

Meeting	SPA Resources Committee
Date	10 August 2020
Location	MS Teams
Title of Paper	Draft People Strategy Year 3 Annual Delivery Plan 2020/21 - incorporating COVID 19 'New Normal' Activities
Presented By	Jude Helliker, Director People and Development
Recommendation to Members	For Discussion
Appendix Attached	Yes Appendix A - Y3 Annual Delivery Plan

PURPOSE

This paper is provided by way of introduction to the People and Development Annual Delivery Plan 2020/2021.

Members are invited to discuss the content of this paper.

1. BACKGROUND

- 1.1 On the 17 April 2020 the Chief Constable set out that each Deputy would take forward one of four strategic areas of Force activity as a consequence of Operation Talla.
- 1.2 Strategic Area 4, which is being led by DCC Fiona Taylor, People & Professionalism is: 'to coordinate the numerous demands and implications for our people across the organisation; including wellbeing, training and development and the operational impact of acute challenges'.
- 1.3 A paper and activity plan was produced that outlined the key areas of response from the People & Development senior leadership team in developing a new strategy: Our People – Towards a New Normal.
- 1.4 A full closure report was submitted to PPMB last month detailing progress made in 2019/20 against the People Strategy (PS).
- 1.5 This report provides Members with the People and Development Annual Delivery Plan for 2020/21, covering year three of the People Strategy 2018-21 and containing activities that will bring this iteration of the strategy to a conclusion. The plan also contains deliverables that have been mapped to the Chief Constable's Commitments and the previously submitted P&D 'New Normal' Activity Plan.

2. FURTHER DETAIL ON THE REPORT TOPIC

2.1 People Strategy Annual Delivery Plan 2020/21

- 2.1.1 COVID-19 hit just as we were approaching Year 3 of our People Strategy. An initial review led us to conclude that our strategic themes of **Positive Environment**, **Inspiring Leadership** and **Organisational Health** are as fit for purpose in the new world as the old. In planning for this financial year we evaluated what we had achieved and mapped this across to what we have learned over the past few months. Our plan for this year has been documented at appendix A and maps our planned deliverables against the new Chief Constables Commitments, the People Strategy and our 'New Normal' activities which prioritises these **Key Next Steps**.
- 2.1.2 We will continue the transformation of People & Development that builds on the design principles of TCSS, whilst learning from the ongoing opportunities presented by the Op Talla experience. The new P&D function will be designed along the following principles:

- People Direct will be the 'beating heart' of our service to the business, with specially trained HR advisors providing up to the minute management information and specialist support to colleagues
- We will exploit the benefits of technology in the workplace where possible and specifically in records management and recruitment
- We will offer our people the option to work remotely and/or from home, where practicable
- We will 'de-policy' our people processes to ensure they are simple and flexible
- We will streamline our governance processes
- MS TEAMS will be our default method of holding meetings and travel will be minimised
- Each member of the P&D team will have a role in the 'support reserve' in the event of another crisis, or resurgence of COVID-19

2.1.3 We will maintain and develop **People Direct** as a seven-day a week operation with extended opening hours. We will explore the options for self-service modules such as an online portal for absence reporting.

2.1.4 We will develop a new **Smarter Working** policy that sets out how we are going to encourage our people to work in a more flexible and agile way. We will lead a short life working group comprising colleagues in other areas of the business such as ICT and Estates to maximise the opportunities set out earlier in the paper.

2.1.5 We will create a **Futures** function within P&D to work on key workforce impacts in the coming months and years. Antibody testing, immunity passports, social distancing and longer term physical and mental wellbeing as a consequence of the virus will have implications for our current and future workforce. Diversity and inclusion will also be impacted and we need to be environmentally scanning to ensure that we are equipped to deal with the new normal.

