational Risks

The Organisational Risk Register captures the most significant risks from across DCC / DCO portfolios where there is a dependency on, or impact to, multiple departments, divisions, management portfolios or the entire organisation. These risks are generally operational and shorter-term in nature, but are out with risk appetite and as such, require close scrutiny. Organisational risks are reviewed on a monthly basis by Risk Owners and quarterly by Police Scotland's internal Audit & Risk Board. Further scrutiny is provided by the SPA Audit, Risk & Assurance Committee on a quarterly basis.

ORR139 Strategic Workforce Planning: If we fail to produce a Strategic Workforce Plan, there is a risk that Police Scotland will not have a workforce that is the right size, with the right skills and competencies, organised in the right way, within a budget we can afford, that can deliver the best possible service to the public. Due to current controls, this risk is within risk tolerance.

ORR120: Recruitment: If there is a lack of investment (technology and resource) in the Recruitment function there is a risk that the recruitment team are unable to provide the service required to meet the needs of a modern Police Service resulting in reputational damage and an inability to meet demand. Due to current controls, this risk is within risk tolerance.

ORR093: Analysis & Performance – Resourcing Insufficiency: If there is an insufficient resourcing model and a lack of training provision (allied to an increase in demand), there is a risk that the Analysis and Performance Unit will be unable to effectively meet the demand for analysis or support day to day business across the organisation, resulting in a reduced ability to deliver on Police Scotland's Policing Priorities.

ORR107: ICT Current Structure and Target Operating Model: If there are continuing capacity issues and capability gaps, along with under investment in technology on a year by year basis, there is a risk that Service of critical Police Scotland systems cannot be maintained, directly impacting front line policing.

ORR099: Custody Resourcing Operational Model: If there is a continued resourcing shortfall at both the frontline operational level and the first line management level there is a risk that Custody Division will be unable to maintain operational viability resulting in a reduced prisoner care and welfare as well as having a detrimental impact to Local Policing backfill. Due to current controls, this risk is within risk tolerance.

ORR124: Management of Re-rostered Rest Days (RRRDs): If Re-rostered Rest Days are not effectively managed in line with a clear and consistent policy, there is a risk that large numbers will be banked, resulting in a detrimental effect on officer wellbeing, potential for prolonged officer abstraction and financial pressure from paying a substantive member of staff as well as a backfill.

ORR140 Firearms Licensing Demand and Capacity: If the approach to the renewal of Air Weapons Certificates is not revised, there is a risk that existing staffing levels will be unable to meet the increased demand for renewals from 2021/22 onwards.

Section 7:

Conclusion

This first iteration of Police Scotland's Strategic Workforce plan has been designed to conform to the guidance and good practice issued across Scotland's public sector. It has detailed the work undertaken to understand the demands placed on Police Scotland, not only in crime and law enforcement but the wider Policing role in maintaining community cohesion, welfare and wellbeing.

A number of workstreams have been identified as necessary to move Police Scotland forward in attempting to better manage the demands placed on the service. Additionally, the local level workforce plans that form the basis of this Service-wide plan have identified timelines to develop their local workforces to prepare for the future.

These local timelines and national workstreams will be tracked, monitored and reported on on a quarterly basis throughout the period of the plan via the mechanism outlined in Section 6. Workforce planning is an iterative process, and this plan will be reviewed should significant changes arise in either our strategic priorities or our wider operating environment. The monitoring structure in Section 6 will authorise a refresh of this Strategic Workforce Plan before April 2023 should this be the case.

