

Meeting	People Committee
Date	27 May 2021
Location	MS Teams
Title of Paper	People & Development Annual Delivery Plan End of Year Closure Report
Presented By	Director Helliker
Recommendation to Members	For Discussion
Appendix Attached	Appendix A – P&D 20/21 ADP closure report

PURPOSE

To update Members on the delivery of the P&D annual delivery plan 2020/21 (Year 3 of the 2018-2021 People Strategy) and to provide an opportunity for discussion about deliverables, challenges and any necessary mitigations.

This should be brief and does not require significant information other than to state what the report content is going to provide.

The paper is presented in line with Scottish Police Authority Committee Terms of Reference.

Members are invited to discuss the contents 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 represented the final year of this strategy and our annual delivery plan of activity to support our strategy was approved by the Executive in August 2020. In line with our quarterly reporting requirements, this paper constitutes an update of progress this year to the end of financial quarter 4 and closure of this year’s annual delivery plan.

2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1. Appendix A (P&D ADP 2020/21 Closure Report) sets out our delivery against the 51 activities committed to within annual delivery plan. With this year’s plan taking us to the conclusion of our first 3-year People Strategy it is noted that in spite of the challenging times in which the organisation is operating and the impact this has had on both demand on services and resources, P&D has successfully delivered the majority of activities therein.
- 2.2. It is reported that 33 activities were successfully and fully delivered this year (64% in total):
- 2.2.1. January 2021 saw the first Police Scotland Strategic Workforce Plan published, providing a baseline and framework for the organisation to transform over time to ensure it continues to serve the needs of a changing Scotland.
- 2.2.2. The launch of the new probationer training programme was achieved during the height of COVID-19, with early positive feedback that it presents a significant step forward for our organisation to ensure we continue to offer our recruits the most relevant and current training to prepare them for a rewarding career in policing, equipping them with the skills and tools they need to serve our communities using modern and effective learning practices.
- 2.2.3. Further, the launch of our new OST programme ensures our officers are equipped and supported to ensure their safety is a priority in the exercise of their duties.
- 2.2.4. This year bespoke development programmes were developed and launched to increase promotion opportunities for under-represented groups - specifically BME and women. Furthermore,

work was undertaken to ensure recruitment processes mitigate unconscious bias, and funding has been secured to enable the organisation to undertake research into the barriers to under-represented groups. During 2020/21, considerable focus was therefore concentrated on ensuring our working practices are inclusive and this will remain a key pillar of activity over the course of 2021/22.

- 2.2.5. Accelerated by the practical challenges of delivering training during COVID-19, P&D successfully introduced and piloted virtual classroom technology and delivered a feasibility study for the wider use of virtual training methods where appropriate across our suite of training products.
- 2.2.6. National promotion processes have been piloted and implemented for sergeants, inspectors, chief inspectors and superintendents ensuring greater transparency and fairness for our officers in pursuit of vertical career progression.
- 2.2.7. P&D has developed and implemented a new end-to-end recruitment service for police staff recruitment and selection, introducing our competency values framework, new hiring services and processes and a modernised application form.
- 2.2.8. The SPRM appeals processes, run on a 'virtual' footing, due to COVID-19 restrictions, were fully delivered. This brought the SPRM project to a successful conclusion and constituted one of the most complex and demanding harmonisation projects to be undertaken in the-UK public sector.
- 2.2.9. The launch of the 'Your Voice Matters' survey was delivered following extensive background and preparatory work over recent years the results of which, will present the organisation with the opportunity to reflect, learn and act upon its findings.
- 2.2.10. To bring further transparency, clarity and consistency for police officers and managers in regard to Regulations and Determinations, P&D developed and implemented a police officer reward handbook and dashboard.
- 2.2.11. Further support tools designed included the development of dynamic dashboards to deliver improved data and support insightful decision making for our senior management teams, and publication of a smarter working toolkit, guidance and FAQs to

assist the workforce during the height of the coronavirus pandemic.

- 2.2.12. During a turbulent year with high demand for our People Direct services P&D changed its operating model to 7-day a week operation thus better serving the needs of the organisation and increasing our ability to provide a comprehensive, professional HR front-line service. This was initiated as a temporary arrangement in response to COVID-19, however was formalised via organisational change processes into a permanent model at the end of 2020/21.
- 2.2.13. 7 (14% of total) activities are on track for completion in line with planned or re-profiled timescales:
- 2.2.14. The Leadership Project is being progressed at pace with a range of activities and planned rollouts currently 'on-track'. Significant developments in this area over the past year have included the launch of the 'MyCareer' proof of concept, the launch of the new sergeant's pathway, the designation by Scottish Ministers of the Accelerated Leadership Programme and the procurement and roll-out of development programmes for our senior and executive ranking officers.
- 2.2.15. The ADP for 2020/21 contained an ambitious programme of wellbeing activities designed to address the priority needs of all our workforce as well as providing a strong focus on emotional resilience and psychological health. Due to COVID-19 restrictions plans required to be significantly modified with alternative on-line delivery options developed and deployed. What has been delivered against this challenging backdrop has been impressive and has been well-received. Work will continue in this arena over the course of the next financial year to fully deliver what was originally planned to be completed by the end of 2020/21.
- 2.2.16. A significant pillar of the transformation of P&D's HR business partnering model to one of 'people partnering' was delivered via organisational change processes during 2020/21. Further work to embed and develop the people partnering approach is on-track to deliver in Q1 of 2021/22.
- 2.2.17. 7 activities (14% of total) are reporting as 'amber':

2.2.18. Work on P&D related TCSS projects, e-recruitment and EDRMS is currently on-going. EDRMS is nearing completion and is on track to deliver in the first quarter of 2021/22. E-Recruitment is anticipated to implement fully in Q2 of 2021/22. These projects will be transformation in the impact they will have on the way in which P&D can deliver modern, efficient, professional HR services to Police Scotland.

2.2.19. Implementation of a new temporary promotion process for police officers was reporting amber at the end of March 2021 due to an extended period of consultation, however this has since been approved by the Executive and launched in April 2021.

2.2.20. Finally, the activity to redistribute P&D administrative processes within one P&D portfolio area has been delayed due to connected organisational change activity within P&D Shared Services and People Advisory Services and anticipated SCOPE development work. There are no risks associated with this activity and the status quo will continue until re-planned timelines for transfer of activity are delivered.

2.2.21. **NEXT STEPS**

2.2.22. Whilst significant progress has been made over the lifespan of the first People Strategy attention has now turned to how we continue to build on these successful foundations. The new People Strategy is in development, as is an accompanying annual delivery plan for its first year. The next People Strategy will be subject to stakeholder engagement and both documents will be tabled for approval at future Boards in the coming two or three months before publishing and presentation to People Committee in August.

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 paper.

5. LEGAL IMPLICATIONS

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

6. REPUTATIONAL IMPLICATIONS

6.1. There are no reputational implications associated with this paper.

7. SOCIAL IMPLICATIONS

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

8. COMMUNITY IMPACT

8.1. There is no community impact associated with this paper.

9. EQUALITIES IMPLICATIONS

9.1. There are no equalities implications associated with this paper.

10. ENVIRONMENT IMPLICATIONS

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

RECOMMENDATIONS

Members are invited to discuss the information contained within this report.