- 2.1.6 We will develop the HR partnering function to provide more bespoke and dedicated support and guidance to the business. This will be driven by a **People Partnering** function which will include **Wellbeing Advisors** as part of a dedicated HR team.
- 2.1.7 We will review our **health, safety and wellbeing** provision to ensure that it represents the best possible support and interventions for our workforce. We will work closely with partners to identify opportunities in areas such as testing, PPE and best practice in social distancing measures.
- 2.1.8 We will critically assess our full **training provision** through a focus group, evaluating what has worked during Op Talla and adopt these learnings to improve and modernise our training delivery to all officers and staff.
- 2.1.9 We will explore opportunities for delivering **virtual and online training** including extending the deployment of MS TEAMS or other technologies in line with our Smarter Working policy, work with our estates and ICT colleagues to deliver this.
- 2.1.10 We will recommence the paused Superintendent **promotion process** and set out a clear promotions calendar for the rest of 2020/21, utilising technology where possible.
- 2.1.11 We will implement the **CVF** and **MyCareer** during 2020/21 and develop an online leadership development resource for all of our leaders.
- 2.1.12 We will complete the **SPRM** appeals process via telephone/video conferencing within the agreed project timetable.
- 2.1.13 We will complete the **Strategic Workforce Plan** within our agreed timetable of November 2020. We will ensure the incorporation of learning from Op Talla alongside this work.
- 2.1.14 We will develop the **Support Reserve Pool**, based on the Op Talla concept, to build resilience for future challenges.
- 2.1.15 We will continue to develop dynamic management information that meets the needs of the business and leads to effective insight and decision making. **Dynamic Dashboards** will be available to Divisional Commanders and Heads of Service to assist in resource optimisation, problem solving and workforce planning.

2.1.16 We will introduce technology in our **recruitment and selection** processes, including online application forms, selection methodology and interview assessments, where possible.

2.1.17 We will design a new **People Strategy** for 2021-2024 that builds on the successes of the past and is fit for a modern and dynamic organisation.

2.2 Governance and Next Steps

2.2.1 We will monitor our plan through robust governance processes. Benefits profiling is underway and work plans are being created to show the high level milestones for each deliverable. Monitoring will be monthly and by exception with a formal quarterly review meeting to conduct any necessary re-prioritisation and re-planning. Progress updates to Resources Committee will be prepared bi-annually with the next report due in November this year.

2.3 Conclusion

2.3.1 This year's plan builds on the key components of **trust, modernisation, leadership, technology** and **agility**.

2.3.2 The People Strategy 2018-2020 will be reviewed to ensure we capture these opportunities presented, in line with the strategic themes of **Inspiring Leadership, Positive Environment and Organisational Health**. These will be underpinned by the Police Scotland Competency Values Framework (CVF) as the key building block to embed the values in our behaviours.

2.3.3 These themes will frame the design of a new operating model for People & Development and the development of the People Strategy beyond 2021.

3. FINANCIAL IMPLICATIONS

3.1 There are no direct financial implications associated with this paper.

4. PERSONNEL IMPLICATIONS

4.1 This plan is designed to ensure we have a modern workforce, operating in a modern environment that is relevant for our time. Some of the activities will have an impact on our personnel and the way in which they currently work. We will proactively engage with our stakeholders and staff associations to ensure we

work collectively in the best interest of our people so we can best serve the communities of Scotland.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications.

6. REPUTATIONAL IMPLICATIONS

6.1 There are reputational implications associated with this paper. The Annual Delivery Plan operationalises the organisation's strategic priorities and commitments to provide the best possible working environment in which our workforce can thrive. Getting this right enables our workforce to provide the best possible service to the public which will positively enhance the reputation of Police Scotland both in terms of service provision and as an employer of choice.

7. SOCIAL IMPLICATIONS

7.1 Some of the activities described in the plan are designed to diversify our workforce by encouraging people from under-represented groups in society to consider a career with us. Having a diverse workforce that is increasingly representative of society increases our relevance to all our communities and impacts positively on our legitimacy to police in Scotland.

8. COMMUNITY IMPACT

8.1 Without a well skilled, supported and motivated workforce our service delivery to local communities could be compromised.

9. EQUALITIES IMPLICATIONS

9.1 Elements of the plan are designed to tackle the barriers to recruitment, promotion and retention from under-represented groups. This will impact positively by ensuring we are accessible as an employer to all our communities.

10. ENVIRONMENT IMPLICATIONS

10.1 Our smarter working activities will learn from changes to operational practices implemented during COVID-19 and implement

these as business as usual. Such practices will have a positive impact where there may be a reduction in fuel used due to decreased travel, or the amount of paper we use where we now print less.

RECOMMENDATIONS

Members are invited to discuss the content of this report.