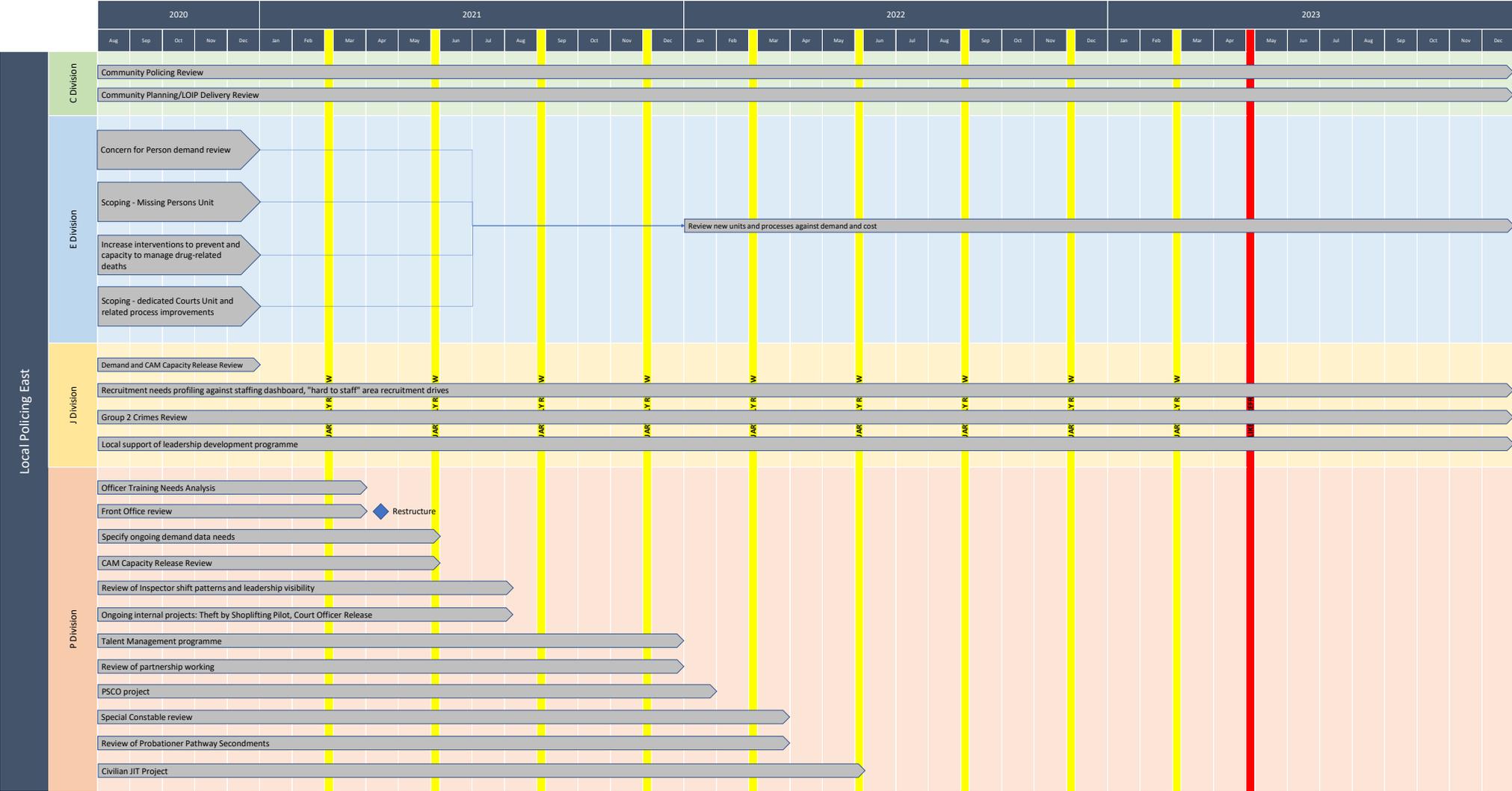
The SWP sets out a series of strategic design ambitions, as outlined in Section 2.2.4. These are by definition aspirational, and will guide the monitoring of the activities described within this plan as they mature over the coming three years as part of the review processed outlined in Section 6.2.

While opportunities to redesign the workforce to better meet demand within the current Police Scotland headcount and pay bill have been identified, this plan finds a total current funding shortfall amounting to just over £55.4 million. The Service will seek to cover the equivalent of £35.75 million of this gap via improvements in both local and national workforce management as identified in this plan.

