

<b>Meeting</b>	<b>SPA Resources Committee</b>
<b>Date</b>	<b>18 December 2020</b>
<b>Location</b>	<b>Video Conference</b>
<b>Title of Paper</b>	<b>People Strategy Mid-Year Review</b>
<b>Presented By</b>	<b>Director of People and Development, Jude Helliker</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Yes Appendix A - Q2 ADP Report</b>

**PURPOSE**

To update members on the status and progress of the P&D annual delivery plan and to provide an opportunity for discussion about deliverables, challenges and any necessary mitigations.

Members are invited to discuss the content of this report.

## **1. BACKGROUND**

- 1.1 In 2018 Police Scotland launched its People Strategy – ‘Empower, Enable and Develop Our People (2018-2021)’. 2020/2021 is the final year of this strategy and our annual delivery plan of activity to support our strategy was approved by the Executive in August. In line with our quarterly reporting requirements, this paper constitutes an update of progress this year to the end of quarter 2.

## **2. FURTHER DETAIL ON THE REPORT TOPIC**

- 2.1 Appendix A sets out our Q2 update report against the 52 activities in our Annual Delivery Plan (ADP). With this year’s plan taking us to the conclusion of our first Three Year People Strategy, we are pleased that in spite of the challenging times in which we are all operating and the impact this has had on our resources, we remain on track against our plan to deliver the vast majority of the activities therein. Appendix A reflects in detail progress made against each activity. Three activities (6% of total) are marked as delivered. We do have plans to further develop these areas of our business in the next financial year, but we have taken them as far as we can for now. 37 activities (73% of total) are on track for completion in line with planned timescales. 9 activities (17% of total) are currently showing as having ‘potential slippage’ with mitigation measures in place or re-planning necessary to realign towards completion. Finally, 2 activities (4 % of total) have been marked as ‘off-track’.
- 2.2 Looking specifically at those activities reporting amber:
- 1 relates to OST training and supply issues of ICT and PPE equipment required for the planned launch date of 30 November which resulted in delay;
  - 3 relate to planned wellbeing training and interventions that have been impacted due to COVID-19 related restrictions. Should a determination be made that the planned interventions cannot be accommodated at this time, they will be pushed back to next financial year;
  - 1 relates to the forthcoming engagement survey communications plan but this has been mitigated and as result has now ‘returned to green’;
  - 1 relates to the review of our ET/grievances / complaints processes which has been impacted by a delay in the sign-off of the new process. This has now been done and the pilot can commence.

- 2.3 It is further noted that a total of 2 activities are recorded as 'off-track' at present.
- 2.4 The Succession Planning activity has been impacted due to competing priorities. Stakeholder engagement on the proposed model highlighted interdependencies of this activity on a number of other priorities and work streams: SWP, our promotion processes and career development frameworks, recruitment and our People Partnering functions. We recognised the need to further reflect and reframe the objectives of what we are working towards within this activity to ensure that related activities are more fully connected and aligned. The first meeting to facilitate this conversation and any re-profiling of the activity took place in November 2020.
- 2.5 Finally, we recognise that the effective management of modified duties officers is critical to our operational effectiveness and this is reflected within our draft Strategic Workforce Plan. In anticipation of this, we have been engaged in a review of our modified duties processes. We had planned to have this review complete and recommendations implemented in September. This has not happened for two key reasons which we are addressing. Our operational P&D teams have been largely engaged in supporting the organisational response to COVID-19 such that they have been unable to focus on some necessary preparatory work around the accurate recording of modified duties on personnel files necessary in advance of implementation. With re-prioritisation this work is now will be complete by the end of November 2020. Secondly, to enable accurate recording on SCoPE an ICT intervention is required and a date for delivery of this has not yet been confirmed.
- 2.6 Next Steps - All re-profiling of ADP activities will be reflected in the Q3 update to PPMB.

### **3 FINANCIAL IMPLICATIONS**

- 3.1 There are no financial implications associated with this report.

### **4 PERSONNEL IMPLICATIONS**

- 4.1 There are no personnel implications associated with this report.

### **5 LEGAL IMPLICATIONS**

- 5.1 There are no legal implications associated with this report.

**6 REPUTATIONAL IMPLICATIONS**

6.1 There are no reputational implications associated with this report.

**7 SOCIAL IMPLICATIONS**

7.1 There are no social implications associated with this report.

**8 COMMUNITY IMPACT**

8.1 There is no community impact associated with this report.

**9 EQUALITIES IMPLICATIONS**

9.1 There are no equalities implications associated with this report.

**10 ENVIRONMENT IMPLICATIONS**

10.1 There are no environmental implications associated with this report.

**RECOMMENDATIONS**

Members are invited to discuss the content of this report.

# People & Development

## Annual Delivery Plan

Quarterly Update Q2 2020/21



Inspiring Leadership



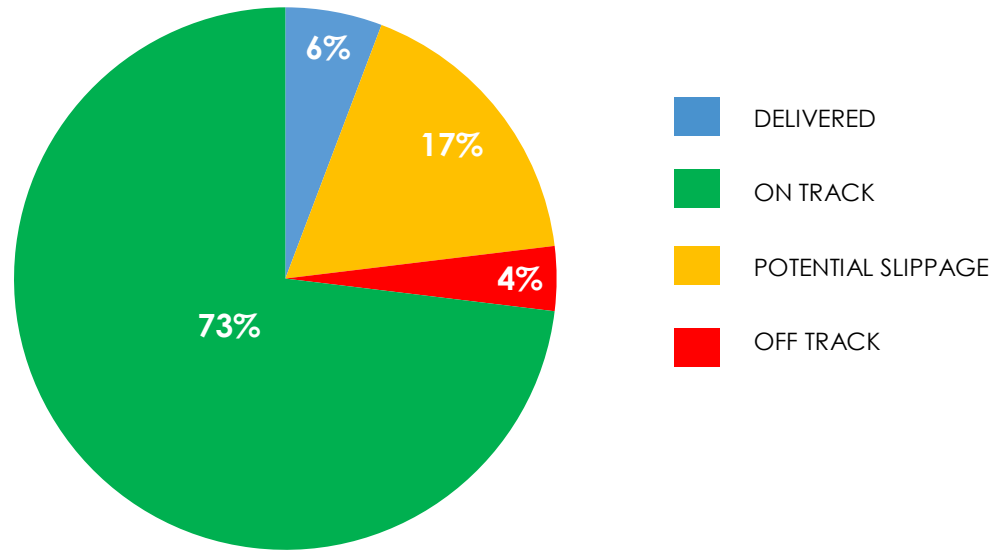
Positive Environment



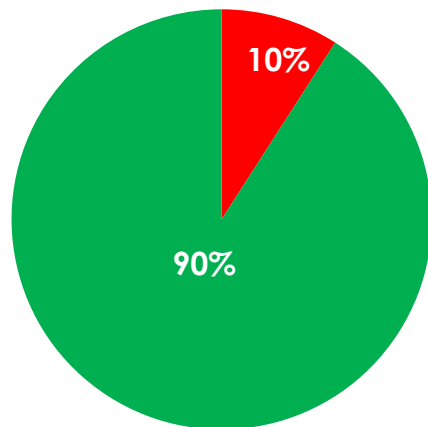
Organisational Health

# QUARTERLY UPDATE - SUMMARY

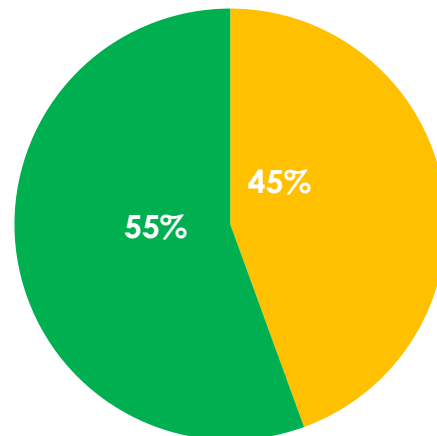
## OVERALL



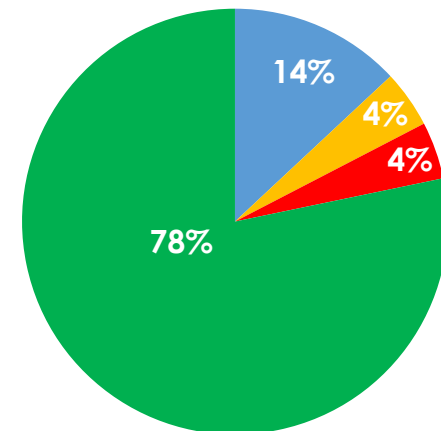
### INSPIRING LEADERSHIP



### POSITIVE ENVIRONMENT



### ORGANISATIONAL HEALTH



# SUMMARY - INSPIRING LEADERSHIP

## HEADLINES:

- All activities in the Inspiring Leadership strategic theme are reporting Green, with the exception of the Succession Planning proof of concept.

## GENERAL UPDATES:

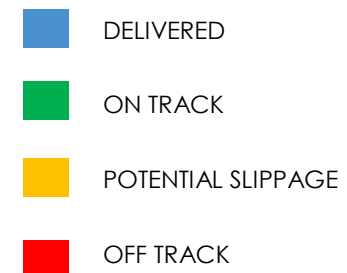
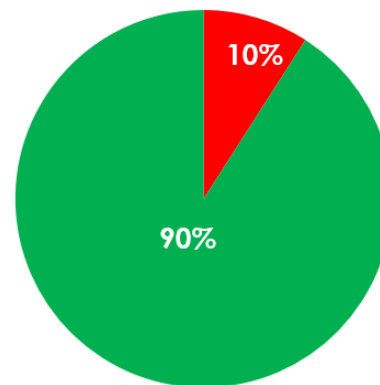
- No Change Requests have been submitted.
- No financial implications identified.
- General forecast for all activities is favourable.

## SPECIFIC DELIVERY / PROGRESS IN LAST REPORTING PERIOD:

- Leadership: My Career workstream has successfully launched as a Proof of Concept (POC) on 01/10/20 and will run until June 2021.
- National Promotion processes for Sgt and Insp all delivered on time or ahead of time. CI and Supt processes on track.
- Succession Planning activity reporting Red due to a decision to undertake broader stakeholder engagement on the proposal paper post pilot. The delay in approval to conduct further testing in Local Policing North and Corporate Services Division will have the likely impact of only being able to review the candidates for C/Supt and Supt, not C/I as was planned.