People & Development

Annual Delivery Plan

Closure Report 2020/21



Inspiring Leadership



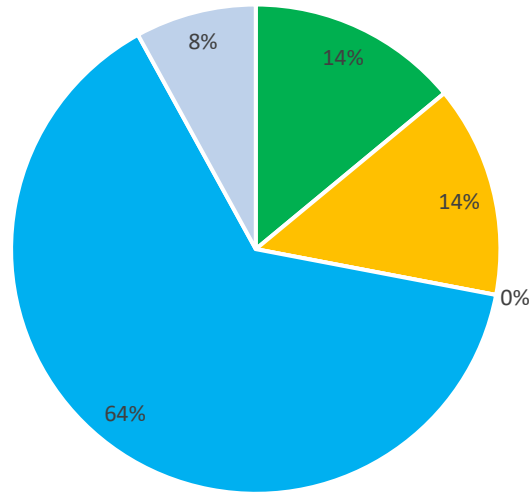
Positive Environment



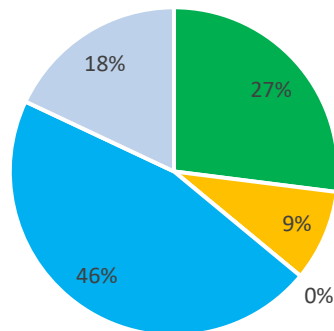
Organisational Health

2020/21 OVERALL SUMMARY

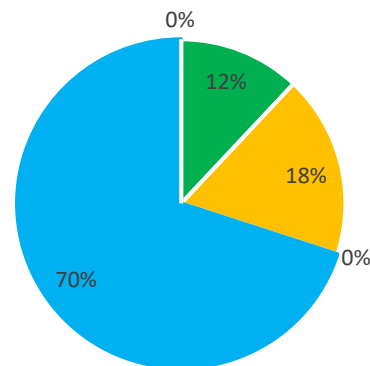
OVERALL



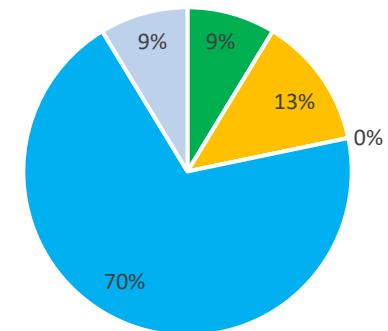
INSPIRING LEADERSHIP



POSITIVE ENVIRONMENT



ORGANISATIONAL HEALTH



OFFICIAL

SUMMARY - INSPIRING LEADERSHIP

HEADLINES:

- Five activities delivered in 2020/21.
- Leadership project remains on-track with significant progress made this year.
- Talent Management and Succession Planning have not been able to progress as planned in 2021/22 and are being reprioritised as part of P&D annual delivery plan for 2021/22 – no updates submitted for Q4.

GENERAL UPDATES:

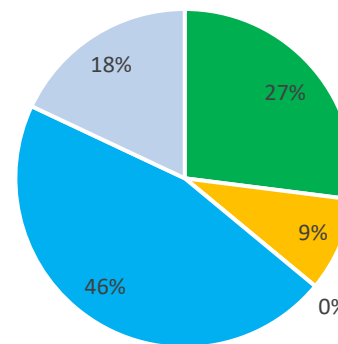
- No Change Requests have been submitted.
- No unplanned financial implications have been identified.

SPECIFIC DELIVERY / PROGRESS IN LAST REPORTING PERIOD:

- Short extension granted to 'MyCareer' pilot by Programme Board.
- As of 29 March, Scottish Ministers have designated Police Scotland's "Accelerated Promotion Programme" as the formal accelerated promotion programme defined in Regulations.
- Final approval granted at the Scottish Police Consultative Forum (SPCF) on 15 March to launch the pilot phase of Police Leadership Development Programme. Pilot officially commenced on 1 April.
- External provider commissioned and work ongoing for our 'Your Leadership Matters' programme
- All National Selection Promotion Process Pilots completed and now into BAU activity
- New Temporary Promotion process due for imminent launch.

Activity	Page	Previous	Current	Forecast
Pilot MyCareer 'proof of concept' in agreed divisions (C, C3 & Forensics phase 1)	<u>4</u>			
Cohort 1 of Accelerated Leadership Pathway (ALP)				
Launch a pilot of the Sergeants Pathway - a new qualification for aspiring police Sergeants				
Design an Evaluation & Review Framework	<u>6</u>		DELIVERED Q4	
National Promotion Process - Inspector	<u>8</u>		DELIVERED Q4	
National Promotion Process – Chief Inspector				
National Promotion Process - Sergeant				
National Promotion Process - Superintendent				
Implement new temporary promotion process for Police Officers (all ranks)	<u>10</u>			
Develop a Talent Management Framework				Reprioritisation in progress
Deliver and evaluate a succession planning 'proof of concept' model pilot in Local Policing and Corporate Services.				Reprioritisation in progress

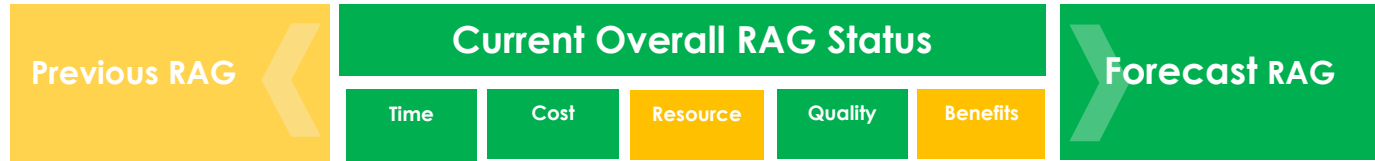
Status of Deliverables Summary



Leadership Project: MyCareer, ALP & Assessment Centre Process

Lead: Leadership, Training & Development

Deadline: June 2021



SUMMARY

The Leadership project is on-track, reporting as Green, although resource is at Amber – additional temporary posts approved and advertised, however not yet filled, as outlined below.

MyCareer – Training initiatives have successfully concluded across the 3 proof-of-concept (PoC) Divisions. A two month extension (July/Aug) to MyCareer PoC has been approved by the Project Management Board, which allows additional time to submit Reflection Logs and for MyCareer discussions to take place. Work is ongoing in line with the project plan and evaluation strategy for the MyCareer PoC. A range of evaluation methods have commenced in order to validate the success of the PoC. Op Urram redeployments and staff resignations have affected the resilience levels of the senior management team. Recruitment activity is in progress for these roles. In addition 6 x Temporary LTD Support Officer posts have been recruited for the project however are currently at the vetting stage of the recruitment process at the time of writing.

Accelerated Leadership Pathway (ALP) - The Scottish Police Consultative Forum (SPCF) sub-group was held on 15 March and agreed that the ALP Development Programme could be progressed to Scottish Ministers for designation. As of 29 March, Scottish Ministers have designated Police Scotland's "Accelerated Promotion Programme" as the formal accelerated promotion programme defined in Regulations.

Police Leadership Development Programme (PLDP) – Final approval was also granted at the SPCF on 15 March to launch the pilot phase. PLDP's pilot officially commenced on 1 April 2021.

RISK / ISSUES

Activity is on track. There are no Project risks out with tolerance this reporting period

In regard to additional 6 x temporary L&T Resource – full realisation and closure of resourcing issue will occur once vetting has cleared and these support roles commence employment with Police Scotland. (Note – this was the recruitment status at time of writing.)