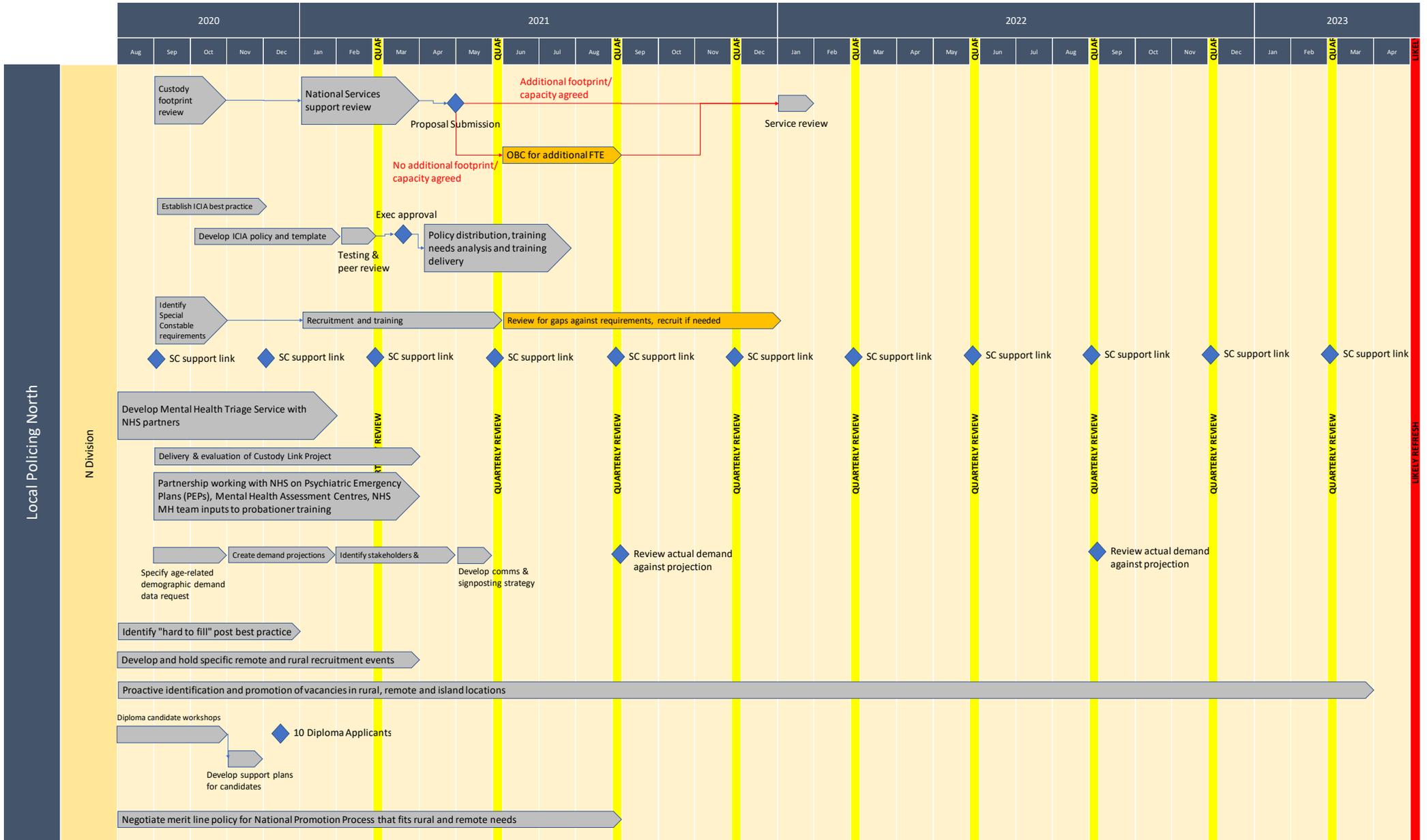
The remaining unfunded resource gap of just over £20.65 million relates to workforce requirements in specialist National Services. There is no remaining capacity within the Service to resource National Services requirements without depleting Local Policing provision, risking reductions in the local services provided to the Scottish people. Without additional funding for these resources or revised direction from Government which reduces demand on policing services, future service delivery may be significantly compromised.

Our thanks go to all who have contributed to the development of this piece of work which provides both a clear plan for the future workforce of Police Scotland, and a robust evidence baseline to inform future changes.

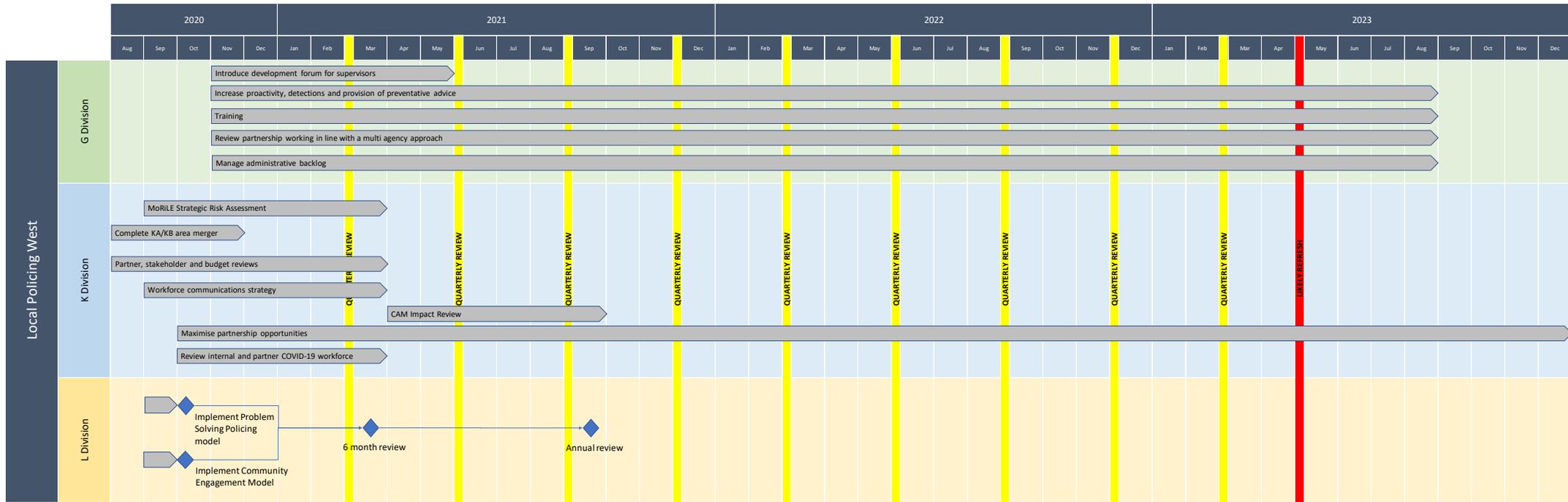
Appendix A – Local Policing East Timeline