Activity	Page	Previous	Current	Forecast
Pilot MyCareer 'proof of concept' in agreed divisions (C, C3 & Forensics phase 1)		Green	Green	Green
Cohort 1 of Accelerated Leadership Pathway (ALP)	4	Green	Green	Green
Launch a pilot of the Sergeants Pathway - a new qualification for aspiring police Sergeants		Green	Green	Green
Design an Evaluation & Review Framework	5	Green	Green	Green
National Promotion Process - Inspector		Green	Green	Green
National Promotion Process – Chief Inspector	6	Green	Green	Green
National Promotion Process - Sergeant		Green	Green	Green
National Promotion Process - Superintendent		Green	Green	Green
Implement new temporary promotion process for Police Officers (all ranks)	8	Green	Green	Green
Develop a Talent Management Framework	9	Green	Green	Red
Deliver and evaluate a succession planning 'proof of concept' model pilot in Local Policing and Corporate Services.	10	Red	Red	Red

## Status of Deliverables Summary



# LEADERSHIP PROJECT: MYCAREER, ALP & SERGEANT'S PATHWAY

Lead: Leadership, Training & Development

Deadline: June 2021

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

## SUMMARY

The MyCareer workstream has successfully launched. A Phase 1 **Pilot MyCareer Proof of Concept in agreed Divisions (C, C3 and Forensics)** was launched on 1/10/20 and will run until June 2021. The POC is designed to test the product along with different learning methodologies allowing the teams to gain an insight into the product and best learning method for full implementation.

The launch of Cohort 1 of the Accelerated Leadership Pathway has been delayed due to requirements for further engagement with Scottish Government.

## RISK / ISSUES

Spending forecasts as captured at People Management Board to be implemented due to the early spend of this year's budget which falsely projects an overspend by the end of this financial year.

Project Management and Business Analyst resource allocated, Additional resourcing requirements highlighted for escalation to Programme Board / SRO. The impact of this is that core L&T staff remain committed to priority aspects of framework delivery and delivery of some of the core training products designed in Y1 and Y2 of the three year strategy cannot recommence at this time. The Leadership Project Board remain apprised and live to this.

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Status	Milestone	Due	Status
Commence MyCareer briefings for Proof of Concept	OCT 2020	COMMENCED	Launch Accelerated Leadership Pathway	OCT 2020	POTENTIAL SLIPPAGE
Launch MyCareer toolkit on policy hub	OCT 2020	DELIVERED			
Implementation Start Date	OCT 2020	COMMENCED			

## CHANGE REQUESTS

None submitted

## FINANCE

Spend to date is currently reporting an overspend.



# Design an Evaluation & Review Framework

Lead: Leadership, Training & Development

Deadline: March 2021

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

## SUMMARY

The Evaluation & Review Framework will be used as best practice, across the organisation, to assist with the completion of evaluation and review strategies for all new, products, policies, procedures, action plans etc.

It will ensure meaningful evaluation & review is considered at the outset and will ensure proper analysis and design, to enable the realisation of intended outcomes and demonstrate tangible benefits for the wider organisation, stakeholders and individual officers / members of staff.

When fully embedded, Police Scotland will have an enhanced understanding of the success, or otherwise, of all, products, policies and procedures and be able to make more informed, evidenced and rational choices moving forward.

## RISK / ISSUES

No risks/issues identified – activity is on track

## PROGRESS – CURRENT

Milestone	Due	Status

## NEXT THREE MONTHS

Milestone	Due	Status
Draft an Evaluation & Review Framework	OCT 2020	ON TRACK
Peer Review	NOV 2020	ON TRACK
Stakeholder Engagement	DEC 2020	ON TRACK

## CHANGE REQUESTS

No change requested submitted

## FINANCE

There are no costs associated with this deliverable

# National Promotion Selection – (Sergeant to Superintendent)

Lead: Recruitment & Selection

Deadline: September 2020 to March 2021

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

## SUMMARY

One of the Chief Constable's Commitments for 2020/21 is to deliver a fair and transparent promotion process that recognises the day to day performance of our people.

Work to create a modern, fair and transparent promotion process has been subject to extensive development, including:

- review, engagement, procurement and development work during 2019.
- further testing, development, procurement of framework via external provider, piloting and evaluation - all completed during early 2020, with the new processes being applied to each rank on a rolling phased basis over the course of 2020.

The new National Promotion Selection Process provides:

- bespoke assessments, tailored for the requirements of each rank (Sgt and Inspector Processes involving a new assessment centre);
- an annual promotion calendar enabling candidates to plan their development journey with visibility and certainty around annual promotion opportunities;
- a newly designed process for each rank from Sgt to Superintendent incorporating CVF;
- Cadre of national assessors (trained virtually due to COVID 19);
- 5 selection centre locations across the country;
- a new policy and EQHRIA.

The roll out of the new processes has been supported by extensive awareness raising and information sessions across the organisation for candidates, management teams and the Force Executive. The Force Intranet has been updated to contain comprehensive information for candidates and managers.

## RISK / ISSUES

National Promotion activities for Sergeant to Superintendent ranks is on track. There are no issues of note.

# National Promotion Selection – (Sergeant to Superintendent)

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Status	Milestone	Due	Status
Policy & EQHRIA Development/Consultation/Approval	SEPT 2020	DELIVERED			
Sgt Framework & Consultation	MAR 2020	DELIVERED			
Sgt Assessment Dev & Pilot	AUG 2020	DELIVERED			
Sgt Process Review/Implementation	DEC 2020	DELIVERED			
Insp Framework & Consultation	MAR 2020	DELIVERED			
Insp Assessment Dev & Pilot	APR 2020	DELIVERED			
Insp Process Review/Implementation	SEPT 2020	DELIVERED			
C/I Framework & Consultation	JUN 2020	DELIVERED	C/I Promotion Process Pilot	NOV 2020	ON TRACK
C/I Assessment Development	AUG 2020	DELIVERED	C/I Process Review / Implementation	DEC 2020	ON TRACK
Supt Framework & Consultation	MAR 2020	DELIVERED	Supt Assessment Dev & Pilot	MAR 2021	ON TRACK
			Supt Process Review & Implementation	APR 2021	ON TRACK

CHANGE REQUESTS
No Change Requests submitted

FINANCE
No financial implications at this stage

# Implement a new temporary promotion process for police officers (all ranks)

Lead: **Recruitment & Selection**

Deadline: **December 2020**

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

## SUMMARY

Since the inception of Police Scotland in 2013, the organisation has been deploying a variety of different processes for appointments to Police Officer temporary roles.

Temporary roles are a development opportunity, accordingly the process to obtain such opportunities should be consistent, fair and transparent across all areas and location within Police Scotland.

A single temporary promotion process therefore required to be designed that is fair for all and meets the needs of the organisation.

Over the course of 2019 existing practices were reviewed and geographical issues/ considerations were captured, consultation and engagement was also undertaken at that time.

During 2020, Legal views were obtained, further consultation was completed and proposals placed before the Force Executive for direction and agreement.

## RISK / ISSUES

This activity remains 'on track' for delivery by the end of Q3.

## PROGRESS – CURRENT

Milestone	Due	Status
Legal views obtained	SEPT 2020	DELIVERED
Policy/Process drafted	OCT 2020	DELIVERED

## NEXT THREE MONTHS

Milestone	Due	Status
Further Consultation	DEC 2020	ON TRACK
Force Exec Approval	DEC 2020	ON TRACK
Comms & Launch	JAN 2021	ON TRACK

## CHANGE REQUESTS

No Change Requests submitted

## FINANCE

No financial implications at present

# Develop a Talent Management Framework

Lead: People & Engagement Partnering

Deadline: December 2020

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

## SUMMARY

The purpose of this activity is to join a number of component activities currently in development within the P&D function in one holistic process with clear and mutual ownership that could then support ACCs and Chief Superintendents in the management of expectations – national framework, locally delivered.

The Talent Management framework has been developed and was included in the papers that were due to be presented at P&D SMT in August.

## RISK / ISSUES

The framework has been developed but has yet to be shared with P&D SMT as it is dependent on the ongoing Succession Planning work. Once that approach is approved, the framework can be updated and progressed for approval.

## PROGRESS – CURRENT

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Status	Milestone	Due	Status
Develop, share and gain approval for the framework	SEPT 2020	DELAYED	Take to PPMB for approval prior to SLB	DEC 2020	POTENTIAL SLIPPAGE

## CHANGE REQUESTS

No Change Requests submitted

## FINANCE

No financial implications identified

# Deliver and evaluate a succession planning 'proof of concept' model pilot in Local Policing and Corporate Services.

Lead: **People & Engagement Partnering**

Deadline: **March 2021**

Previous RAG

**Current Overall RAG Status**

Forecast RAG

Time

Cost

Resource

Quality

Benefits

## SUMMARY

A pilot was carried out in Specialist Crime Division (SCD) which started during last year and following an assessment of this work and through discussion with DCCs the request was made to pilot this further in Local Policing North, potentially in Local Policing West and in Corporate Services Division (CSD).

The benefits of this work are to improve the proactive management of 'talent' across the organisation, to better manage expectations of our people at Supt/CI/Insp level regarding capability for promotion, reduce the number of applications for promotion, increase the number of successful outcomes from promotion processes and build a strong leadership cadre.

## RISK / ISSUES

Further stakeholder engagement has allowed reflection on this activity and its interdependencies with a number of other P&D priorities and processes. A decision was taken by the Director to draw together key parties to review and reframe the objective of this activity to ensure future plans encompass the broader strategic purpose and usage of any proposed model.

Due to competing priorities this meeting has not been able to be scheduled until late November. After this meeting this activity will be subject to profiling and revised work planning.

## PROGRESS – CURRENT

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Status	Milestone	Due	Status
Brief the command teams/heads of service on the approach and launch the pilots	SEPT 2020	NOT DELIVERED	Met stakeholder to review the objectives of this activity and re-profile	NOV 2020	OFF TRACK

## CHANGE REQUESTS

None submitted – however, if mitigating actions are agreed to change the scope of the activity, one will require to be submitted.

## FINANCE

No financial implications identified.

# SUMMARY - POSITIVE ENVIRONMENT

## HEADLINES:

- This strategic theme is currently reporting borderline Amber, but with planned mitigations is forecasting Green for the end of Q3.
- Impacts on activities in this theme are largely related to COVID-19 and will result in slippage in timescales for delivery.

## GENERAL UPDATES:

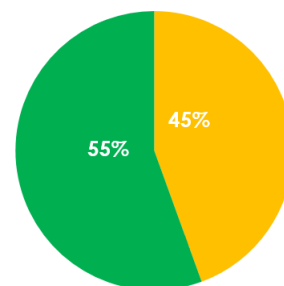
- No Change Requests have been submitted
- No unplanned financial implications have been identified.

## SPECIFIC DELIVERY / PROGRESS IN LAST REPORTING PERIOD:

- The new end-to-end recruitment service for police staff posts is on track. Phase 1 restructuring has been delivered and work is on track in regard to supporting process change (including CVF and Positive Action).
- Police Officer Reward Dashboard and Handbook are on track for roll-out in Q3.
- Engagement Survey Steering Group re-established and comms plan for previous surveys in development.
- OST training is reporting Amber - Q2 milestones have been met and the course is ready for delivery but procurement issues may delay commencement in which case this will be pushed back.
- YHM and 'Art of Resilience' Seminars reporting Amber – COVID-19 related abstractions and the knock-on effects may mean this programme will be delayed to next financial year.