OFFICIAL

Business Change Activity - Benefits review in progress with work stream leads. Dependency reviews on track for completion.

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Comments	Milestone	Due	Status
MyCareer Proof of Concept - Face to Face Briefings	DEC 2020	DELIVERED	PLDP - Commence Pilot	APR 2021	DELIVERED
Legislation changes for PLDP	JAN 2021	DELIVERED	ALP – Commence Programme	APR 2021	DELIVERED
PLDP design module sign-off at PMB	FEB 2021	DELIVERED	MyCareer Citizen Space Initial Evaluation	APR 2021	ON TRACK
Recruit 6 x LTD officers to support project	MAR 2021	ON TRACK (AT VETTING STAGE)	Future Rollout Plan approved	JUNE 2021	ON TRACK
PLDP - Obtain approval for legislation changes (31/01/2021)	MAR 2021	DELIVERED	MyCareer Lifetime Management Plan completed	JUNE 2021	ON TRACK

CHANGE REQUESTS

No change requests submitted

FINANCE

No financial implications to report

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 has been designed to 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 ensures that meaningful evaluation & review is considered at the outset and ensures 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.

The Evaluation and Review Framework was approved for launch by the Director of P&D and P&D SMT. The Evaluation and Review Framework was published, supported by launch communications to all colleagues issued by Corporate Communications in March 2021.

RISK / ISSUES

This activity is now complete. No risks/issues identified

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Comments	Milestone	Due	Status
Draft an Evaluation & Review Framework	OCT 2020	DELIVERED			
Peer Review	NOV 2020	DELIVERED			
Stakeholder Engagement	DEC 2020	DELIVERED			
Staff Association and SPA review	JAN 2021	DELIVERED			
Evaluation and Review Framework approved by Director and P & D SMT	MAR 2021	DELIVERED			
Evaluation and Review Framework published	MAR 2021	DELIVERED			

OFFICIAL

Prepare communications and launch E & R framework	MAR 2021	DELIVERED			
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CHANGE REQUESTS
No change requests 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 was 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 completed during early 2020;
- The new processes being applied to each rank on a rolling phased basis over the course of 2020/21.

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 Sergeant to Superintendent incorporating CVF;
- A 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 / BENEFITS

Activity complete. Pilots for each rank have been completed and the annual promotion calendar is being utilised. Status update as follows:

Inspector Process (complete)
 C/Inspector Process (complete)
 Sergeants Process (running and due to complete in April 2021)
 Superintendents Process (running and will complete July/August 2021)
 C/Superintendents Process (running and will complete June 2021)

The running of the Sergeant, Superintendent and Chief Superintendent Processes were placed on hold for a period of time due to the identification of the new COVID 19 variant, however are all now in progress with all 3 processes being run at the same time.

There is strictly limited risk associated with the requirement to pause these processes and mitigation, where necessary, is provided via Temporary Rank facilities.

National Promotion Selection – (Sergeant to Superintendent)

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

CHANGE REQUESTS
No change requests submitted

FINANCE
No financial implications to report

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 Police Officer temporary roles.

Temporary roles are a development opportunity and as such, the process to obtain such opportunities should be consistent, fair and transparent across all areas and locations 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, geographical issues and considerations were captured and consultation and engagement was undertaken.

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

The new process was approved at SLB on 10 March 2021 and then towards formal consultation prior to launch.

Formal communications and engagement on the new processes were completed by end April 2021. Via Divisional/Departmental Senior Meetings/People Boards, Recruitment and Selection Senior Management will outline the new process to ACCs/Chief Superintendents and the requirements/obligations associated. Following completion of these sessions the new process went live across all Divisions and Departments.

RISK / ISSUES

Activity subject to slight slippage (1 month) however it implemented at end of April 2021. Due to previous delay in obtaining Executive approvals and extension to consultation periods, a degree of slippage was unavoidable.

There was no risk associated with the marginal slippage experienced – existing practices persisted until such times as they were superseded by the new procedures.

OFFICIAL

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Comments	Milestone	Due	Status
Legal views obtained	SEPT 2020	DELIVERED	Comms & Launch	APRIL 2021	ON-TRACK
Policy/Process drafted	OCT 2020	DELIVERED			
Further Consultation	DEC 2020	DELIVERED			
Force Exec Approval	DEC 2020	OFF-TRACK			
Consultation Extended until 31 January 2021	JAN 2021	DELIVERED			
Force Exec Approval – re-profiled from Dec 2020	MARCH 2021	DELIVERED			

CHANGE REQUESTS
No change requests submitted

FINANCE
No financial implications

SUMMARY - POSITIVE ENVIRONMENT

HEADLINES:

- 12 of the 17 activities delivered in 2020/21.
- Despite significant challenge of planned wellbeing programmes due to COVID-19, mitigations have enabled a strong programme to be delivered in spite of these challenges. On-track to deliver as per original scope over the course of 2021/22.

GENERAL UPDATES:

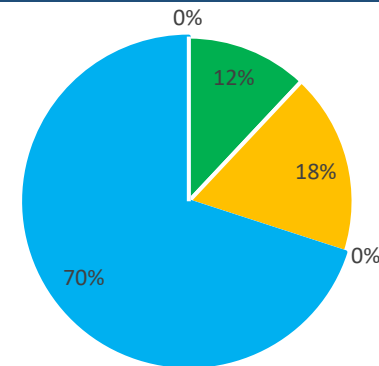
- No Change Requests have been submitted.
- No unplanned financial implications have been identified.

SPECIFIC DELIVERY / PROGRESS IN LAST REPORTING PERIOD:

- New Probationer Training Programme was launched on 14 December 2020 and has been well received.
- The new OST programme has now launched, having been delayed due to COVID-19 restrictions.
- SPRM project has successfully concluded SPRM Appeals process and completed formal staff engagement and communications on time.
- PO Reward Handbook also launched.
- 'Your Voice Matters' Survey launched 02 March 2021 - part A attracted over 7000 responses, part B is in process at time of writing.
- Our new end-to-end recruitment process and Phase 2 Recruitment and Selection staffing structure was delivered in April 2021.
- Our programme of Wellbeing training, seminars, clinics and workshops has been significantly impacted by COVID-19 due to restrictions on travel, physical distancing requirements and the suspension of all non-essential training for an extended period, hence Amber status in Q3 in parts, but in Q4 contingency planning has led to successful delivery, with minor re-phasing into 2021/22 where unavoidable.

Activity	Page	Previous	Current	Forecast
Launch new probationer training programme (PTP)	13	DELIVERED Q3		
Deliver revised OST training to officers and staff to include conflict resolution methods	14		DELIVERED Q4	
Deliver a new programme: Your Health Matters (YHM) with Wellbeing MOTs/webinars on key issues facing our people	16			
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	18			
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	20		DELIVERED Q4	
Implement a new end-to-end recruitment service for staff posts with measurable SLA's in place	22		DELIVERED Q4	
Modernise staff application forms				
Introduce Competencies Values Framework (CVF) to staff recruitment				
Introduce positive action to staff recruitment				
Introduce Police Officer Reward Dashboard	24		DELIVERED Q4	
Launch Police Officer Reward Handbook	26	DELIVERED Q3		
SPRM - Complete appeals process	28		DELIVERED Q4	
Deliver Wellbeing and Engagement Survey	30		DELIVERED Q4	
Develop a communication plan to inform, address and update our people on the actions taken to address the results of previous engagement surveys	32	DELIVERED Q3		

Status of Deliverables Summary



Launch new probationer training programme

Lead: Leadership, Training & Development

Deadline: March 2021

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

SUMMARY

The new Probationer Training Programme was designed to introduce officers to the policing subjects that they will meet regularly whilst working with their tutor constables, with enhanced focus on: identifying vulnerability, assessing risk, use of technology (including mobile devices), additional officer safety training and wellbeing awareness.