Local Policing North Timeline

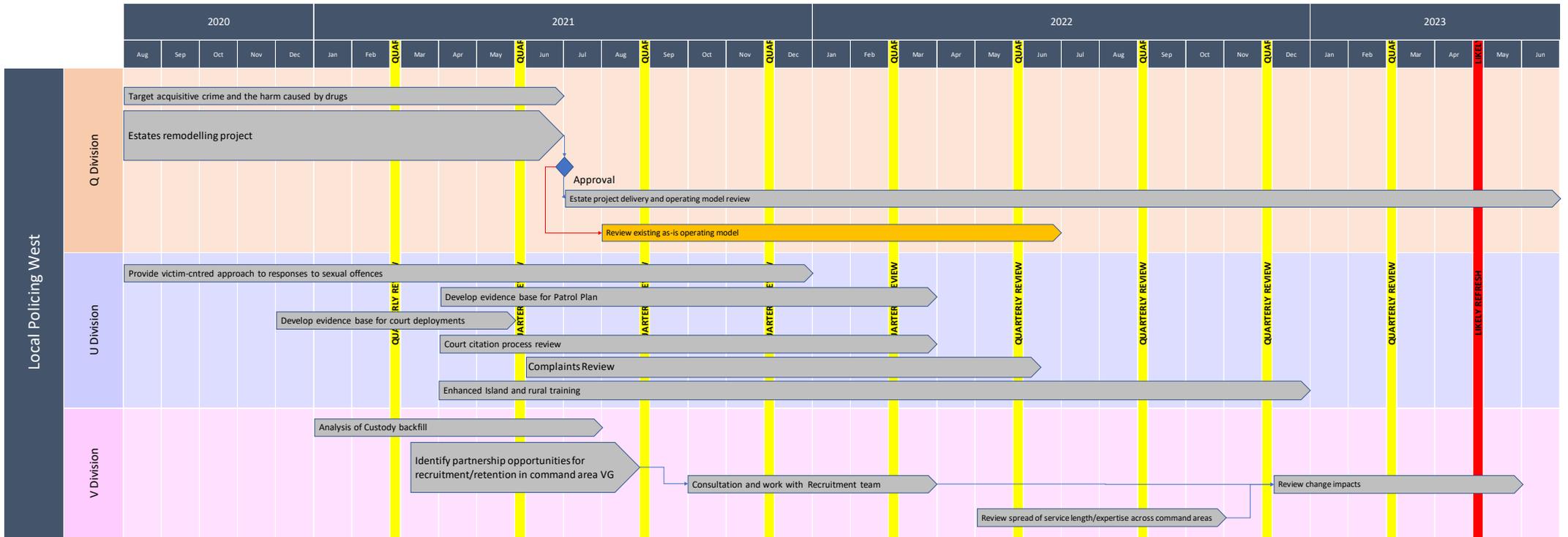


Appendix C – Local Policing West Timeline

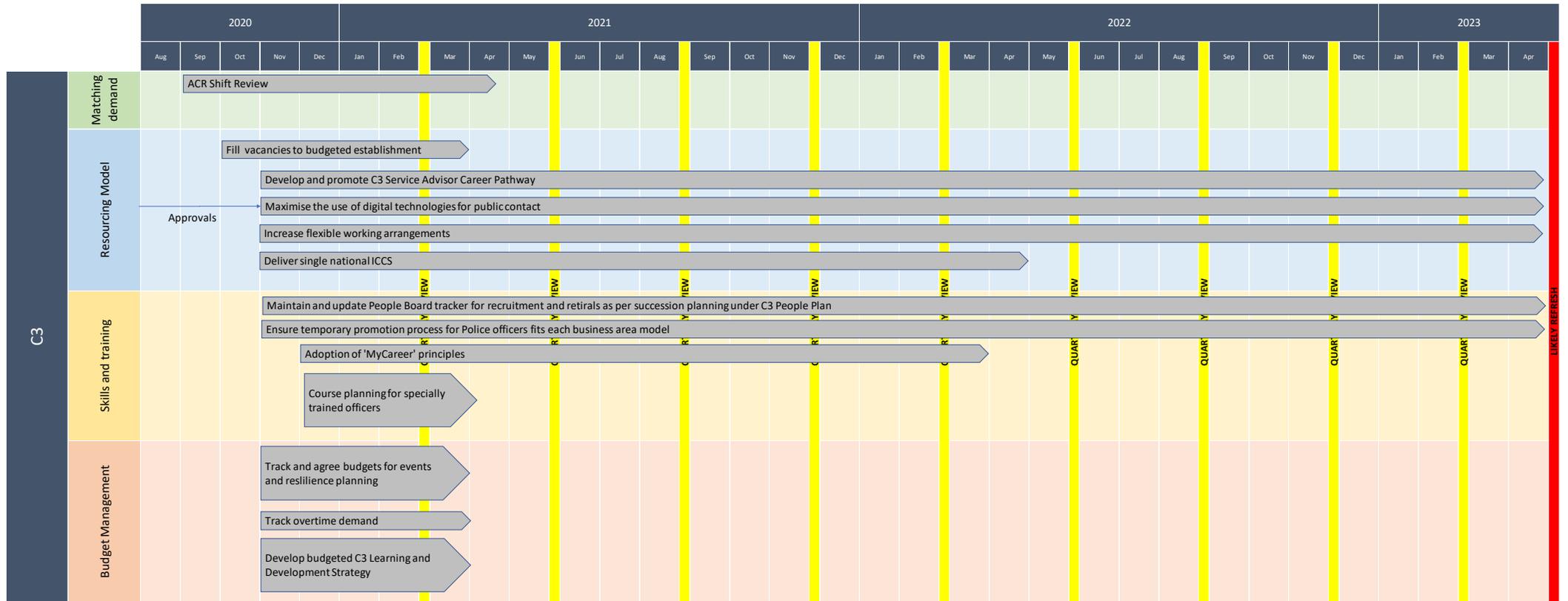


Continues with Q, U and V Divisions overleaf

Local Policing West Timeline

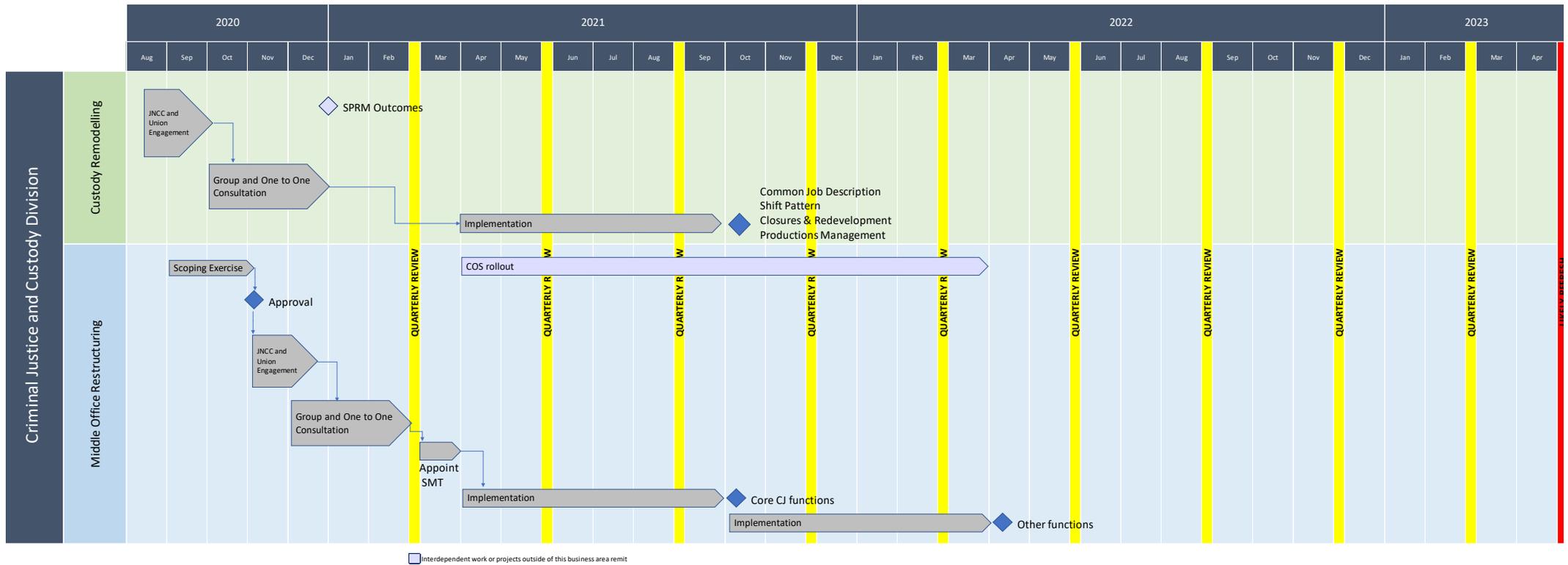


Appendix D – C3 Timeline

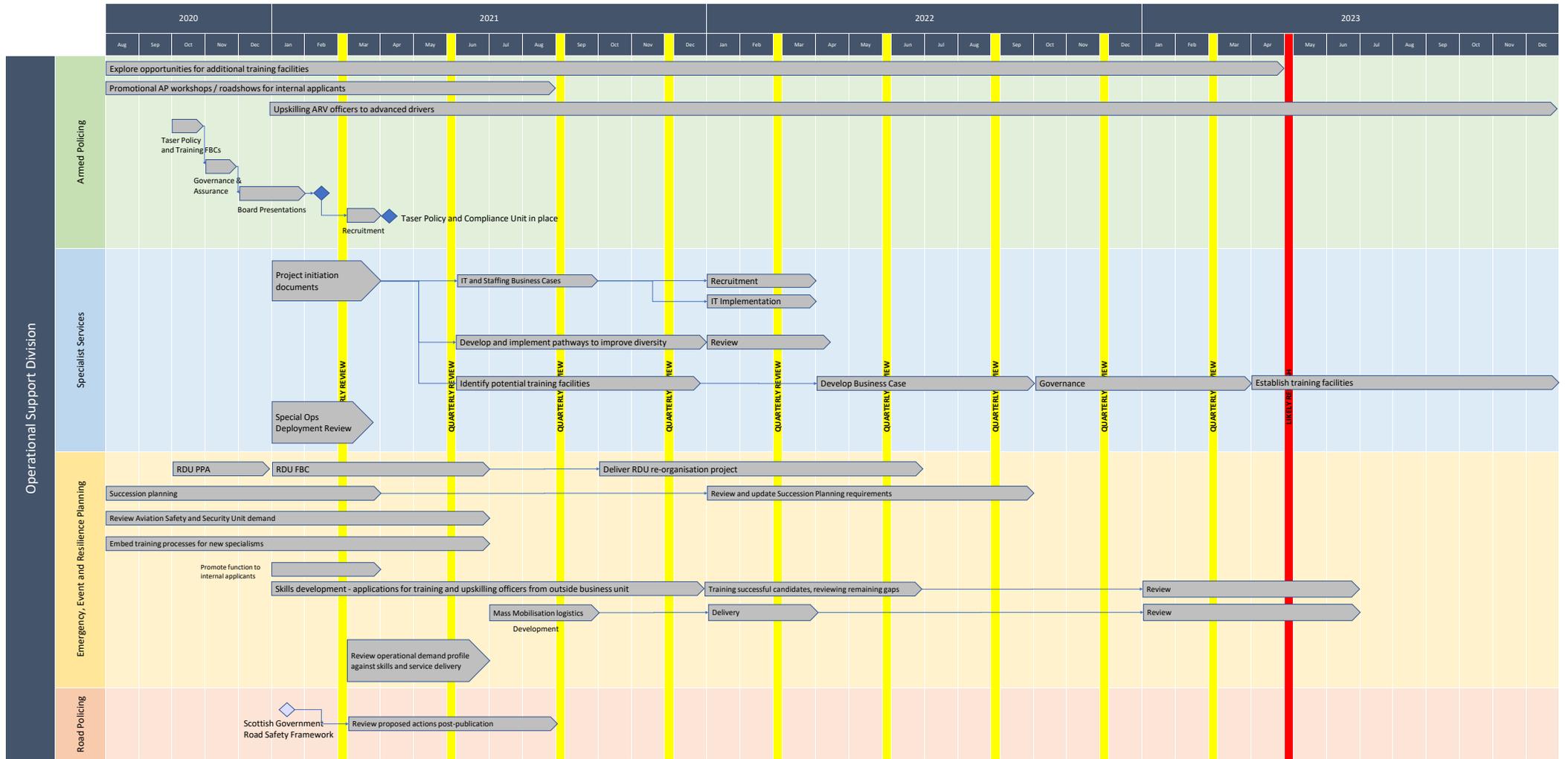


LIKELY REFRESH

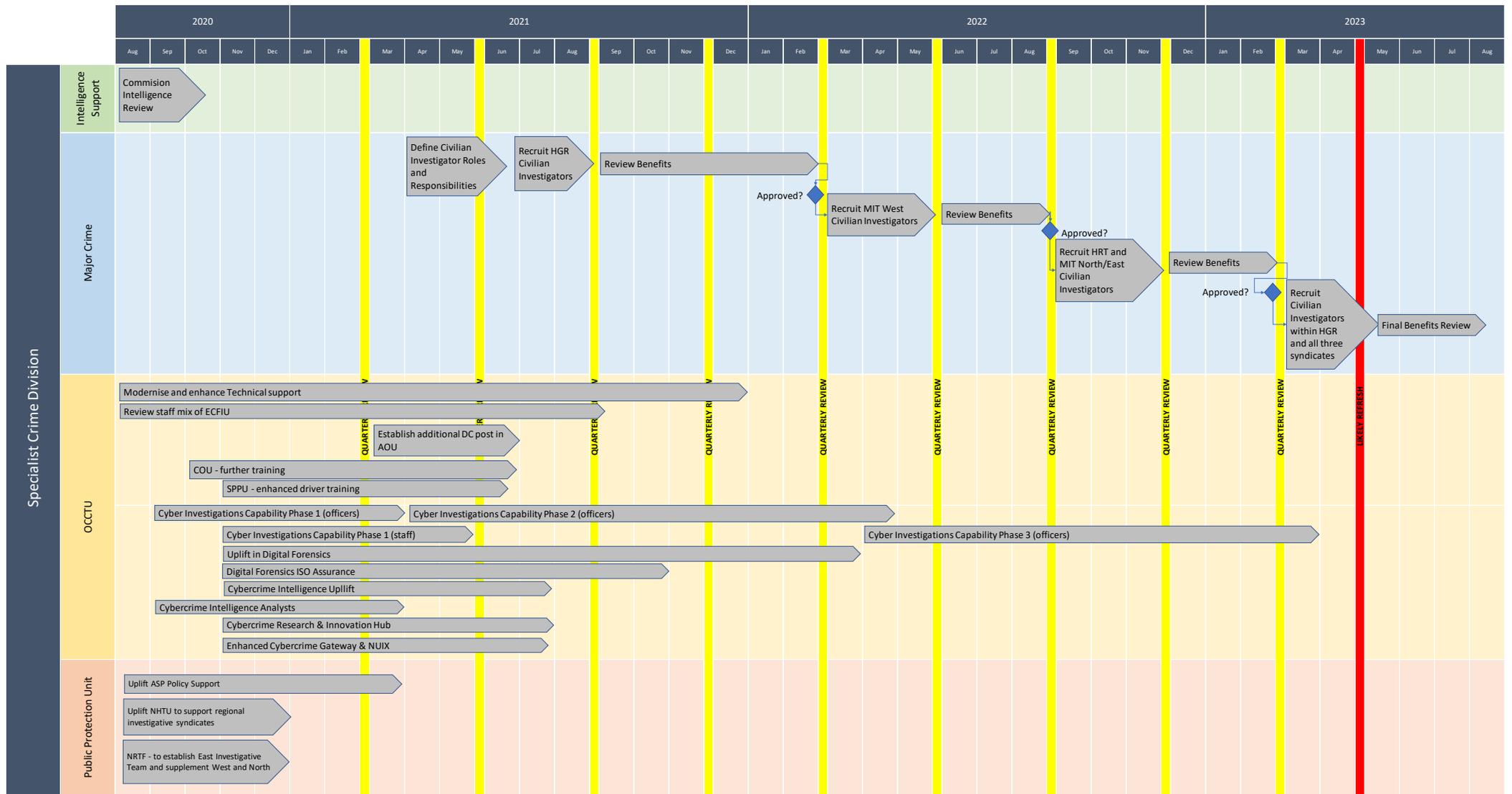
Appendix E – CJSD Timeline



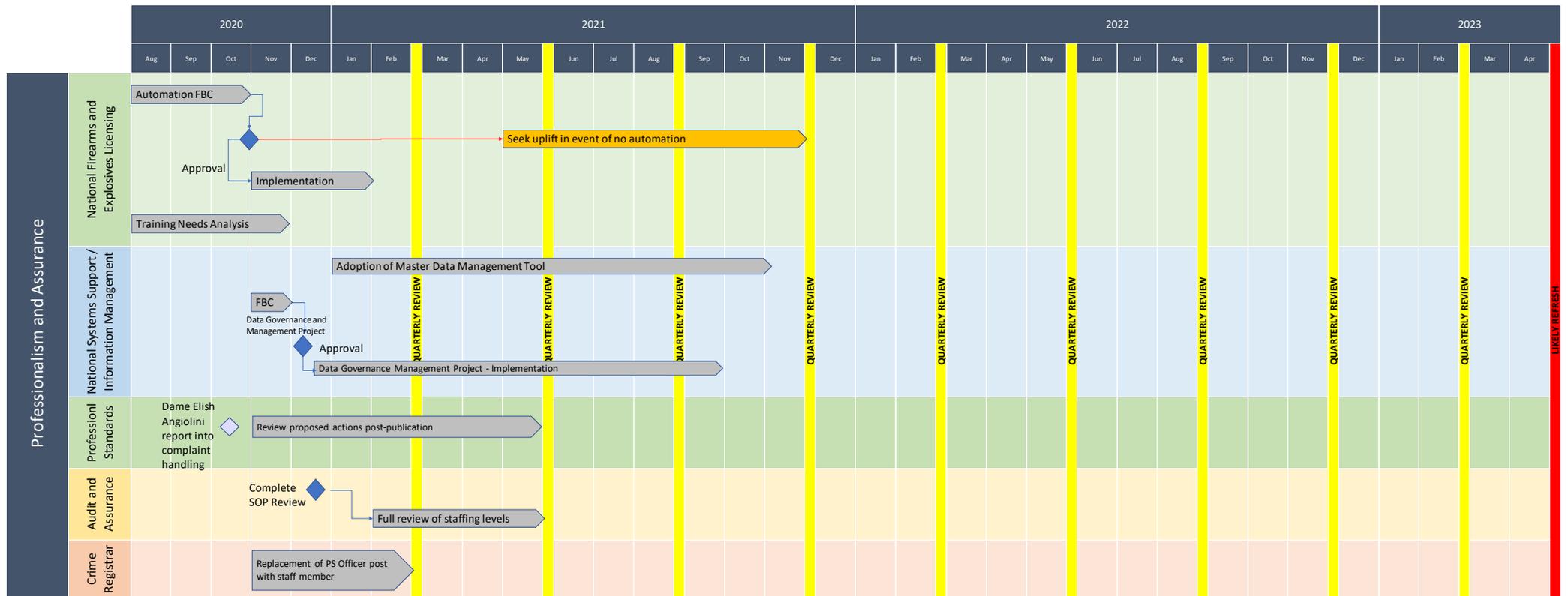
Appendix F – OSD Timeline



Appendix H – SCD Timeline



Appendix I – Professionalism & Assurance Timeline



Appendix J – Glossary

ACR – Area Control Room	DESC – Digital Evidence Sharing Capability
ALP – Accelerated Leadership Pathway	DPSLM – Diploma in Service, Leadership and Management
ANPR – Automatic Number Plate Recognition	EERP – Emergency Events and Resilience Planning
APP – Annual Police Plan	EU – European Union
APU – Analysis and Performance Unit	FTE – Full Time Equivalent