Activity	Page	Previous	Current	Forecast
Launch new probationer training programme - PTP	12	Green	Green	Green
Deliver revised OST training to officers and staff to include conflict resolution methods	13	Green	Yellow	Yellow
Deliver a new programme: Your Health Matters (YHM) with Wellbeing MOTs/webinars on key issues facing our people	15	Green	Yellow	Yellow
Provide Back Clinics in locations across the country				
Run Sleep Clinics in locations across the country				
Deliver more specific psychological health awareness training to Sergeants, Inspectors, Chief Inspectors and staff equivalents	16	Green	Yellow	Green
Pilot psychological health awareness training for all staff in four targeted higher risk areas within the organisation				
Deliver 'Art of Resilience' seminars across the organisation	18	Green	Yellow	Yellow
Implement a new end-to-end recruitment service for staff posts with measurable SLA's in place	19	Green	Green	Green
Modernise staff application forms				
Introduce Competencies Values Framework (CVF) to staff recruitment				
Introduce positive action to staff recruitment				
Introduce Police Officer Reward Dashboard	21	Green	Green	Green
Launch Police Officer Reward Handbook	22	Green	Green	Green
Complete appeals process	24	Green	Green	Green
Deliver Wellbeing and Engagement Survey	25	Green	Green	Green
Develop a communication plan to inform, address and update our people on the actions taken to address the results of previous engagement surveys	26	Green	Yellow	Green

## Status of Deliverables Summary



# Launch new probationer training programme

Lead: Leadership, Training & Development

Deadline: December 2020

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

## SUMMARY

The new Probationer Training Programme (PTP) has been designed to introduce officers to the policing subjects that they will meet regularly whilst working with their tutor constables, including;

- enhanced focus on identifying vulnerability;
- assessing risk;
- use of technology (including mobile devices);
- additional officer safety training; and,
- wellbeing awareness.

This will better prepare officers for current operational policing challenges and also demonstrates commitment to improving physical and mental health.

## RISK / ISSUES

No risks / issues identified - activity is on track

## PROGRESS – CURRENT

Milestone	Due	Status
Secure additional resources to assist with the design of the outstanding elements of new programme	SEPT 2020	DELIVERED

## NEXT THREE MONTHS

Milestone	Due	Status
PTP course online pre-join design/implementation	NOV 2020	ON TRACK
PTP course content review and redesign of all course material	DEC 2020	ON TRACK
PTP course module 1 course timetable launch and introduction of new course elements	DEC 2020	ON TRACK

## CHANGE REQUESTS

No change requests submitted.

## FINANCE

No financial implications identified.



# Deliver revised Operational Safety and First Aid Training programme for officers and staff to include conflict resolution methods

Lead: Leadership, Training & Development

Deadline: November 2020

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

## SUMMARY

The new Operational Safety (OST) and First Aid Training programme has been developed to equip officers with the knowledge and skills that reflect the demands of operational policing and provides the following benefits:

- Enhanced training in conflict resolution and de-escalation tactics to enhance officer/staff situational/tactical awareness;
- Improved First Aid Training and equipment which will increase officer/staff confidence and capabilities;
- Focus on techniques and tactics that replicate the operational environment;
- Increasing contact training time for OST, which has a clear and proven link to a reduction in officer injury;
- Provides parity of training delivery across the country by creating a permanent OST and First Aid training team in North and East Commands;
- Aligns Police Scotland closer to NPCC guidance around First Aid and OST provision;
- Significant improvement to current First Aid and OST training provision which will enhance operational response and enhance organisation reputation

## RISK / ISSUES

- Some existing staff engaged in Taser Training which will prevent upskilling in new programme prior to launch. This upskilling will be done in due course if negotiations for their release continue to be unsuccessful.
- IT request for laptops and projectors submitted following approval at SLB in July. Receipt of laptops is anticipated by 16 November and allocated throughout the 33 required to allow OST to be delivered across all venues. However, if laptops are not received in time for them to be set up and issued for roll out on the 30th November, the Programme will be delayed.
- Procurement of new equipment including PPE for instructors who will roleplay during practical exercises began in July. There is a requirement for LTD to submit a further Business Case which involves consultation before the required funding can be releasing. If PPE is not procured in time for the launch on the 30th November, an amended programme will be delivered as an interim measure.
- The programme has been developed and will be ready for roll out on 30th November 2020, however if the risks with instructors, IT, and equipment are not resolved the launch date of 30th November will not be met.

# Deliver revised Operational Safety and First Aid program for officers and staff to include conflict resolution methods

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Status	Milestone	Due	Status
Clinical Governance of practical scenarios by Dr Stevenson	OCT 2020	DELIVERED	Consultation workshop with PIRC, PSD and CAAPD	NOV 2020	ON TRACK
Pilot new course with critical friends	OCT 2020	DELIVERED	Upskill/training of current/new staff ahead of launch of new programme	NOV 2020	POTENTIAL SLIPPAGE
Clinical Governance of practical scenarios by Dr Stevenson	OCT 2020	DELIVERED	Procurement of IT equipment	NOV 2020	POTENTIAL SLIPPAGE
Scope posts and structure created	OCT 2020	DELIVERED	Procurement of new training equipment	NOV 2020	POTENTIAL SLIPPAGE
			Delivery of the new two day programme	NOV 2020	POTENTIAL SLIPPAGE

CHANGE REQUESTS
No change requests submitted.

FINANCE
No financial implications identified.

# Deliver a new programme: Your Health Matters with Wellbeing MOTs/webinars on key issues facing our people, including running sleep and back clinics

Lead: Wellbeing & Inclusion

Deadline: March 2021

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

## SUMMARY

Delivery of the Your Health Matters programme including webinars, **back clinics** and **sleep clinics** were identified as a priority activity to roll out across the organisation by the Wellbeing Short Life Working Group that ran earlier this year to determine how best to spend the investment for wellbeing activity secured.

The webinars, designed and delivered by Police Mutual, focused on 4 different areas (exercise, nutrition, testing your health & boosting your immune system to fight COVID-19) and were designed to be short sessions of 45 mins duration to which our workforce could opt-in.

The clinics were designed to be one-to-one sessions delivered by Optima.

## RISK / ISSUES

Two criteria are currently sitting at Amber – time and resource. This is because there is an assessment ongoing with regard to whether the organisation can accommodate these initiatives and the further abstractions they will cause at a time when the operational response to COVID-19 is a priority, where other training is having to be cancelled, and where absence abstractions could increase. Further, with the working from home policy in place until at least March 2021 operating clinics may not be possible

Mitigation actions: if a decision is taken that it is not feasible to run these seminars they will be pushed back to next financial year.

Options around podcasts and video publications are being considered which will provide focused support on sleep issues or back problems and could be incorporated onto the 87% App.

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Status	Milestone	Due	Status
Schedule webinar dates	OCT 2020	DELAYED	Advertise webinars	DEC 2020	POTENTIAL SLIPPAGE
			Advertise clinics	DEC 2020	POTENTIAL SLIPPAGE

## CHANGE REQUESTS

None submitted

## FINANCE

No financial implications at this stage

# Deliver more specific psychological health awareness training to Sergeants, Inspectors, Chief Inspectors and staff equivalents

Lead: Wellbeing & Inclusion

Deadline: March 2021

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

## SUMMARY

Delivery of specific psychological health awareness training across the whole organisation was identified as a priority activity to roll out across the organisation in response to workforce data which shows psychological reasons as the most commonly recorded absence category.

The intention for this financial year was to target delivery across four parts of the organisation: Corporate Services, OSD, G Division and P Division. Training would start with the Force Executive team. The time commitment required to undertake core training is substantial. All staff and officers require to undertake 4 hours training. All supervisory staff and officers, with the exception of the Executive require to undertake 14 hours of training. This will be scheduled sessions recorded on SCoPE.

Remaining divisions will be trained in the next financial year.

In addition, the entire organisation will have access to an interactive mental health check up from the 1 December 2020 launch date, not only those within the pilot area. This self-assessment tool will be available on personal devices initially as part of a wider Police Scotland Wellbeing App.

Transformation funding of £320k was secured and this spend remains on track.

## RISK / ISSUES

This activity has been assessed as Green currently. There are time and resource implications. The training was originally planned to roll-out in October, but operational reprioritisation delayed this. The Force Exec will now undertake their training on 30 November, with the 4 identified divisions being trained over the course of the remainder of this financial year. Logistics in terms of the identification of suitable venues that will accommodate the need for physical distancing has been problematic due to all training venues being pre-booked. Information Management and Information Security issues also exist.

Mitigating actions: There have been a number of options/contingencies considered. Corporate Service Division and Senior Managers across the 4 Divisions will receive training in the first instance due to having access to MS Teams. Force Training & Recruitment Centre have been contacted regarding availability after normal working hours and on Saturdays. Scottish Courts have been contacted to see if cinemas can be used (these are already being used to run trials). Webinars have also been discussed with the training provider that can reach 300 members of staff. The training provider is reluctant to do this, however has not ruled it out. Moodle remains an option for Module 4 (non-supervisory staff). A Data Protection Impact Assessment (DPIA) is underway and ICT Technical Audit and Assurance team are working with ISO to accredit the App for use on police systems.

# Deliver more specific psychological health awareness training to Sergeants, Inspectors, Chief Inspectors and staff equivalents, and all staff

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Status	Milestone	Due	Status
Force Exec Training	OCT 2020	DELAYED	Launch interactive mental health check-up	DEC 2020	ON TRACK
			Corporate Services Training via MS Teams	JAN 2021	ON TRACK
			OSD, G and P Divisions	MAR 2021	ON TRACK

CHANGE REQUESTS
None submitted

FINANCE
No financial implications at this stage

# Deliver 'Art of Resilience Seminars' across the organisation

Lead: Wellbeing & Inclusion

Deadline: March 2021

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

## SUMMARY

The 'Art of Resilience' seminars were identified as a priority activity to roll out further across the organisation in response to workforce data which shows psychological reasons as the most commonly recorded absence category. Funded through Police Mutual, and delivered through small groups via face-to-face half-day workshops, the intention was to build on the 300 officers and staff who participated between Jan to March 2020 with delivery to a further 300 between January and March 2021.

## RISK / ISSUES

Two criteria are currently sitting at Amber – time and resource. This is because there is an assessment ongoing with regard to whether the organisation can accommodate these seminars and the further abstractions they will cause at a time when the operational response to COVID-19 is a priority, where other training is having to be cancelled, and where absence abstractions could increase. Further, with the working from home policy in place until at least March 2021 running the seminars on a face-to-face basis will not be possible and it is not yet confirmed if they can run on a virtual basis.

Mitigation actions: Other options are being explored to create and upload a podcast or video alongside the ability to run small webinars via MS Teams. If a decision is taken that it is not feasible to run these seminars they will be pushed back to next financial year.