This new programme better prepares officers for contemporary real-life operational policing challenges and also demonstrates commitment to improving physical and mental health.

RISK / ISSUES

Activity Complete. All deliverables have been completed and the new programme was undertaken by all intakes of probationary constables since December 2020.

PROGRESS – CURRENT

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Comments	Milestone	Due	Status
PTP course online pre-join design/implementation	NOV 2020	DELIVERED			
PTP course content review and redesign of all course material	DEC 2020	DELIVERED			
PTP course module 1 course timetable launch and introduction of new course elements	DEC 2020	DELIVERED			

CHANGE REQUESTS

No change requests submitted

FINANCE

No financial implications identified.

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

Lead: Leadership, Training & Development

Deadline: March 2021

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

SUMMARY

The recommencement of Force Training and the return of trainers previously diverted to Op TALLA allowed the delivery of the new OST programme to circa 500+ officers per month.

Despite the physical restrictions and limitations placed on training activity by COVID-19, initial feedback has been highly positive towards the new programme with officers reporting increased confidence in their ability to execute the techniques trained. The programme continues to be refined based on lessons and practical observations identified during real time delivery.

Further development is also underway out with the ADP to scope and deliver additional operational first aid and operational safety capability for officers most likely to be at risk to violence. The development of Conflict Management training has been completed, ready for delivery in May 21.

RISK / ISSUES

All actions are complete and the new programme is operating as business as usual.

PROGRESS – CURRENT

NEXT THREE MONTHS

Milestone	Due	Comments	Milestone	Due	Status
Consultation workshop with PIRC, PSD and CAAPD	NOV 2020	DELIVERED			
Upskill/training of current/new staff ahead of launch of new programme	NOV 2020	DELIVERED			
Procurement of IT equipment	NOV 2020	DELIVERED			
Procurement of new training equipment	NOV 2020	DELIVERED			

OFFICIAL

Delivery of the new two day programme (re-profiled from Nov '20)	MAR 2021	DELIVERED			
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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 secured investment for wellbeing activity. Due to COVID-19 the delivery method has been revised.

Police Mutual provided 4 opt-in videos each with a duration of 45 minutes. These focused on exercise, nutrition, general health MOT/self-check-up and boosting your immune system to fight COVID-19. These were uploaded to the Wellbeing intranet page and on the 87% App in January where officers and staff have unlimited access 24/7.

Optima were unable to offer 'in person' sleep and back clinics due to the government restrictions at this time, however, have produced a series of sleep and back specific podcasts specific to shift workers/emergency responders which will be made available to all staff for a limited time on the various Wellbeing platforms. These will be advertised via the Wellbeing Champion Network and through Divisional Wellbeing Groups. One advantage of this is that we can now reach a wider audience with the bespoke podcast series featuring medical expertise and advice. The podcast will be retrievable for 12 weeks from 26 April 2021 via the intranet and on personal devices through 87% App.

RISK / ISSUES

Overall:

Webinar style delivery of the Police Mutual material with set dates and times would have meant abstractions for an already stretched workforce; to mitigate delivery will now default to 'open access' through the intranet and 87% App.

Cost:

Production of and 12 weeks access to a bespoke sleep and MSK podcast, tailored for those in the organisation was £830 + VAT. This was funded from the 2020/21 underspend for the flu vaccination programme.

Quality:

Produced by occupational therapists with experience on emergency services and shift working. Slides have been through quality assurance and reviewed by the Wellbeing Team.

Benefits:

Musculoskeletal absences will be reviewed in June to ascertain if there has been a reduction in these absences. The amount of 'hits' will be tracked on the intranet and via 87% who can further breakdown the age, gender and geographical location of users. Qualitative feedback will be sought.

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

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Comments	Milestone	Due	Status
Schedule webinar dates	OCT 2020	NOT DELIVERED	Podcast to be developed by Optima	APR 2021	ON TRACK
Advertise webinars	DEC 2020	NOT DELIVERED			
Advertise clinics	DEC 2020	NOT DELIVERED			
4 opt-in videos each with a duration of 45 minutes	JAN 2021	DELIVERED			
Podcast to be developed by Optima	JAN 2021	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

Phase 1 of the Mental Wellbeing Programme commenced in November 2020 with the Force Executive who undertook a bespoke 4-hour session including an overview of the Programme. Delivery then turned to officers and staff with existing MS Teams access in Operational Support & Corporate Services Divisions. Around 3000 sessions were delivered. The inputs, delivered by Eleos via MS Teams in phase 1, received positive feedback and were affording our people the opportunity to discuss mental wellbeing.

Phase 2 was scheduled to commence in January 2021 to 'G' and 'P' Local Policing Divisions, however a Force decision was made on 8 January 2021 to temporarily postpone all non-essential training due to escalating cases of COVID-19.

To ensure the programme continued despite the restrictions and to endeavour to continue to support the workforce, a series of short 'video bites' were produced by the supplier and made available on a range of platforms accessible from home on personal or work devices.

The '87%' App has also been well received with around 4000 officers and staff creating accounts so far.

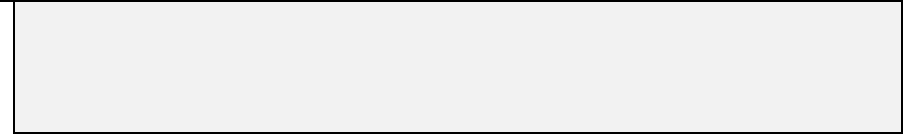
To ensure continued use of '87%' despite the suspension of training, and to avoid disruption of service and ensure continuity, a contract variation split the provision of services into two distinct parts. '87%' was secured as a standalone product allowing 24,500 users unlimited access to the platform until 31 March 2022. This positive move provided access to our workforce for a further 12 months beyond the initial agreed date. At a cost of £100k, this has been funded by underspend from the Phase 2 delivery that did not happen.

RISK / ISSUES

None.

OFFICIAL

£500k of Reform funding for the next financial year has been awarded in principle and will allow the training to re-commence and deliver the originally planned interactive sessions to the entire workforce during 2021/22.



PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Comments	Milestone	Due	Status
Force Exec Training	OCT 2020	DELIVERED			
Launch interactive mental health check-up	DEC 2020	DELIVERED			
Corporate Services Training via MS Teams	JAN 2021	DELIVERED			
OSD, G and P Divisions	MAR 2021	NOT DELIVERED			
87% App launched	MAR 2021	DELIVERED			

CHANGE REQUESTS
No change requests 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

Time

Cost

Resource

Quality

Benefits

Forecast RAG

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 showed psychological reasons as the most commonly recorded absence category.