ARV – Armed Response Vehicles	HMICS – Her Majesty’s Inspectorate of Constabulary
ASPS – Association of Scottish Police Superintendents	HMRC – Her Majesty’s Revenue and Customs
BAME – Black, Asian and Minority Ethnic	IJU – Internet Investigations Unit
BPC – Border Policing Command	IHR – Ill Health Retiral
BSU – Business Support Unit	IM – Information Management
CAB – Central Authorities Bureau	JIT – Joint Investigative Team
CAM – Contact Assessment Model	LOIP – Local Outcome Improvement Plans
CBRN – Chemical, Biological, Radiological and Nuclear	LPA – Local Policing Appointment
CCP – Cyber Capabilities Programme	LPP – Local Police Plans
CHIS – Covert Human Intelligence Sources	MASH – Multi-Agency Safeguarding Hub
CJ PCSO – Criminal Justice Police Custody and Security Officers	MARAC – Multi-Agency Risk Assessment Conference
CJSD – Criminal Justice Services Division	MDM – Master Data Management
CoP – College of Policing	MHP – Mental Health Pathway
COPFS – Crown Office and Procurator Fiscal Service	MIT – Major Investigation Teams
COP26 – 26th Conference of the Parties	MOR – Middle Office Restructure (MOR)
COS – Core Operational Solutions	MRT – Mountain Rescue Teams
CPP – Community Planning Partnerships	NCA – National Crime Agency
CSAE – Child Sexual Abuse and Exploitation	NCAIU – National Child Abuse Investigation Unit
CT – Counter Terrorism	NCSC – National Cyber Security Centre
CVF – Competency Values Framework	NDU – National Disruptions Unit
C3 – Contact, Command and Control	NFEL – National Firearms Explosives Licencing
DCU – Divisional Coordination Unit	NIB – National Intelligence Bureau
DDICT – Digital, Data and ICT Strategy	NHTU – National Human Trafficking Unit
DDSA – Digital and Data Skills Academy	NHS – National Health Service
DPU – Demand & Productivity Unit	NRIT – National Rape Investigation Team
DPP – Demand, Productivity and Performance	

NOCAP – National Online Child Abuse Prevention
 NPCC – National Police Chiefs Council
 NPOCC – National Police Operations and Coordination Centre