People & Development

Annual Delivery Plan 2020/21



Inspiring Leadership



Positive Environment




Organisational Health




Contents


Inspiring Leadership	3
Positive Environment	4
Organisational Health	6

 Inspiring Leadership		Winning hearts and minds to drive success			
Source	Strategic Objective	Activity Plan	Completion Date	Responsibility	
Chief Constable's Commitment 3 - Promotions and Performance & People Strategy - Leadership Framework	We will launch MyCareer & Leadership Pathways - a newly designed holistic programme that connects performance in the role to career aspirations	Pilot MyCareer 'proof of concept' in agreed divisions (C, C3 & Forensics phase 1)	Jun-21	Leadership & Talent	
		Cohort 1 of Accelerated Leadership Pathway (ALP)	Oct-20		
		Launch a pilot of the Sergeants Pathway - a new qualification for aspiring police Sergeants	Mar-21		
		Design an Evaluation & Review Framework	Mar-21		
	'I will provide a fair and transparent promotion process which recognises day to day performance'		National Promotion selection - Inspector	Sep-20	Recruitment & Selection
			Implement new temporary promotion process for Police Officers (all ranks)	Dec-20	
			National Promotion selection - Chief Inspector	Dec-20	
			National Promotion selection - Sergeant	Dec-20	
			National Promotion selection - Superintendent	Mar-21	
	We will build leadership resilience through identifying those officers and staff deemed as talent		Develop a Talent Management Framework	Dec-20	People & Engagement Partnering
Deliver and evaluate a succession planning 'proof of concept' model pilot in Local Policing and Corporate Services.			Mar-21		


OFFICIAL

 Positive Environment		Creating great environments for our people to perform		
Source	Strategic Objective	Activity Plan	Completion Date	Responsibility
Chief Constable's Commitment (2019/20) - delayed as a consequence of COVID-19	'I will introduce a new probationer training programme'	Launch new probationer training programme	Dec-20	Leadership, Training & Development
Chief Constable's Commitment 2 - Officer and Staff Safety	'I will introduce and enhance measures to improve your safety, including a review of officer safety training and equipment, and improved conflict resolution skills'	Deliver revised OST training to officers and staff to include conflict resolution methods	Nov-20	Leadership, Training & Development
Chief Constable's Commitment 1 - Assaults on Officers and Staff & Chief Constable's Commitment 4 - Our Mental Wellbeing & People Strategy - Wellbeing Framework	'I will take action to reduce the impact violence has on officers and staff' & 'I will implement new initiatives to support your wellbeing and our understanding of mental health issues' & We will prioritise investment in designing preventative health and wellbeing programmes that demonstrate our commitment to the workforce and helps to optimise resources	Deliver a new programme: Your Health Matters with Wellbeing MOTs/webinars on key issues facing our people	Mar-21	Wellbeing & Inclusion
		Provide Back Clinics in locations across the country	Mar-21	
		Run Sleep Clinics in locations across the country	Mar-21	
		Deliver more specific psychological health awareness training to Sergeants, Inspectors, Chief Inspectors and staff equivalents	Mar-21	
		Pilot psychological health awareness training for all staff in four targetted higher risk areas within the organisation	Mar-21	
		Deliver 'Art of Resilience' seminars across the organisation	Mar-21	
People Strategy - Recruitment, Promotion & Selection Framework	We will review our resourcing model for staff recruitment, designed for individual business areas, maximising the opportunity for the best people to join our service	Implement new end-to-end recruitment service for staff posts with measurable SLA's in place	Dec-20	Recruitment & Selection
		Modernise Staff Application forms	Mar-21	
		Introduce Competency Values Framework (CVF) to staff recruitment	Mar-21	
		Introduce Positive Action to staff recruitment	Mar-21	


OFFICIAL

 Positive Environment		Creating great environments for our people to perform		
Source	Strategic Objective	Activity Plan	Completion Date	Responsibility
People Strategy	We will continue to apply a proactive approach to Police Officer Reward in partnership to drive modernisation, under the PNB framework	Launch Flexible Working Guidance	Aug-20	Employee Relations & Reward
		Launch Police Officer Handbook	Aug-20	
		Introduce Police Officer Reward Dashboard	Dec-20	
	We will finalise the SPRM appeals process to ensure that our workforce are appropriately rewarded for their contribution	Complete appeals process	Mar-21	People & Engagement Partnering
	We will deliver 'Your Voice Matters': a whole workforce survey to ensure that we engage our people in future developments and decision making	Develop a communication plan to inform, address and update our people on the actions taken to address the results of previous engagement surveys	Nov-20	
Deliver Wellbeing and Engagement Survey		Feb-21		