Funded through Police Mutual, and delivered through small face-to-face half-day workshops, the intention was to build on the cadre of 300 officers and staff who participated in these seminars between Jan to March 2020.

A further 2 sessions, this time using a webinar format, were commissioned to be delivered to 150 delegates in each session. They were marketed as continuous professional development and were almost instantly oversubscribed. Delivering the seminar on-line was a new concept for the presenter but worked successfully and the online audience was engaged throughout. The webinars were very positively received.

Quantitative and qualitative evaluation conducted with over 50% of delegates demonstrated that they possessed an improved and heightened awareness of the subject matter and 100% stated that they would recommend the course to a friend.

Further sessions during 2021/22 will be arranged, with a focused, phased roll-out using 'Your Voice Matters' Survey results, insights from '87%' and dashboard reporting to determine need.

RISK / ISSUES

Activity Complete for 2020/21. This resource will be developed/built on further during 2021/22.

OFFICIAL

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Comments	Milestone	Due	Status
Deliver separate webinars to capture further 300 students	MAR 2021	DELIVERED	Development of course material to be available to a wider audience using online learning.	JUL 2021	ON TRACK

CHANGE REQUESTS
No change requests 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

A 4 Phase restructuring exercise was required across Police Scotland's Recruitment and Selection Department.

Phase 1 (Police Staff Recruitment) and **Phase 2 (Police Officer Recruitment)** related to this specific activity, enabling a new end-to-end recruitment service for both Police Officer and Staff Posts with structural change being completed on 7/9/20 and 12/4/21 respectively.

Phase 3 (Promotions Team) and **Phase 4 (Positive Action Team)** will be forthcoming 2021/22 restructuring activities.

Supporting the implementation of the new Recruitment and Selection service were the following deliverables.

- Introduction of **Positive Action to Staff Recruitment** – completed December 2021;
- Process improvements, changes and efficiencies with SLA's in place for all business areas was completed in March 2021. Further process refinement is tied to e-recruitment implementation, as is accurate measurement against defined SLA's and this will be progressed during 2021/22;
- Alignment of Recruitment process, practice and materials to the **Competency Values Framework** and the **review and redesign of the Staff Application Form** were completed by 30 April 2021;
- An Equality and Diversity module has been procured as part of the e-recruitment ICT solution enabling the creation of targeted adverts to encourage applications from minority groups and further development and refinement of process during 2021/22.

RISK / ISSUES

Activities complete. Following an earlier requirement to re-profile delivery dates for Phase 2 Police Officer Recruitment Team restructuring due to uncontrollable cancellation of planned JNCC Meeting in December 2020, Phase 2 implementation was delivered on 12 April 2021. Marginal delay (beyond initial target date of 1 April 2021) was due to a further uncontrollable development (organisation wide embargo on staffing/structure changes on week commencing 29 March 2021 due to SPRM implementation.)

The activities outlined within the summary section are fully connected and supportive to the e-recruitment solution, which is in the process of implementation (separate ADP activity covers e-recruitment specifically). Further activity to refine and develop process, efficiency and performance will accompany the transition to the new system during 2021/22.

Risks/Issues - Staffing abstractions (Op Talla and staff departures) impacted on resourcing levels – mitigated via approval to recruit 2 temps to support increased workflow required to integrate and transition to e-recruitment solution.

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

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Comments	Milestone	Due	Status
Phase 2 – Police Officer Recruitment Team Structure – Consultation & Counter Proposals	NOV 2020	DELIVERED			
P/Staff Recruitment Team Training	DEC 2020	DELIVERED			
Positive Action into Police Staff Recruitment	DEC 2020	DELIVERED			
Phase 2 – Police Officer Recruitment Team Structure – Return to JNCC – re-profiled to Jan 2021	JAN 2021	DELIVERED			
Review/Redesign services/processes – including, Positive Action & P/Staff App Form – REPROFILED FROM Dec 2020 to coincide with launch of e-recruitment (from Dec 2020)	MAR 2021	DELIVERED			
Redesigned Police Staff Application Form	APRIL 2021	DELIVERED			
Implement CVF	APRIL 2021	DELIVERED			
Implementation of Phase 2 Police Officer Recruitment Team Structure	APRIL 2021	DELIVERED			

CHANGE REQUESTS

No change requests submitted.

FINANCE

Costs of additional temporary staff absorbed within P&D staffing budget. No further financial implications.

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 Police Officer Reward Dashboard was developed to 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 was also designed to support consideration of the effectiveness of current working practices in relation to operational planning and wellbeing impacts, whilst also supporting financial budgeting projections. The dashboard was envisaged to be developed and shared with our resource deployment unit (RDU), HR Business Partners and Finance. Aspects of this data will also be incorporated into the broader MI data and reporting developed by P&D and RDU.

Reward data is now available on a regular basis with the reward team reviewing this monthly and reporting quarterly. The focus in Q2 and Q3 was towards the design of the dashboard, establishing the baseline datasets and full data analysis in partnership with RDU, HR Business Partners and Finance, ensuring the most meaningful insight supported the data. Through Q4 the focus was on engagement with Operational Support Division, P&D senior management and the Official Side, with publication and establishment of full reporting following thereafter.

All milestones have been delivered with the Police Officer Reward Dashboard being introduced during Q4. Any further improvements to approach will be iterative and pursued via BAU rather than through the annual delivery plan.

RISK / ISSUES

Activity complete. All deliverables have been completed. The only ongoing matter relates to wider issues around the data that populates the dashboard. There are existing limitations relating to current organisational ICT systems – however these are outwith the control of this ADP functional area. The dashboard optimises what is currently available and any improvements to wider ICT systems would present opportunities for further development of the Police Officer Reward (and other) Dashboards.

Introduce Police Officer Reward Dashboard

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Status	Milestone	Due	Status
Final Draft Dashboard completed	JAN 2021	DELIVERED			
Official Side engagement and publication	FEB 2021	DELIVERED			
Full Reporting – Q4 forwards	MAR 2021	DELIVERED			

CHANGE REQUESTS
No change requests submitted.

FINANCE
No financial implications at present

Launch Police Officer Handbook

Lead: Employee Relations & Reward

Deadline: August 2020

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

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 (SG), will be held on the SG Website and responsibility for its update will rest with SG.

Design and development work was completed during Q2, with the Handbook being formally launched in November 2020, accompanied by appropriate awareness raising and communications

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

Activity complete.

The 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.

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			
Consultation & Negotiation	JUN 2020	DELIVERED			
Exec and SG Sign Off	AUG 2020	DELIVERED			
User Testing Police Officer Handbook	OCT 2020	DELIVERED			
Launch Police Officer Handbook	NOV 2020	DELIVERED			

CHANGE REQUESTS
No change requests 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

SPRM was successfully implemented on 1 April 2019, with staff pay protection in place and due to cease on 31 March 2021. Within the intervening period the SPRM appeal process required to be completed.

The SPRM appeal hearing process began in May 2020 and completed on 4 February 2021.

The external quality assurance process was thereafter concluded with outcomes and supporting documentation completed as a result. Quality Assurance, EQHRIA and progress updates were presented to Programme Board, Corporate Finance and People Board and SPA between January and March 2021.

The Trade Unions (TU) were presented with the final outcomes, rank order and equality analysis on 5 March 2021. TU colleagues also reviewed and approved the protocols, implementation schedule and wider approach to the appeals processes.