## PROGRESS – CURRENT

Milestone	Due	Status
Schedule dates and venues	OCT 2020	DELAYED

## NEXT THREE MONTHS

Milestone	Due	Status
Advertise seminars	DEC 2020	POTENTIAL SLIPPAGE

## CHANGE REQUESTS

None submitted

## FINANCE

No financial implications at this stage

# Implement a new end-to-end recruitment service for staff posts with measurable SLA's in place

Lead: **Recruitment & Selection**

Deadline: **December 2020 to March 2021**

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

## SUMMARY

There is a 4 Phase restructuring exercise ongoing across Police Scotland Recruitment and Selection Department:

- Phase 1 Police Staff Recruitment
- Phase 2 Police Officer Recruitment & Police Officer Internal Recruitment
- Phase 3 Promotions Team
- Phase 4 Positive Action Team

Phase 1 and 2 are in scope for implementation in 2020/21.

### Implement new end to end recruitment service for Police Staff posts with measurable SLAs in place (Dec 2020):

- Phase 1 Police Staff Restructure completed 7/9/20;
- Phase 2 Police Officer Recruitment & Police Officer Internal Recruitment on track for 1/4/21 implementation;
- **Introduction of Positive Action to Staff Recruitment** (December 2021)
- The focus is now on provision of a modern and fit for purpose service via changes, improvements and efficiencies in place by March 2021 with SLA's in place for all business areas;
- Modernised processes will be aligned to the **Competency Values Framework** (March 2021);
- **Review and redesign of Staff Application Form** (March 2021).

The above elements are fully connected to the e-recruitment solution and will support implementation of the procured IT solution. Redesign of services also requires redesign of the Police Website which will be delivered in partnership with Corporate Comms.

## RISK /ISSUES

Phase 1 Structural work, staff training and process development inclusive of Positive Action for staff recruitment will be in place for end December 2020.

Phase 2 Structural work, implementation of new processes, inclusive of CVF, SLA's and application form development is the focus for completion to end of March 2021

There are no risks associated with the timelines or potential slippage

# Implement a new end-to-end recruitment service for staff posts with measurable SLA's in place

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Status	Milestone	Due	Status
Phase 1 P/ Staff Recruitment Structure implemented	SEPT 2020	DELIVERED	Review/Redesign services/processes – inc,Positive Action	DEC 2020	ON TRACK
			P/Staff Recruitment Team Training	DEC 2020	ON TRACK
Phase 2 – Police Officer Recruitment Team Structure - JNCC	OCT 2020	DELIVERED	Phase 2 – Police Officer Recruitment Team Structure – Consultation & Counter Proposals	NOV 2020	ON TRACK
			Phase 2 – Police Officer Recruitment Team Structure – Return to JNCC	DEC 2020	ON TRACK

CHANGE REQUESTS
None submitted

FINANCE
No financial implications at present



# Introduce Police Officer Reward Dashboard

Lead: Employee Relations & Reward

Deadline: December 2020

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

## SUMMARY

The creation and utilisation of a Police Officer Reward Dashboard will provide clear visibility, informed decision making and actionable insight into the impacts and implications of both current and future Reward Strategy development in support of our workforce.

The dashboard will also support consideration of the effectiveness of current working practices in relation to operational planning and wellbeing impacts, whilst also supporting financial budgeting projections. Therefore this dashboard will be shared with RDU, HR Business Partners and Finance. Consideration is also being given to how aspects of this data can be incorporated into the broader MI data developed by P&D and RDU

All Reward analyst work has been completed to ensure that the data is available on a regularly basis to understand the data within the Reward team monthly and report on it quarterly. The focus between now and December is on the design of the actual dashboard itself, in partnership with RDU, HR Business Partners and Finance to ensure the most meaningful insight supports the data.

## RISK / ISSUES

The RDU sits outwith P&D and they are under pressure to ensure that resources for front line operations are closely managed in response to COVID 19. The dashboard has been fully progressed, prioritised within P&D Reward and will be introduced as planned, however, wider activity is dependent on partners and as this is not a priority for them at this time it will be 2021 before regular use of the dashboard is likely to commence.

The development of the dashboard and liaison as to what MI exists has all been carried out, in order to understand what can be reported. It is intended that the dashboard be taken to the Operational Support Meeting for consideration. In advance of the OS Meeting, P&D SMT will consider the dashboard.

There is a risk that due to the level of impact of COVID 19, the RDU may not have the capacity previously anticipated to fully consider the insights in support of the dashboard. This will be monitored on an ongoing basis.

## PROGRESS – CURRENT

Milestone	Due	Status
Drafting and Design	JUN 2020	DELIVERED
Background/Baseline Data sourced via engagement with RDU	AUG 2020	DELIVERED
Full Datasets compiled	SEPT 2020	DELIVERED

## NEXT THREE MONTHS

Milestone	Due	Status
Full Data Analysis – Q3	DEC 2020	ON TRACK
Full Reporting – Q4 forwards	DEC 2020	ON TRACK

## CHANGE REQUESTS

None submitted

## FINANCE

No financial implications at present

# Launch Police Officer Handbook

Lead: Employee Relations & Reward

Deadline: August 2020



**SUMMARY**

With our commitment to provide great environments in which our people can perform, the design and launch of a clear and concise Police Officer Terms & Conditions Handbook enables:

- 1.) Our managers to support their people effectively, ensuring access to work/life balance entitlements and clarity in terms of obligations regarding statutory compliance;
- 2.) Our people to more easily and readily access and understand their terms and conditions, the decisions they take and the impacts resulting from them;
- 3.) Our organisation as a whole to consistently apply Police Officer Terms and Conditions thereby ensuring statutory compliance.

The Police Officer Handbook will be owned by Scottish Government, will be held on the SG Website and responsibility for its update will rest with SG.

Exhaustive 'user testing' has been completed to ensure the Handbook is robust, clear and fit for purpose. Launch of the document will take place in November and the final details of publication and awareness raising are currently being agreed with corporate communications and partners at this time.

Further developments are under consideration towards design of a mobile app for wider access and availability – albeit this will be a 2021/22 consideration.

**RISK / ISSUES**

The draft handbook is a joint partnership product. Whilst the goal was tentatively targeting August delivery of a final draft, further changes to wording within the Handbook delayed agreement on the final draft.

As this is the first such document to be developed concerning Police Officer reward, it was essential that appropriate time was taken in consultation to arrive at a final draft to ensure partnership buy-in and support. Re-planning has taken place and the Handbook will be launched in November.

Current access routes in relation to Police Officer Terms and Conditions remain in place (via P&D advice and guidance, Police Regulations and Determinations) therefore impact of slippage is minimal. This product is an enhancement that will build on available information points and improve clarity and consistency.

# Launch Police Officer Handbook

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Status	Milestone	Due	Status
Drafting & Design	MAR 2020	DELIVERED	Launch Police Officer Handbook	NOV 2020	REPLANNED
Consultation & Negotiation	JUN 2020	DELIVERED			
Exec and SG Sign Off	AUG 2020	DELIVERED			
User Testing Police Officer Handbook	OCT 2020	DELIVERED			

CHANGE REQUESTS
None submitted

FINANCE
No financial implications at present

# Staff Pay and Reward Modernisation (SPRM) – Complete Appeals Process

Lead: Employee Relations & Reward

Deadline: March 2021

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

## SUMMARY

Appeal Hearings are on schedule (over 50% complete), good progress being made, with no issues of note arising. Capacity modelling is in place to ensure project remains on schedule. Work is progressing to potentially reduce the number of Hearings through effective grouping of similar appeals, this is subject to participant approval. Tracking of progress and financial impact is in place through close links to Finance. SPA & CFPB reporting requirements continue.

## RISK / ISSUES

Allocated Project Manager is moving role, with no replacement identified. This has been raised.

### Mitigating Actions

Cost: Continued close link with relevant stakeholders, the SPA and PS Finance re the potential cost of the appeals process.  
Resources- PM replacement continues to be identified. PMO will assist where possible in the absence of a PM. An Issue report has been submitted to PMG.

## PROGRESS – CURRENT

## NEXT THREE MONTHS

Milestone	Due	Status	Milestone	Due	Status
No milestones reported on Highlight Report					

## CHANGE REQUESTS

None submitted

## FINANCE

Due to potential cost of supporting the Appeals process, any potential funding requirement does not currently sit within the SPRM budget however discussions between project team and Finance will continue as the Appeals process evolves to ensure all relevant parties are aware of the potential impact.

# Deliver Wellbeing and Engagement Survey

Lead: People & Engagement  
Partnering

Deadline: February 2021

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

## SUMMARY

The 'Your Voice Matters' survey will ensure we engage our workforce in future developments and future decision-making. The Survey SLWG was established with key stakeholders and the output/ recommendations and Wellbeing investment activity has been widely shared. Discussions have now commenced on shaping and agreeing the measures and questions, the proposed campaign creative and communications plan will be presented at the next Steering Group on the 10th November. At the last Steering Group the insights from Humberside Police (information provided via ACC Judi Heaton who led their survey) were shared

## RISK / ISSUES

None identified

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Status	Milestone	Due	Status
Re-launch of Survey Steering Group with the addition of Tom McMahon as Co-Chair	OCT 2020	DELIVERED	Communications plan agreed and launched	DEC 2020	ON TRACK
			Question set and strategic themes agreed	DEC 2020	ON TRACK
			Next Steering group	NOV 2020	ON TRACK
			P&D ODM survey update paper	NOV 2020	ON TRACK
			PPMB survey update paper	NOV 2020	ON TRACK

## CHANGE REQUESTS

None

## FINANCE

No financial implications identified.

# Develop a communication plan to inform, address and update our people on the actions taken to address the results of previous engagement surveys

Lead: **People & Engagement Partnering**

Deadline: **November 2020**

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

## SUMMARY

The Survey SLWG was set up at the start of this Financial Year with an approved TOR.

Papers have gone through the relevant governance i.e. P&D SMT and PPMB. Once the owners have agreed and taken accountability for their activities, a final paper will go to SLB.

Corporate Communications owns the development of the Plan (the content has already been developed).

The development and implementation of the Communications Plan is a vital part of the pre-launch timeline for the Wellbeing & Engagement survey – 'Your Voice Matters'.

## RISK / ISSUES

There has been a resource shortage within the Corporate Communications team, due to COVID-19.

Mitigating actions - another resource has now been appointed - this should be back to Green in November

## PROGRESS – CURRENT

Milestone	Due	Status
Survey Action paper to PPMB	SEPT 2020	DELIVERED
Survey Action paper to SLB	OCT 2020	DELIVERED

## NEXT THREE MONTHS

Milestone	Due	Status
Fully developed communications plan	NOV 2020	POTENTIAL SLIPPAGE

## CHANGE REQUESTS

None

## FINANCE

No financial implication identified.

# SUMMARY - ORGANISATIONAL HEALTH – p1

## HEADLINES:

- Organisational Health theme largely reporting as Green
- Three activities completed on time

## GENERAL UPDATES:

- No Change requests have been submitted
- Financial implications identified to fund research into barriers for under-represented groups – bid for funding in development.