OFFICIAL

 Organisational Health		Our people and services are flexible, innovative and agile		
Source	Strategic Objective	Activity Plan	Completion Date	Responsibility
Chief Constable's Commitment 5 - Smarter Working & People Strategy	'We will ensure the learning from the coronavirus pandemic improves future working practices'	Introduce policy and line manager's toolkit on Smarter Working	Sep-20	Employee Relations & Reward
		Agree organisational framework on new ways of working	Sep-20	
		Formalise 7 day operation of People Direct	Sep-20	People Services
		Introduce Virtual Classroom Technology	Jan-21	Leadership, Training & Development
		Establish a SLWG to carry out a feasibility study with options for innovative methods of training delivery	Sep-20	
People Strategy - Strategic Workforce Planning	We will deliver a new strategic workforce plan that optimises the people resources we have, identifies the capabilities we need, that is efficiently and effectively aligned with our Joint Strategy and in line with our financial planning objectives	Complete first Police Scotland Strategic Workforce Plan	Nov-20	Strategic Workforce Planning
	We will develop a suite of 'Dynamic Dashboards' that will provide data to drive informed decision making through insights for workforce optimisation	Implement a suite of dynamic dashboards that provide real-time workforce data and access to management information at point of request	Jan-21	
People Strategy	We will increase capacity by reviewing and improving processes that have the greatest impact to frontline resourcing	Complete review of Modified Officer processes and implement recommendations	Sep-20	People & Engagement Partnering
		Complete review of ET/Grievance/Complaints processes and implement recommendations	Sep-20	
	We will review and modernise our policies to engender a culture that values the diversity of our people and empowers line managers to make relevant and sustainable decisions that reflect the societal impacts of COVID-19	Commence review of Attendance Management processes: TOR and review group to be established	Mar-21	
		Review how capability is managed: TOR to be developed as a first step	Mar-21	

OFFICIAL

 Organisational Health		Our people and services are flexible, innovative and agile		
Source	Strategic Objective	Activity Plan	Completion Date	Responsibility
People Strategy	We will launch an ambitious Diversity Action Plan designed to tackle the barriers to recruitment, promotion and retention from under-represented groups	Undertake research to identify the barriers to under-represented groups	Mar-21	Wellbeing & Inclusion
		Identify, monitor and publish robust data to meet all external requirements and to inform internal decision making/focus and investment	Mar-21	
		Consult on, and agree a new recruitment system that mitigates against unconscious bias which includes an anonymised process	Mar-21	Wellbeing & Inclusion and Recruitment & Selection
		Deliver bespoke development programmes to increase promotion opportunities for under-represented groups - specifically BAME and women	Mar-21	Leadership, Training & Development

OFFICIAL

 Organisational Health		Our people and services are flexible, innovative and agile		
Source	Strategic Objective	Activity Plan	Completion Date	Responsibility
Transforming Corporate Support Services (TCSS)	We will redefine the P&D function under the auspices of TCSS, introducing more efficient working methodology/technology and reshaping our structure	Introduce a new e-recruitment system	Mar-21	Recruitment & Selection
		Introduce a new electronic document management and recording system	Mar-21	People Services
		Review VR/VER provisions to support 2021/22 releases	Mar-21	
		Move all transactional admin activity from P&D into Shared Services in line with TCSS	Mar-21	
		Further develop People Direct, aligning it to our operational people requirements ensuring a more sustainable resourcing model	Mar-21	
		Establish a 'Futures' function within P&D to be responsible for environmental scanning and policy development	Oct-20	
		Reinforce the approach to Performance and Planning through a new corporate P&D business management unit that will be responsible for coordinating planning, governance, communications, performance reporting and P&D board secretariat	Dec-20	P&D Governance
Develop the current HR Business Partner model to one of 'People Partnering' that includes all aspects of how we manage, develop and support our people	Mar-21	People & Engagement Partnering		



SCOTTISH POLICE
AUTHORITY