During March 2021 circa 1200 letters were prepared and distributed to police staff, supported via extensive engagement with supervisory/management tiers. Internal administrative processes (contract variations, SCOPE personal records and payroll notifications to reflect changes as a result of the appeals processes) were also completed during March 2021 to ensure that the implementation date of 1 April 2021 was achieved.

A communications plan ensured appropriate business engagement, via the SPRM intranet site, directed communications on key milestones via staff and line management updates (including FAQs). Line Manager briefings were

RISK / ISSUES

Activity complete – All deliverables in respect to SPRM Appeals have been completed.

399 out of 400 Appeals have been heard. One appeal remained outstanding due to the appellant being on long term sick leave – however that individual occupies a PCSO post therefore there was a low risk to overall outcomes from this outstanding appeal. The appeals process was formally concluded as a result.

The SPRM appeal process was completed within the current COVID-19 restrictions utilising technology to enable 'virtual' appeals panels and enabled successful completion within the required timeline despite the restrictions in place.

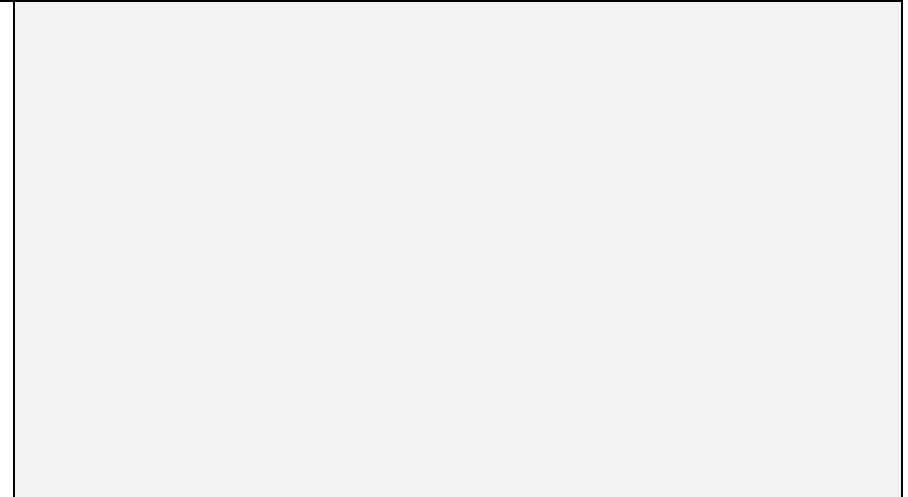
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also issued to support the appeal outcome processes and People Direct/HR Business Partners were fully briefed to respond to questions, with the Employee Relations & Reward Team on hand to respond to complex queries.

Post-implementation activity will proceed during April and May 2021 towards formal project closure. The following elements will be central to post implementation work:

- A Project Closure Report
- A post-Implementation review to be completed by the Assurance Team during 2021/22
- An audit of SPRM implementation has been scheduled for Q4 2021/22.

All of these elements will be reported via internal governance frameworks to SPA during the course of 2021/22.



PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Comments	Milestone	Due	Status
Conclusion of appeals panel hearings	FEB 21	DELIVERED			
Conclusion of consolidation and QA	FEB 21	DELIVERED			
Governance Processes for Implementation sign-off	FEB 21	DELIVERED			
Communications to staff	MAR 21	DELIVERED			
Contract variations, SCOPE amendments and payroll notifications complete	MAR 21	DELIVERED			

CHANGE REQUESTS
No change requests submitted.

FINANCE
No financial implications reported

Deliver Wellbeing and Engagement Survey

Lead: People & Engagement Partnering

Deadline: March 2021 (survey part A)

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 short-life working group (SLWG) was established with key stakeholders and the output/recommendations and wellbeing investment activity have been widely shared.

'Your Voice Matters' Part A launched on 2 March 2021.

At the closing date over 7000 officers and staff had taken the opportunity to complete the survey.

RISK / ISSUES

Activity complete.

Detailed work between the survey manager and the Strategy and Insights team continues to ensure the complex task of analysing and reporting on the free-text survey comments is delivered on time despite the limited resource available to complete this exercise.

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Comments	Milestone	Due	Status
Comms Plan Exec sign off	JAN 2021	DELIVERED	Launch Part B of survey	APR 2021	ON TRACK
Leadership and line management briefing content development	JAN 2021	DELIVERED	Launch phase 3 of the communication plan - 'thank you'	APR 2021	ON TRACK
HR business partner enablement	JAN 2021	DELIVERED	Initial development of findings and insight cascade approach	MAY 2021	ON TRACK
Leadership and line management briefings	JAN 2021	DELIVERED	Confirmation of report structure/levels based on responses	MAY 2021	ON TRACK
Finalise COVID-19/inclusion question set	FEB 2021	DELIVERED	Reporting mechanisms/templates developed for national/local cascade	JUN 2021	ON TRACK
Communications programme commencement	FEB 2021	DELIVERED			
Equality, Diversity and Inclusion in Employment (EDIE) forum briefing	FEB 2021	DELIVERED			

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Development and printing of hard copy surveys/return envelopes for distribution	FEB 2021	DELIVERED			
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CHANGE REQUESTS
No change requests submitted.

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 Financial Year 2020/21 with an approved TOR.

Papers went through the relevant governance i.e. P&D SMT, PPMB and then onto SLB.

Corporate Communications owned the development of the Plan (after the content had been developed).

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

RISK / ISSUES

Activity complete.

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Status	Milestone	Due	Status
Survey Action paper to PPMB	SEPT 2020	DELIVERED			
Survey Action paper to SLB	OCT 2020	DELIVERED			
Fully developed communications plan sign-off	JAN 2021	DELIVERED			

CHANGE REQUESTS

No change requests submitted.

FINANCE

No financial implications identified.

SUMMARY - ORGANISATIONAL HEALTH – p1

HEADLINES:

- 16 activities completed in 2020/21. 3 remain on track for re-profiled deadline in early 2021/22. 3 have slipped: 2 anticipate delivering by the beginning of Q2 and 1 will deliver in the coming year as BAU activity.

GENERAL UPDATES:

- Four Change Requests approved to re-profile activities in this theme, one of which has now delivered. The activity on research into barriers faced by under-represented groups will be undertaken in 2021/22 following successful bid for funding. The reviews into attendance management and our ET/complaints/grievance were reprofiled to June 2021.

SPECIFIC DELIVERY / PROGRESS IN LAST REPORTING PERIOD:

- In light of events over the past year, the introduction of virtual classroom technology and the ongoing feasibility study into innovative methods of training delivery is timely and welcomed to modernise our approach to learning and development. This will be carried forward into our next ADP.
- Modified Duties is now a national work stream of the SWP and is subject to some re-profiling in terms of delivery and governance.