## SPECIFIC DELIVERY / PROGRESS IN LAST REPORTING PERIOD:

- Classroom activity to enable virtual training delivered ahead of schedule & concept demonstrators to test technology are underway.
- SWP November sign-off on track.
- Dynamic dash-boarding delivered for key aspects of COVID 19 workforce monitoring
- Review of modified duties is forecasting Red. Essential work to complete has been delayed due to COVID-19.
- Springboard launched in September 20

Activity	Page	Previous	Current	Forecast
Smarter Working – Introduce policy and line manager's toolkit	29	Green	Blue	Blue
Formalise 7 day operation of People Direct	30	Green	Green	Green
Further develop People Direct, aligning it to our operational people requirements ensuring a more sustainable resourcing model				
Introduce Virtual Classroom Technology	32	Green	Green	Green
Establish a SLWG to carry out a feasibility study with options for innovative methods of training delivery	33	Green	Green	Green
Complete First Police Scotland Strategic Workforce Plan	34	Green	Green	Green
Implement a suite of dynamic dashboards that provide real-time workforce data and access to management information at point of request	35	Green	Green	Green
Complete review of Modified Officer processes and implement recommendations	36	Red	Red	Red
Commence review of Attendance Management processes: TOR and review group to be established	37	Green	Green	Green
Review how capability is managed: TOR to be developed as a first step	38	Green	Green	Green
Undertake research to identify the barriers to under-represented groups	39	Green	Green	Green
Identify, monitor and publish robust data to meet all external requirements and to inform internal decision making/focus and investment	40	Green	Blue	Blue
Consult on, and agree a new recruitment system that mitigates against unconscious bias which includes an anonymised process	42	Green	Blue	Blue
Deliver bespoke development programmes to increase promotion opportunities for under-represented groups - specifically BME and women	43	Green	Green	Green
Introduce a new e-recruitment system	45	Green	Green	Green
Introduce a new electronic document management and recording system	47	Green	Green	Green
Review VR/VER provisions to support 2021/22 releases	49	Green	Green	Green
Move all transactional admin activity from P&D into Shared Services in line with TCSS	50	Green	Green	Green

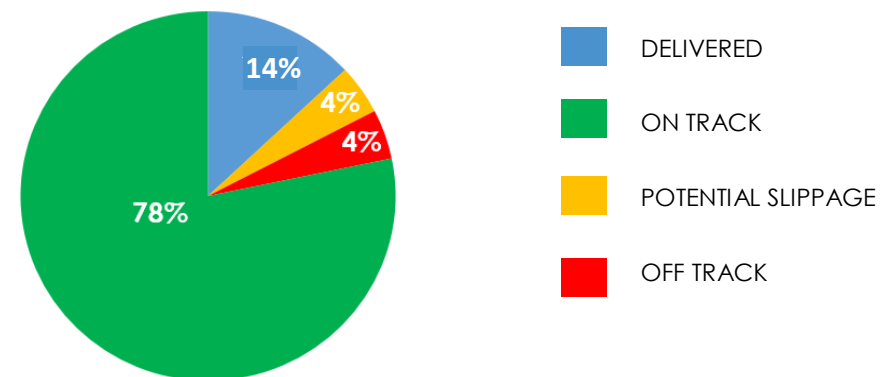
# SUMMARY - ORGANISATIONAL HEALTH – p2

## SPECIFIC DELIVERY / PROGRESS IN LAST REPORTING PERIOD:

- E-recruitment and EDRMS in procurement phase
- Travel, excess travel and relocation processes transferred to Shared Services
- Smarter Working SLWG established and operational and research phase initiated – Initial Toolkit and supporting facilities delivered
- BJC to move from a BP model to a People Partnering model written.
- Approval to move to 7 day operation of People Direct and ongoing organisational change in P&D Advisory Services will provide a structure and service that will ensure effective operational support to officers and staff is enhanced on a permanent basis during the current pandemic and beyond.

Activity	Page	Previous	Current	Forecast
Agree organisational framework on new ways of working	51	Green	Green	Green
Establish a 'Futures' function within P&D to be responsible for environmental scanning and policy development	53	Green	Green	Red
Complete review of ET/Grievance/Complaints processes and implement recommendations	55	Green	Yellow	Yellow
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	56	Green	Green	Green
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	57	Green	Green	Green

## Status of Deliverables Summary





# Introduce policy and line manager's toolkit on 'smarter working'

Lead: **Employee Relations & Reward**

Deadline: **September 2020**

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

## SUMMARY

A 'Smarter Working Toolkit' was devised as a temporary support document to enable a wider strategic assessment to take place via the 'Smarter Working SLWG' in order that any formalised arrangements to be agreed are sustainable for the organisation and evidence based.

The toolkit was developed with significant engagement with partners and the draft product was fully consulted on at Smarter Working SLWG and Strategic Oversight Board. Following revision and amendment the final Toolkit was endorsed by Force Executive and published on the Force Intranet.

This product forms part of the wider intranet facilities, FAQs and guidance in relation to COVID 19 support, which is complementary to People Services access and support via People Direct, weekly line management toolkits, intranet updates and the Wellbeing Hub. It also supports a stepped and staged approach to the wider organisational framework on new ways of working.

## RISK / ISSUES

The Toolkit was submitted for approval in August as per planned timeline, however, as a result of input from Executive members it was subsequently revised to incorporate further requested information. The Toolkit was therefore subject to slight delay and as a result was endorsed and published in September.

There has been no adverse impact as a result of the above delay due to availability of wider guidance and FAQs that the toolkit has been designed to pull together into a single product.

This activity is now complete.

## PROGRESS – CURRENT

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Status	Milestone	Due	Status
Draft/Design of S/Working Toolkit	MAY 2020	DELIVERED			
Consultation at S/Working SLWG	JUN 2020	DELIVERED			
Consultation at SOB	AUG 2020	DELIVERED			
Smarter Working Toolkit Published	SEPT 2020	DELIVERED			

## CHANGE REQUESTS

None submitted

## FINANCE

No financial implications as a result of toolkit work

# Formalise 7 Day Operation of People Direct aligning it to our operational people requirements to ensure a more sustainable resourcing model

Lead: **People Services**

Deadline: **September 2020**



## SUMMARY

In response to the Coronavirus pandemic, the People Services function moved to 7 day opening with sick/fit calls transferred from C3 and the general portal/telephony service for HR advice and guidance also moved to 7 day opening. However, this temporary arrangement is unsustainable in the longer term with our current resourcing model. In order to meet the operational people demands across 7 days, requires a reshaped People Services structure and modified People Direct service hours.

7 day operation of People Direct will:

- Provide a stable and sustainable structure which meets operational business demands and minimises risk, particularly in resourcing levels;
- Deliver permanent consolidation of absence reporting/recording into People Direct remit as part of wider generalist P&D helpdesk model;
- Introduce a multi-team model of People Direct Advisors providing full service provision between 0700-1700, 7 days a week;
- Provide higher level oversight by P&D Advisors handling more complex matters;
- Establish a dedicated management level role to drive desk service delivery, performance and business engagement;
- Explore all available ICT solutions to enhance performance, build in contingencies, ensure best value, and offer as much flexibility as possible.

## RISK / ISSUES

If we do not introduce a more sustainable model, it increases the risk that we will not be able to provide all core services delivered under the People Direct banner, including absence calls.

7 day operation of People Direct and a revised model provides greater resilience and structure at the levels to provide 'front facing' Advisory Services and leadership / management capability.

# Formalise 7 Day Operation of People Direct aligning it to our operational people requirements to ensure a more sustainable resourcing model

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Status	Milestone	Due	Status
New and modified role profiles created	OCT 2020	DELIVERED	Undertake JNCC and Organisational Consultation	Nov 2020	ON TRACK
			Undertake match-in / recruitment / redeployment process	Dec 2020	ON TRACK

CHANGE REQUESTS
No Change Requests submitted

FINANCE
No financial implications

# Introduce Virtual Classroom Technology

Lead: Leadership, Training & Development

Deadline: January 2021

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

## SUMMARY

The Introduction of Virtual Classroom Technology supports the objective of ensuring that learning from the Coronavirus pandemic improves future working practices. In line with the September 2020 HMICS Thematic Inspection of Police Training and Development Phase 1 recommendations, the Introduction of Virtual Classroom Technology will provide more flexible options for increasing access to learning through the use of technology, and at different times and locations. It will also provide opportunities to increase capability and capacity to deliver classes and deliver more cost effective and accessible learning through the effective use of IT.

## RISK / ISSUES

No risks/issues identified.

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Status	Milestone	Due	Status
Microsoft Teams Classroom Technology Enabled	DEC 2020	DELIVERED	Train the Trainer MS Teams Learning Training	DEC 2020	ON TRACK
			Develop Pre-join Instructions and Guidance	DEC 2020	ON TRACK
			Provide students with MOODLE based workbooks	DEC 2020	ON TRACK
			Access via CITRIX to IT Training Databases	DEC 2020	ON TRACK
			MS Team based classes commenced	DEC 2020	ON TRACK
			Evaluation	DEC 2020	ON TRACK

## CHANGE REQUESTS

No Change Request submitted

## FINANCE

No financial implications.

# Establish a short life working group to carry out a feasibility study with options for innovative methods of training delivery

Lead: Leadership, Training & Development

Deadline: February 2021

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

## SUMMARY

This activity will examine the feasibility of embedding an enhanced virtual training delivery methodology within Police Scotland. A Feasibility Study will be produced for consideration by the Force Executive, informed by the conduct of four 'proof of concept' trials.

In particular, in keeping with the recent HMICS report recommendations, the study will inform the ability of the service to:

- Provide more flexible options for increasing access to training through the use of technology, and at different times and locations.
- Examine opportunities to increase capability and capacity to deliver training.
- Use ICT to deliver more cost effective and accessible training.

## RISK / ISSUES

No risks / issues reported

## PROGRESS – CURRENT

Milestone	Due	Status
SLWG established	SEPT 2020	DELIVERED
Concept Demonstrator 1	SEPT 2020	DELIVERED

## NEXT THREE MONTHS

Milestone	Due	Status
Concept Demonstrator 2 Delivery	NOV 2020	ON TRACK
Concept Demonstrator 3 Delivery	DEC 2020	ON TRACK
Draft Concept Paper Complete	DEC 2020	ON TRACK

## CHANGE REQUESTS

Date of ADP completion to be changed to Feb 21 – SLWG established in Sept as per ADP, but work of SLWG due to complete February 2021.

## FINANCE

No financial implications

# Complete first Police Scotland Strategic Workforce Plan

Lead: Strategic Workforce Planning

Deadline: November 2020

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

## SUMMARY

A detailed programme of work covering a 12 month period was agreed at an Exec Planning Day on 7/11/19 and reported to SPA Board on 27/11/19.

This detailed:

- The structure of the future plan (macro and micro levels)
- The approval structure at each level
- Timeline for production of a completed plan for Police Scotland approval in November 2020

Progression through the various Stages has been reported through SWP Project Board, internal Primary Boards and Resources Committee over the course of the last 12 months. Stage completion for financial year 2020/21 is outlined below and culminates in early November with approvals at SWP Project Board and SLB.