 NRRR – National Remote Recruitment Review
 NSS – National Systems Support
 OBL – Operational Base Levels
 OCCTU – Organised Crime, Counter Terrorism and Intelligence
 OMU – Offender Management Unit
 OSD – Operational Support Division
 OST – Officer Safety Training
 OSU – Operational Support Units
 PCSO – Police Community Support Officers
 PDC – Personal Development Conversation
 PESA – Public Enquiry and Support Assistants
 PIRC – Police Investigations and Review Commissioner
 PMG – Portfolio Management Group
 PPCW – Partnership, Prevention & Community Wellbeing
 PPU – Public Protection Unit
 PSA – Police Service Agreement
 PSSC – Police Scotland Service Centres
 PTP – Probationer Training Programme
 RAM – Resource Allocation Model
 RCG – Reform Collaboration Group
 RDU – Resource Deployment Unit
 RPA – Remotely Piloted Aircraft
 RRRD – Re-rostered Rest Day
 RSO – Registered Sex Offender
 RT – Resolution Team
 SBRC – Scottish Business Resilience Centre
 SCC – Scottish Crime Campus
 SCD – Specialist Crime Division
 SCDEA – Scottish Drug Enforcement Agency
 SCQF – Scottish Credit and Qualifications Framework
 SCRS – Scottish Crime Recording Standard
 SEC – Scottish Event Campus
 SIMD – Scottish Index of Multiple Deprivation
 SOC – Serious Organised Crime
 SOCG – Serious Organised Crime Groups
 SOU – Special Operations Unit
 SPA – Scottish Police Authority
 SPF – Scottish Police Federation
 SPU – Special Projects Unit
 SPRM – Staff Pay and Reward Modernisation
 SPSA – Scottish Police Services Authority
 SQA – Scottish Qualification Authority
 STO – Specially Trained Officers
 SWDF – Scottish Women’s Development Forum
 TCSS – Transforming Corporate Support Services
 THRIVE – Threat, Harm, Risk and Vulnerability
 TOM – Target Operating Model
 TRACER – Threat Risk Assessment Capability Exploitation and Research
 TSU – Technical Support Unit
 UAV – Unmanned Aerial Vehicle
 UCCP – Unified Communications & Contact Platform
 ULEV – Ultra Low Emission Vehicle
 WFEI – Workplace Equality Index