Activity	Page	Previous	Current	Forecast
Smarter Working – Introduce policy and line manager's toolkit	35	DELIVERED Q2		
Formalise 7 day operation of People Direct	36		DELIVERED Q4	
Further develop People Direct, aligning it to our operational people requirements ensuring a more sustainable resourcing model				
Introduce Virtual Classroom Technology	38	DELIVERED Q3		
Establish a SLWG to carry out a feasibility study with options for innovative methods of training delivery	39		DELIVERED Q4	
Complete First Police Scotland Strategic Workforce Plan	41	DELIVERED Q3		
Implement a suite of dynamic dashboards that provide real-time workforce data and access to management information at point of request	42		DELIVERED Q4	
Complete review of Modified Officer processes and implement recommendations	N/A	See comments in table to the left		
Commence review of Attendance Management processes: TOR and review group to be established	44		DELIVERED Q4	
Review how capability is managed: TOR to be developed as a first step	N/A	Reprioritisation in progress		
Undertake research to identify the barriers to under-represented groups	45			
Identify, monitor and publish robust data to meet all external requirements and to inform internal decision making/focus and investment	46	DELIVERED Q2		
Consult on, and agree a new recruitment system that mitigates against unconscious bias which includes an anonymised process	48	DELIVERED Q2		
Deliver bespoke development programmes to increase promotion opportunities for under-represented groups - specifically BME and women	49		DELIVERED Q4	
Introduce a new e-recruitment system	51			
Introduce a new electronic document and record management system	53			
Review VR/VER provisions to support 2021/22 releases	54		DELIVERED Q4	
Move all transactional admin activity from P&D into Shared Services in line with TCSS	55			

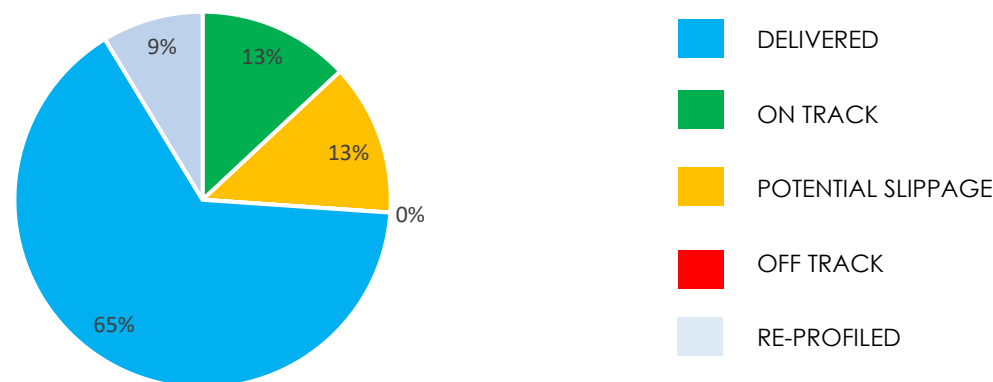
SUMMARY - ORGANISATIONAL HEALTH – p2

SPECIFIC DELIVERY / PROGRESS IN LAST REPORTING PERIOD:

- Our TCSS programmes around e-recruitment and EDRMS required to be re-profiled due to technical issues during implementation phase – these will now launch during summer 2021. These systems will contribute to a step-change in further modernising operations & processes within P&D. This will be further supported by the re-shaping of areas of P&D during 2020/21. Our People Services Department completed organisational change within its Advisory/People Direct Services and Shared Services functions. Our People & Engagement Partnering function was also successfully redesigned during 2020/21.
- Our activities to review current people processes around attendance, capability, and ET / Grievance / Complaints are progressing but have been impacted by COVID-19.
- The Strategic Workforce Plan was published following SPA Board approval in January 2021, with implementation being the focus for 2021/22.
- Significant training activity has been focused on development programmes to increase promotion opportunities for under-represented groups.

Activity	Page	Previous	Current	Forecast
Agree organisational framework on new ways of working	57		DELIVERED Q3	
Establish a 'Futures' function within P&D to be responsible for environmental scanning and policy development	59		DELIVERED Q4	
Complete review of ET/Grievance/Complaints processes and implement recommendations	61			
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	63		DELIVERED Q4	
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	65		DELIVERED Q4	

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 would be 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 the SLWG and Strategic Oversight Board. Following revision and amendment the final toolkit was endorsed by Force Executive and published on the intranet.

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

RISK / ISSUES

Activity complete.

The toolkit was submitted for approval in August 2020 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 2020.

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.

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

No change requests submitted.

FINANCE

No financial implications

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: March 2021

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

SUMMARY

In response to COVID-19, the People Services Advisory function temporarily moved to operate on a 7-day week basis with sick/fit calls transferred from C3. The general portal/telephony service for HR advice and guidance (People Direct) also moved to this operating model.

However, a reshaped People Services Advisory/People Direct structure and modified People Direct service hours were required to formalise these temporary arrangements and required a fully resilient and resourced 7 day operating model to be designed.

Organisational change commenced in this area to achieve this.

The development and formalised 7-day operation of People Direct was designed to:

- Provide a stable and sustainable structure to meets operational business demands and minimises risk, particularly in resourcing levels;
- Deliver permanent consolidation of absence reporting/recording into People Direct model as part of wider generalist P&D helpdesk model;
- Introduce a multiple 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

Activity Complete.

Organisational change and consultation process were completed in 19 April 2021 – marginal slippage from 31 March 2021 was the result of the embargo on structure change implementation during week commencing 29 March 2021 – due to SPRM Appeals)

People Direct staff now formally operate on a 0700 – 1700 7 day basis for absence calls and general HR guidance. Phased corporate messaging and business area engagement took place prior to the revised structure being implemented.

At the time of writing, recruitment and selection process has been undertaken for People Direct Advisors with 4 internal appointees confirmed. In addition, vetting is underway and appointment confirmation is pending for an additional 3 external candidates. As such, previous articulated risk associated with temporary resourcing arrangements has been fully mitigated.

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PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Comments	Milestone	Due	Status
Complete individual consultations	JAN 2021	DELIVERED			
Return to JNCC & conclusion of consultation Process	FEB 2021	DELIVERED			
Undertake match-in / recruitment / redeployment process	APR 2021	DELIVERED			
Full Implementation	APR 2021	DELIVERED			

CHANGE REQUESTS
No change requests submitted.

FINANCE
No financial implications

Introduce Virtual Classroom Technology

Lead: Leadership, Training & Development

Deadline: December 2020

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 Scotland 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 ICT.

RISK / ISSUES

Activity Complete. Utilisation of MS Teams based ICT learning moving to BAU.

PROGRESS – CURRENT

NEXT THREE MONTHS

Milestone	Due	Comments	Milestone	Due	Status
Microsoft Teams classroom technology enabled	DEC 2020	DELIVERED			
Train the Trainer MS Teams learning training	DEC 2020	DELIVERED			
Develop pre-join Instructions and Guidance	DEC 2020	DELIVERED			
Provide students with MOODLE based workbooks	DEC 2020	DELIVERED			
Access via CITRIX to IT training databases	DEC 2020	DELIVERED			
MS Team based classes commenced	DEC 2020	DELIVERED			
Evaluation	DEC 2020	DELIVERED			

CHANGE REQUESTS

No change requests 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 was identified to examine the feasibility of embedding an enhanced virtual training delivery methodology within Police Scotland. A feasibility study was produced for consideration by the Executive, informed by the conduct of four 'proof of concept' trials.

In particular, in keeping with the recent HMICS Thematic Inspection of Police Scotland Training and Development Phase 1 report recommendations, the study was designed to inform the service of its ability 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.