The Plan will thereafter be socialised with Staff Associations/TUs ahead of final sign off by Force Exec at end of November 2020.

## RISK / ISSUES

Early delays due to COVID have been absorbed via a Correction Plan and the target date will be achieved.

## PROGRESS – CURRENT

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Status	Milestone	Due	Status
Stage 4 Drafting	APR 2020	DELIVERED	Stage 11 Governance	NOV 2020	ON TRACK
Stage 5 Interrogation	JUL 2020	DELIVERED	SLB Approval	NOV 2020	ON TRACK
Stage 6,7,8 Timeline & 1 <sup>st</sup> /2 <sup>nd</sup> Level Approvals	AUG 2020	DELIVERED	Force Exec Final Sign Off	NOV 2020	ON TRACK
Stage 9 Scrutiny Panel	SEPT 2020	DELIVERED			
Stage 10 Aggregation	OCT 2020	DELIVERED			

## CHANGE REQUESTS

None submitted

## FINANCE

No financial implications at present

# Implement a suite of dynamic dashboards that provide real-time workforce data and access to management information at point of request

Lead: Strategic Workforce Planning

Deadline: January 2021

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

## SUMMARY

The successful delivery of the daily absence and availability dashboards in relation to COVID 19 have provided the Operation Talla Group with crucial information during the pandemic. The 'drill down' facility within these dashboard, from Regional to Shift level has allowed the organisation to identify granular level issues and target the appropriate response.

Further, an annual leave, TOIL and RRRD dashboard was developed, providing an overview of balances, clarity and awareness across the whole area of Resource Management and the potential financial implications if these areas are not managed effectively.

To build on the above, the following elements will be progressed:

- Publication of existing dashboards on the Strategic Workforce Planning (SWP) site
- Review and agreement on the next phase of development with the priority and focus being around achieving the optimum capacity release from converting existing resource intensive MI dashboards into dynamic dashboards

## RISK / ISSUES

Due to prioritisation of analytical resources towards supporting delivery of the Strategic Workforce Plan, work will recommence on this activity once the SWP is delivered in mid-November 2020. Analytical staff will then refocus fully on designing and delivering the next set of dynamic dashboards to build on those already delivered. These dashboards will replace existing MI dashboards, therefore there is no immediate risk associated here and the focus is on improve quality, automation and capacity release for P&D analytical resources.

Re-planning will take place in late November to ensure that this activity will be delivered within the target timescale of end of January 2021.

## PROGRESS – CURRENT

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Status	Milestone	Due	Status
Absence Dashboard COVID-19	APR 2020	DELIVERED	Scoping and prioritisation of areas suitable for Dynamic Dashboards	DEC 2020	REPLANNING
Availability Dashboard COVID-19	APR 2020	DELIVERED	Design and development work	JAN 2020	ON TRACK
A/L, RRRD & TOIL Balances	JUN 2020	DELIVERED	Implementation & Publication	JAN 2020	ON TRACK

## CHANGE REQUESTS

No Change Requests submitted

## FINANCE

No financial implications at present

# Complete review of Modified Officer processes and implement recommendations

Lead: People & Engagement  
Partnering

Deadline: September 2020

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

## SUMMARY

This work started last financial year and is the final stages. Linked directly to the SWP, delivery of this activity is a vital element of ensure the organisation maximises its efficiency of resourcing in terms of deployability and can ensure confident decision-making in this regard based on reliable and up to date management information.

Completion of this has been significantly impacted due to necessary prioritisation of COVID-19 related operational HR work at the expense of this.

## RISK / ISSUES

This ADP activity has been significantly impacted due to necessary prioritisation of COVID-19 related operational HR work at the expense of this.

Re-planning and contingency meetings have taken place and it is now anticipated that the necessary HR data cleanse will complete by the end of November.

With regards to the developments required from SCOPE and the dependencies on ICT, no dates have been given on when this will be achieved and this is being progressed.

This activity will be reprofiled once clarity is received from ICT as to when they can undertake the necessary work to enable accurate recording on SCoPE.

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Status	Milestone	Due	Status
People Services have started the data cleanse work again	SEPT 2020	NOT DELIVERED	Data cleanse work complete	NOV 2020	POTENTIAL SLIPPAGE
			ICT work/SCOPE development work complete	TBC	DUE TO BE MISSED

## CHANGE REQUESTS

A Change Request will be submitted following any re-profiling of this activity.

## FINANCE

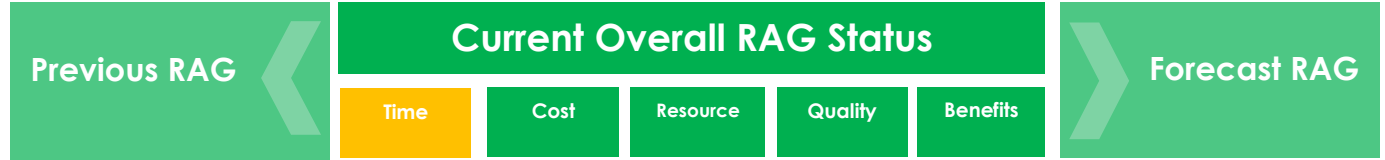
None identified



# Commence review of Attendance Management processes: TOR and review group to be established

Lead: **People & Engagement Partnering**

Deadline: **March 2021**



**SUMMARY**

This work is under the banner of 'Increasing Capacity' and the scope of this work is yet to be signed off with the development of a TOR.

This will include a review of our processes, an audit of SCOPE to identify where e.g. Return To Work Interviews are completed/not completed plus other diagnostic work to determine where the focus will be.

The aim is to maximise attendance, to support our people in line with our values, understand any line manager development that may be required and to utilise support services available.

The benefits, in the medium to longer term, should be a reduction in absence (average days lost) and, potentially, an increase in the number of capability cases re attendance management.

**RISK / ISSUES**

Due to competing operational priorities caused by COVID-19, the TOR has not yet been signed off by P&D SMT.

Mitigating Action – TOR has been rescheduled to be tabled at October SMT. This does not affect or impact overall delivery timelines.

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Status	Milestone	Due	Status
TOR developed and signed off at P&D SMT	SEPT 2020	DELAYED TO 29/10	Launch SLWG	NOV 2020	ON TRACK
			Develop project plan	NOV 2020	ON TRACK

**CHANGE REQUESTS**

No Change Requests submitted

**FINANCE**

No financial implication as yet.

# Review how capability is managed: TOR to be developed as a first step

Lead: People & Engagement  
Partnering

Deadline: March 2021

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

## SUMMARY

This work falls under the continued added value section of 'Increasing Capacity'.  
By driving individual capability, organisational capability will improve. Currently there are few cases across officers and staff where performance is managed and managers appear to lack confidence to handle this. The coaching sessions that People Services have piloted will be positively impacting confidence levels and this work will build on this. There is no evidence to suggest that this is seen as a focus nor the link made to service delivery. This work will highlight the link and determine what the next steps are.  
It is anticipated that there may be an increase in cases and these will be tracked through local People Boards to monitor progress and impact. At all times, this work will be people centric and have the wellbeing of those impacted at the heart of the review.

## RISK / ISSUES

Due to competing priorities the timeline for this has slipped.  
  
Mitigating Actions – This activity has been re-allocated. The draft TOR is currently being circulated for consultation and will be table at November's P&D ODM for sign off.  
  
No impact on the overall timeline for delivery is anticipated at present.

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Comments	Milestone	Due	Status
Draft TOR complete	SEPT 2020	DELIVERED	SLWG established	NOV 2020	POTENTIAL SLIPPAGE
Approval at P&D SMT	OCT 2020	NOT DELIVERED			

## CHANGE REQUESTS

No Change Requests received

## FINANCE

No financial implication identified as yet

# Undertake research to identify the barriers to under-represented groups

Lead: Wellbeing & Inclusion

Deadline: March 2021

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

## SUMMARY

This activity was documented on the proviso that funding could be made available to access external resource and commission research on behalf of P&D to identify the barriers to under-represented groups.

A business case will be constructed in order to access the potential of funding.

Further to that, work is ongoing with partners in regards to under-representation, who have provided some analysis from work they are undertaking in the public sector, which may or may not prove to be helpful in understanding the wider public sector challenge and allow us to gain some insights.

## RISK / ISSUES

This deliverable will be pursued through a bid, however, given the wider pressures on budget etc, there can be no guarantee that funds will be made available.

There is insufficient capacity with the P&D Recruitment Team or the P&D E&D Team to progress the analysis internally, therefore if funds cannot be made available then this piece of work will not be achievable within the timeframes due to current resource pressures.

## PROGRESS – CURRENT

Milestone	Due	Status
Meeting to discuss merit of funding bid	NOV 2020	DELIVERED

## NEXT THREE MONTHS

Milestone	Due	Status
Draft bid	JAN 2020	ON TRACK

## CHANGE REQUESTS

None submitted

## FINANCE

There are financial implications associated with this activity in regard to available funding to commission external research.

# Identify, monitor and publish robust data to meet all external requirements and to inform internal decision making/focus and investment

Lead: Wellbeing & Inclusion

Deadline: March 2021

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

## SUMMARY

Following challenge in regard to the reliability of data sets provided to external stakeholders, a review was conducted to establish whether anomalies/ vulnerabilities were present in our data management practices. Due to lack of IT investment, our processes remain largely manual and cannot be fully mitigated until there is an ERP solution for the organisation.

P&D has demonstrated that the data provided is robust and that the data captured at point of entry to the service is the same as that which is contained within SCOPE. Any variance is accounted for by unavoidable 'double entry' of data which results from:

- initial Shared Services data input to SCOPE upon entry to Force , which can thereafter be;
- subsequently amended by the employee in terms of SCOPE self-service during employment.

End user decisions/choices to change their personal data will therefore create slight variation in the data over time. Detailed analysis has concluded that there is no misrepresentation of data and that the marginal variance observed is caused by individual employees electing to change certain personal categories, as is their right.

The only interim solution involves manual intervention, which is labour intensive, absorbs time and would create additional work to mitigate the variance. Process or system change would require to be a longer term target for 2021/22 – it would be resource dependent and could only be brought forward if its priority increased.

## RISK / ISSUES

We have identified that variance is 'baked into' to current systems and cannot be effectively addressed without an ERP or resource intensive manual interventions.

Relative to other resource demands within P&D in the short and medium term, this is a lower priority and can continue to be managed with appropriate visibility, narrative and context added to data sets where necessary. Should further issues arise, this could be reassessed as appropriate.

Therefore we will continue to manage this risk and the mitigation is to continue to work with external partners and internal stakeholders to address any perception issues in respect to data sets. We will also explore and assess what opportunities the forthcoming e-recruitment system may give us in this regard.

# Identify, monitor and publish robust data to meet all external requirements and to inform internal decision making/focus and investment

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Status	Milestone	Due	Status
Analysis & Evaluation of Data	JULY 2020	DELIVERED			
Consultation & Communication	AUG 2020	DELIVERED			
Correspondence to SG	AUG 2020	DELIVERED			

CHANGE REQUESTS
No Change Requests submitted

FINANCE
No financial implications at present

# Consult on and agree a new recruitment system that mitigates against unconscious bias which includes an anonymised process

Lead: Wellbeing & Inclusion / Recruitment

Deadline: March 2021

Previous RAG

## Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

### SUMMARY

To further enhance our recruitment practices, and maximise the opportunity to reduce as far as possible unconscious bias in our recruitment system, it was agreed that during the procurement of the new e-recruitment system funded through TCSS, the ability of the systems to offer this functionality would be explored.

The procurement phases is now complete with no systems assessed able to provide this functionality within the confines of resource and budget. This activity is now regarded as complete.

If it is identified as an organisational issue and remains a priority to further reduce unconscious bias, further work on this will need to be prioritised and incorporated into next year's Annual Delivery Plan.

### RISK / ISSUES

None identified.

### PROGRESS – CURRENT

Milestone	Due	Status
Requirement Gathering Phase	AUG 2020	DELIVERED

### NEXT THREE MONTHS

Milestone	Due	Status
Procurement Phase	DEC 2020	ON TRACK
Planning, Profiling & Approval Phase	MAR 2021	ON TRACK
Implementation/Delivery Phase	MAR 2021	ON TRACK
Benefits Realisation & Reporting Phase	MAR 2021	ON TRACK

### CHANGE REQUESTS

None submitted

### FINANCE

Financial implications relate to procurement (TCSS) and restructuring (downstream FTE reductions and savings). Further process related efficiencies and savings will be realised in due course.

# Deliver bespoke development programmes to increase promotion opportunities for under-represented groups - specifically BME and women

Lead: Leadership, Training & Development

Deadline: March 2021

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

## SUMMARY

Leadership & Talent will deliver 2 programmes which will aim to increase promotion opportunities for under-represented groups – specifically BME and women. To facilitate addressing barriers leading to under-representation of BME colleagues across policing including the front line, operational, support and senior roles, the **RISE – BME Development Programme** aims to:

- Inspire a diverse cross-section of BME officers and staff to lead their lateral and promotion career progression aspirations
- Build on existing work from the SWDF, Positive Action Team, staff associations, and LTD to further embed opportunities to develop and progress
- Create a network and facilitation group which will provide an opportunity to support each other.

Recent workforce data highlights that females are underrepresented in the most senior posts within Police Scotland. The introduction of **Springboard Development Plus – Senior Women in Policing Development Programme** will help to build a sustainable and diverse talent pipeline whilst taking positive action to counterbalance the lack of women at the most senior levels. In addition, it will allow the organisation to capitalise on in-house talent thereby reducing senior recruitment costs. The programme aims to:

- Build skills and confidence of senior women in Policing to overcome the invisible barriers that can prevent them from rising to senior positions in the organisation
- Create a network for senior women which will provide an opportunity to support each other
- Build the profile of each participant through delivery of a Work Project, which will be presented to Senior Management.

## RISK / ISSUES

No Issues / Risks identified – activity on track

# Deliver bespoke development programmes to increase promotion opportunities for under-represented groups - specifically BME and women

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Status	Milestone	Due	Status
Springboard development programme launched	SEPT 2020	DELIVERED	BME programme - Launch pilot	OCT 2020	ON TRACK
			Springboard - Deliver Clarity 4D sessions	OCT 2020	ON TRACK
			Springboard - Deliver Workshop 1	OCT 2020	ON TRACK
			Springboard - Deliver Workshop 2	OCT 2020	ON TRACK
			BME programme - Deliver Clarity 4D sessions	NOV 2020	ON TRACK
			Springboard - Deliver Workshop 3	NOV 2020	ON TRACK
			Springboard - Deliver Workshop 4	DEC 2020	ON TRACK

CHANGE REQUESTS
No change requests received

FINANCE
No financial implications.



# Introduce a new e-recruitment system

Lead: **Recruitment & Selection**

Deadline: **March 2021**

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

## SUMMARY

The e-recruitment project will deliver:

- The procurement and introduction of an IT system and good practice processes to support the recruitment of both officers and staff within the SPA & Police Scotland

The project is focused on delivering an IT system that will enable efficient management of vacancies, sourcing, assessment, evaluation and selection and management of offer to hire processes. This will enable the Recruitment team to move away from resource intensive manual processes and fully implement a modern, streamlined process and structure.

A 5 Phase standard procurement process is currently under way to deliver an e-recruitment system for the Force.

The People Impact components relating to this technological solution and wider requirements to restructure the recruitment function run alongside the IT delivery phases – these are set out within the 'implement an end to end recruitment process' deliverable.

## RISK / ISSUES

This activity is currently at the award recommendation stage. All tenders have been evaluated, scored and a decision made. TCSS approval is required prior to the award being confirmed. Delivery of an e-recruitment solution remains on track for March 2021 implementation.

The e-recruitment solution is an enabler to process and resource efficiencies as part of the wider TCSS programme.

Training in regard to the new system will be rolled out to departmental staff as part of the implementation/delivery phase. Hiring managers will be taken through the new processes and how to use the new tool, at the point they require recruitment services to fill a vacancy.

# Introduce a new e-recruitment system

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Status	Milestone	Due	Status
Requirement Gathering Phase	AUG 2020	DELIVERED	Procurement Phase	DEC 2020	ON TRACK
			Planning, Profiling & Approval Phase	MAR 2021	ON TRACK
			Implementation/Delivery Phase	MAR 2021	ON TRACK
			Benefits Realisation & Reporting Phase	MAR 2021	ON TRACK

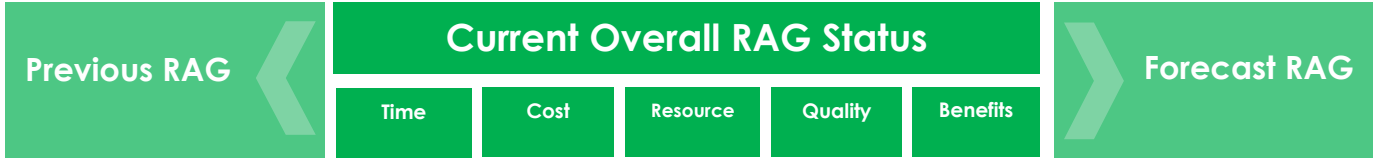
CHANGE REQUESTS
None submitted

FINANCE
Financial implications relate to procurement (TCSS) and restructuring (downstream FTE reductions and savings). Further process related efficiencies and savings will be realised in due course.

# Introduce a new electronic document management and recording system

Lead: People Services

Deadline: March 2021



**SUMMARY**

The EDRMS project will deliver:

- The procurement and introduction of an IT system and good practice processes to support the management of workforce personnel records within the SPA & Police Scotland

The project is focused on delivering an IT system that will enable compliant and efficient management personnel files. This will enable the People Services to move away from resource intensive manual processes and fully implement a modern, streamlined process and structure.

A 5 Phase standard process relating to procurement tenders, evaluation and award recommendation, along with planning & dependencies, governance and approvals, contracting, building, testing, knowledge transfer and support form part of the 5 stage process, along with delivery tracking, review and evaluation and benefits realisation-

The People Impact components relating to this technological solution and wider requirements to restructure People Services run alongside the IT delivery phases.

**RISK / ISSUES**

This activity is currently at the award recommendation stage. All tenders have been evaluated, scored and a decision made. TCSS approval is required prior to the award to be confirmed. Delivery of an EDRMS solution remains on track for March 2021 implementation.

The EDRMS solution is an enabler to process and resource efficiencies as part of the wider TCSS programme.

Training in regard to the new system will be rolled out to departmental staff as part of the implementation/delivery phase to mitigate any potential risk associated with the implementation of new associated processes.

# Introduce a new electronic document management and recording system

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Comments	Milestone	Due	Status
Requirement Gathering Phase	AUG 2020	DELIVERED	Procurement Phase	DEC 2020	ON TRACK
			Planning, Profiling & Approval Phase	MAR 2021	ON TRACK
			Implementation/Delivery Phase	MAR 2021	ON TRACK
			Benefits Realisation & Reporting Phase	MAR 2021	ON TRACK

CHANGE REQUESTS
None submitted

FINANCE
Financial implications relate to procurement (TCSS) and restructuring (downstream FTE reductions and savings). Further process related efficiencies and savings will be realised in due course.

# Review VR/VER provisions to support 2021/22 releases

Lead: **Employee Relations & Reward**

Deadline: **March 2021**

Previous RAG

**Current Overall RAG Status**

Forecast RAG

Time

Cost

Resource

Quality

Benefits

## SUMMARY

In view of the anticipated ongoing commitment to no compulsory redundancies within the Public Sector Pay Policy, SPA / PSOS require to have other mitigation measures in place to manage the consequences of police staff posts that have been made redundant as a consequence of the continued programme of Organisational Change in Scottish Policing.

One of these measures is to have a Voluntary Redundancy / Voluntary Early Retirement scheme in place.

The benefits will be continued positive employee relations with Trade Unions, as well as, reassurance for those staff within business areas likely to be going through transformation / organisational change during 2021/22.

## RISK / ISSUES

No risks/ issues identified

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Status	Milestone	Due	Status
			Report on VR/VER scheme 2021/22 will be submitted to SPA Resources Committee for recommendation to SPA Board	Nov 2020	ON TRACK
			Report on VR/VER scheme 2021/22 will be submitted to SPA Board for approval	NOV 2020	ON TRACK
			Subject to approval by SPA Board, consultation will be undertaken with the Trades Unions at JNCC.	NOV 2020	ON TRACK

## CHANGE REQUESTS

No Change Requests received.

## FINANCE

No financial implications noted.

# Move all transactional admin activity from P&D into Shared Services in line with TCSS

Lead: People Services

Deadline: March 2021

Previous RAG	Current Overall RAG Status					Forecast RAG
	Time	Cost	Resource	Quality	Benefits	

**SUMMARY**

Work is underway to transfer administrative activities from People Services to Shared Services.

This includes workload in regard to:  
 Excess Travel/Relocation process (already transferred)  
 Flexible Working Process (ongoing)  
 Contract Variation & Contract Extensions (ongoing)

Furthermore a recent review of vacancy approval processes has enabled realisation of process efficiencies and as a result Recruitment and Selection now own the full streamlined recruitment process.

Lastly, with the introduction of the new promotion process, People Services no longer play a role in Review Panels or Interviews, which has released capacity to focus on other priorities.

The timescale for completion remains end of March 2021 and this remains a high priority as it underpins successful implementation of a new model for People Services.

**RISK / ISSUES**

COVID 19 has presented significantly increased workload during September and October 2020. As such, higher priority is being directed towards supporting absence reporting, People Direct and Testing workloads. If the increase in COVID 19 work is sustained or increases further during the winter, there is the potential for slippage in this activity. In such circumstances, current administrative arrangements would persist to mitigate risk.

In addition, the Shared Services function is currently delivering an Organisational Change Programme that requires to complete prior to further transfer of work.

Other dependencies surround the digitisation of Flexible Working Processes on SCOPE, which, if implemented, will assist the transfer of administrative processes.

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Status	Milestone	Due	Status
Excess Travel/Relocation Process transfer	JUL 2020	DELIVERED	Flexible Working Process transfer	MAR 2021	ON TRACK
Vacancy Approval Process transfer	OCT 2020	DELIVERED	Contract Variation/Contract Extension transfer	MAR 2021	ON TRACK

**CHANGE REQUESTS**  
 No Change Requests received

**FINANCE**  
 No financial implications

# Agree Organisational Framework on 'New Ways of Working'

Lead: Employee Relations & Reward

Deadline: September 2020

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

## SUMMARY

A 'Smarter Working SLWG' was established in summer 2020 to look at medium and longer term sustainable solutions for the way we work in a COVID 19 Environment. By establishing, supporting and developing a framework for new ways of working and embedding 'smarter working' principles this brings with it potential to strengthen the diversity of the workforce, improve the wellbeing of our people and develop a more flexible organisation, adaptable to respond to future threats. Opportunities may also arise in regard to sustainable rationalisation of Estate, at a time when significant capital investment (c£260m in next decade) is required to maintain the aging Police Scotland Estate.

The priority for this year was to ensure that provisions were in place to support immediate organisational requirements. Strategic Oversight Board signed off the **Smarter Working Toolkit** along with further guidance to secure immediate compliance immediately, including a **Home Working Assessment Form**, Information Security guidance and FAQs. A formal SOP is also progressing through consultation. This also complements ongoing work in regard to **PNB Flexible Working Guidance for Police Officers**, which is subject to ongoing negotiation at present.

**Engagement sessions** with officers and staff have been scheduled to fully understand the individual experiences of different working practices enacted as a result of COVID response. This will allow additional support to be scoped, and will support development of the wider substantive proposals.

**Role profile analysis** across the organisation is also concurrent to the engagement sessions, with improvement team support providing the means of capturing the role specific information that will enable the organisation to better understand the potential for alternative working practices to be applied. Thereafter data will be analysed, with results, findings and potential

## RISK / ISSUES

The establishment of the Smarter Working SLWG, its TOR and the launch of the Smarter Working Toolkit constitute the immediate outputs of this activity by September 2020.

Following discussion and Force Executive endorsement to deliver a detailed evaluation of sustainable solutions to deliver 'new ways of working', a March 2021 delivery has been targeted to enable meaningful engagement with the workforce on what does and does not work along with analysis of role profiles to shape substantive proposals for the future and how this could be applied across the workforce.

The SLWG has acknowledged the considerable work required to fully establish sustainable practices to bring in wider organisational benefits.

Draft **PNB Flexible Working Guidance for Police Officers** has been developed to the satisfaction of the Official-Side representatives, however there has been delay to negotiations due to lack of clarity on the Staff-side position. The Staff-side are heavily engaged in COVID 19 related matters at present, and are experiencing capacity issues, therefore re-planning is underway targeting March 2021 delivery. This does not present a risk given the wider work delivered across the Smarter Working landscape and the support services available.

There are no substantive resources dedicated to this activity – a temporary supernumerary resource is facilitating some of the work outlined, however this is a temporary solution and the individual does not have the knowledge base to work independently. There are no

# Agree Organisational Framework on 'New Ways of Working'

next steps being considered by the SLWG prior to progression to Force Executive for consideration.

resources available within Employee Relations and Reward at present to support this work due to ongoing requirements to support SPRM project and the SLWG is being driven by the Head of Employee Relations and Reward.

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Status	Milestone	Due	Status
Establish SLWG & Draft TOR	JULY 2020	DELIVERED	Engagement Sessions Completed	DEC 2020	ON TRACK
Draft SLB Paper to secure endorsement for review	AUG 2020	DELIVERED	Role Analysis data gathered	DEC 2020	ON TRACK
Launch PNB Flexible Working Guidance for Police Officers	AUG 2020	REPLANNING	Analyse and report finding on engagement sessions to SLWG	FEB 2021	ON TRACK
Draft and Publish Smarter Working Toolkit	SEPT 2020	DELIVERED	Consultation – Home Working Procedure	MAR 2021	ON TRACK
			Submit Report on Analysis & Strategic Recommendations of SLWG to Primary Boards	MAR 2021	ON TRACK

## CHANGE REQUESTS

None submitted

## FINANCE

Potential financial implications for Force yet to be determined



# Establish a 'Futures' function within P&D to be responsible for environmental scanning and policy development

Lead: P&D Policy

Deadline: October 2020

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

## SUMMARY

This activity arose as a consequence of a Workforce Management Audit undertaken by external auditors (Scott Moncrieff) which identified that there was no formal process in place to ensure that the SPA / Police Scotland were aware of any future employment legislation which may impact on the organisation. In addition, a recommendation was made to report on a legislative horizon scanning update to P&D SMT on a quarterly basis, for onward progression to both Police Scotland and SPA, if required.

As a result of the limited turnover within the organisation and associated financial pressures, in addition to the requirements to support the COVID response, further resources cannot be assigned to this area in order to support this aim at the present time. However, all members of P&D Policy Unit subscribe to and receive updates from leading Employment Law practitioners, and other professional sources such as the CIPD, Police Professional, etc. Horizon scanning therefore is taking place on a regular basis as a result and this is built into policy revision work.

The SMT also receive updates from the Policy Manager on new matters arising and the action of the policy team. This process will continue until such times as reallocation of resources post-delivery of SPRM can take place.

The formal restructuring following SPRM will ensure that consolidation of the current practice continues within available P&D resources.

Therefore action has been taken to deliver against this requirement in the immediate term.

## RISK / ISSUES

The P&D Policy Team have taken action to ensure that the risk highlighted with the audit is fully mitigated with the current provisions. This will be further formalised following SPRM when resources are refocused.

This risk is mitigated at present using the current provisions in place, and further measures will be developed following SPRM delivery.

# Establish a 'Futures' function within P&D to be responsible for environmental scanning and policy development

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Status	Milestone	Due	Status
Creation of additional capacity to further develop and deliver horizon scanning activity	OCT 2020	OFF TRACK			

CHANGE REQUESTS
None submitted

FINANCE
There are financial implications related to this achievement of this activity

# Complete review of ET/Grievance/Complaints processes and implement recommendations

Lead: People & Engagement  
Partnering

Deadline: September 2020

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

## SUMMARY

This work is at a final stage and started last financial year.

This work was commissioned to increase capacity by ensuring that our processes are followed, prioritised and learning shared.

In terms of improving the impact of processes on individuals, this will be anecdotal only and may come through the organisational learning quarterly reviews.

## RISK / ISSUES

There has been a 2 month delay as this was not signed off at August's PPMB. This has now been approved following a meeting between P&D and Legal Services and the 6 month pilot will commence. It may be that this will be reduced to a 5 month pilot but that will be agreed at the next Steering Group

**Resources** - The Complaint Allocation Review Panel has been absorbed without additional resources but, depending on the outcome of the second CARP, an admin resource may be required to support this activity.

**Quality** - The quality of the outcomes from the steering group, the recommendations and the approach have been of a high quality. A paper will be produced in December by the Chair of the CARP re the outcomes and learning to provide assurance on this.

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Status	Milestone	Due	Status
Steering Group meeting to review first Complaint Allocation Review Panel (CARP)	SEPT 2020	DELIVERED	2nd CARP	OCT 2020	OFFTRACK
Sign off/approval from PPMB	SEPT 2020	DELIVERED	Table top exercise reviewing previous difficult cases	OCT 2020	OFF TRACK
			Update paper to PPMB from CARP Chair	DEC 2020	OFF TRACK

## CHANGE REQUESTS

None

## FINANCE

No impact identified as yet.

Lead: P&D Governance

Deadline: December 2020

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

### SUMMARY

Phase 1 of this activity is scheduled for completion for end of December 2020 and comprised a stabilisation of processes, performance and products. This has been driven forward by the Director of P&D supported by the existing P&D Governance Unit and includes renewed focus on departmental performance and planning, finance, audit and risk, with Departmental processes aligning more fully with Force processes and underpinned by quarterly performance reporting, workplans, benefits profiling and highlight reporting. Connection and linkage has been made across Force Strategic Plans and People Strategy Annual Delivery Plan, in addition to reflecting the specific priorities resulting from the COVID 19 challenge.

Improvements to the coordination of P&D Board secretariat responsibilities has also been delivered, with a clear emphasis on high quality submissions. In addition a new more visually impactful and clear 'P&D brand' has been developed for templates and reporting albeit this will continue to evolve and mature over time.

Phase 2 requires investment in resource to enable further development towards a wider Business Management remit, specifically taking ownership of Departmental communications and further enhancing Departmental planning and performance products and processes.

### RISK / ISSUES

Due to the present budgetary situation as a result of COVID 19 and indeed the focus on front-line support to the organisation in respect of the pandemic, there is no spare capacity or funding to direct towards Phase 2 of this activity at the present time. As a result, further development of the Business Management structure will require to be progressed in line with other P&D structural change over Q4 2020/21 and into 2021/22, whereby wider opportunities can be assessed in regard to allocation of resources/funding.

The P&D Governance Team, along with the Director's Staff Office continue to mitigate risk through dynamic prioritisation of planned and adhoc activities, flexibility in approach and effective delegation across P&D to ensure all business requirements are delivered appropriately.

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

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Status	Milestone	Due	Status
New People Strategy Branding developed agreed	MAY 2020	DELIVERED	Structural change and resource increase	March 2021	OFF TRACK
People Strategy Yr 2 Closure Report	JUNE 2020	DELIVERED			
Quarterly Reporting development	AUG 2020	DELIVERED			
Quarterly Performance Structures and products embedded	OCT 2020	DELIVERED			

CHANGE REQUESTS
No Change Requests submitted

FINANCE
No Finance implications presently

# 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

Lead: **People & Engagement Partnering**

Deadline: **March 2021**

Previous RAG

**Current Overall RAG Status**

Forecast RAG

Time

Cost

Resource

Quality

Benefits

## SUMMARY

This work flows from TCSS project whereby our external consultants recommended we adopt a more strategic People Partnering role, rather than the current transactional HRBP role. This involves increasing strategic elements to BP role & re-evaluation of profiles.

## RISK / ISSUES

None identified

## PROGRESS – CURRENT

Milestone	Due	Status
Role profile updated, submitted and returned by JE	OCT 2020	DELIVERED
BJC written for P&D SMT	OCT 2020	DELIVERED

## NEXT THREE MONTHS

Milestone	Due	Status
Gain approval to progress by P&D SMT	OCT 2020	ON TRACK
Gain approval to progress by PPMB	OCT 2020	ON TRACK
Present and gain approval at JNCC	OCT 2020	ON TRACK

## CHANGE REQUESTS

None submitted

## FINANCE

Financial implication associated with this activity will be presented via PPMB and JNCC over the forthcoming quarter.