All actions are now complete. The report was submitted to the Strategic Training Coordination Group and accepted as strategic direction. Budget approval has been provided for hiring staff to commence identification and conversion at scale of our course catalogue to alternative delivery models. A business case has been developed for further tech investment to expand our virtual training reach. Opportunity quick wins in the delivery of operational and detective training courses have commenced, including special constabulary, EQHRIA, Business skills and increasing accessibility to probationary constables in precautionary self-isolation.

RISK / ISSUES

Activity complete.

PROGRESS – CURRENT

NEXT THREE MONTHS

Milestone	Due	Comments	Milestone	Due	Status
Concept Demonstrator 2 Delivery	NOV 2020	DELIVERED			

OFFICIAL

Concept Demonstrator 3 Delivery	DEC 2020	NOT DELIVERED			
Draft Concept Paper Complete	DEC 2020	DELIVERED			
Final Concept Paper Complete	JAN 2021	DELIVERED			
Concept Demonstrator 3 Delivery (re-profiled)	FEB 2021	DELIVERED			

CHANGE REQUESTS

In line with Q2 update, deadline for delivery of activity was amended to Feb 2021.

FINANCE

No financial implications

Complete first Police Scotland Strategic Workforce Plan (SWP)

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 Executive Planning Day on 7 November 2019 and reported to SPA Board on 27 November 2019. 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.

The SWP was approved for submission to the SPA Resource Committee by the Police Scotland Corporate Finance and People Board on 1 December 2020. This represented the end of the final stage of the plan and, despite the impact of COVID-19 on team capacity, is within the overall timescales outlined at the SPA Board in 2019.

RISK / ISSUES

Activity complete. Early delays due to COVID-19 were absorbed via a Correction Plan and the target date was achieved.

PROGRESS – CURRENT

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Comments	Milestone	Due	Status
Stage 11 governance	DEC 2020	DELIVERED			
SLB Approval	NOV 2020	DELIVERED			
Force Executive final sign-off	DEC 2020	DELIVERED			
SPA Board sign-off	JAN 2021	DELIVERED			

CHANGE REQUESTS

No change requests 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

Initial work on a set of dynamic dashboards (with 'drill down' facilities from Regional to Shift level) were developed as part of the initial COVID response, in order to provide daily 'absence' and 'availability' dashboards. This was expanded to 'annual leave', 'TOIL' and 'RRRD' dashboards shortly thereafter. Dynamic dashboarding was identified as an opportunity to replace other, currently resource intensive, MI Dashboards.

In addition to improved data, insight and flexibility/interrogation facilities, the development of dynamic dashboards delivers capacity release, removal of repetitive, duplicative processes through replacement of existing resource intensive MI dashboards into dynamic dashboards. Accordingly the following activities were progressed during 2020/21:

- Identification, scoping and development work for various MI reporting that would benefit from the dynamic dashboarding approach;
- Production of a suite 35 Dynamic Dashboards contained covering 7 broad categories ('current workforce', 'turnover', 'abstraction', 'modified duties', 'TOIL& RRRD', 'annual leave management' and 'rank and service profiles') for organisational utilisation (completed March 2021).
- Application of this new format to monthly, quarterly and annual MI reporting commitments - approved and implemented (completed February and March 2021).

Publication and hosting of dynamic dashboards within the Strategic Workforce Planning intranet site was completed in April 2021

RISK / ISSUES

Activity complete. Whilst an initial target date of January 2021 was outlined for delivery, the scoping work completed in December identified the opportunity to design and deliver a comprehensive suite of Dynamic Dashboards. This was seized upon and a total of 35 dashboards were developed accordingly. Whilst this involved significantly more work, it was felt that time should be invested in developing a full bank of dynamic dashboards.

Further opportunities for development of complementary dashboards will be progressed where opportunity emerges/is identified.

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Status	Milestone	Due	Status
Absence Dashboard COVID-19	APR 2020	DELIVERED			
Availability Dashboard COVID-19	APR 2020	DELIVERED			
A/L, RRRD & TOIL Balances	JUN 2020	DELIVERED			
Scoping and prioritisation of areas suitable for Dynamic Dashboards	DEC 2020	DELIVERED			
Design and development work	MAR 2021	DELIVERED			
Implementation & Publication	APR 2021	DELIVERED			

CHANGE REQUESTS
No change requests submitted

FINANCE
No financial implications at present

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

Lead: People & Engagement Partnering

Deadline: June 2021

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

SUMMARY

This work is being taken forward under the banner of 'Increasing Capacity'.

To date, the Terms of Reference has been signed off, the Short Life Working Group (SLWG) has been established and members have met on 4 occasions in order to progress the review. The SLWG is resourced by representatives from Business Partnering, Equality, Diversity & Inclusion, P&D Policy, Leadership, Training & Development, SWP (Reporting), People Services, SPF, ASPs, UNISON, SPA and managers from divisions and departments across the organisation and Forensic Services.

During this time, work has been undertaken to identify potential barriers to attending work, analysis of absence data, benchmarking our procedures/processes with other organisations/sectors, reviewing our compliance levels and considering our current LTD offering in terms of attendance and general management training and development. Based on activity to date, work is currently ongoing by the SLWG to identify and articulate a number of recommendations for consideration.

RISK / ISSUES

A change request was previously submitted and approved and timescales for completion of review were extended until 30 June 2021.

In so far as the original plan, to create a TOR, and establish a review group, this activity is complete.

PROGRESS – CURRENT

Milestone	Due	Comments
Inaugural SLWG meeting	JAN 2021	DELIVERED

NEXT THREE MONTHS

Milestone	Due	Status
Closure report including recommendations for consideration.	JUN 2021	ON-TRACK

CHANGE REQUESTS

Approved Change Request for Time – Extended until 30 June 2021

FINANCE

No financial implication as yet.

Undertake research to identify the barriers to under-represented groups

Lead: Wellbeing & Inclusion

Deadline: March 2021

Previous RAG

Current Overall RAG Status

Time

Cost

Resource

Quality

Benefits

Forecast RAG

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. Funding could not be made available during 2020/21.

A reform funding bid was duly secured for 2021/22 for £130k in order to externally commission this research.

RISK / ISSUES

This Activity was reported as Amber since it was not able to be delivered within financial year 2020/21, but given that necessary funding has been secured, this activity was therefore re-profiled and will now project forward into P&D ADP for the period 2021/22 and as such is marked as 'on track'.

Further to that, a cross-sector Justice Committee, chaired by the Director of P&D has discussed and agreed to input further funding in order that the scope of the commissioned research can span across the justice sector to gain maximum value and insight.

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Status	Milestone	Due	Status
Meeting to discuss merit of funding bid	NOV 2020	DELIVERED	Draft BJC	JUN 2021	ON TRACK
Funding secured	JAN 2021	DELIVERED	Procurement	JUL 2021	ON TRACK
			Contract Award	AUG 2021	ON TRACK

CHANGE REQUESTS

Completion date agreed to be re-profiled into 2021/22.

FINANCE

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 changes would require to be a longer term target for 2021/22 and beyond – however it would be resource dependent and could only be brought forward if its' priority increased.

RISK / ISSUES

Activity complete.

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.

PROGRESS – CURRENT

NEXT THREE MONTHS

Milestone	Due	Status	Milestone	Due	Status
Analysis & evaluation of data	JUL 2020	DELIVERED			

OFFICIAL

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 phase was completed however none of the systems assessed were able to provide this functionality within the confines of resource and budget.

RISK / ISSUES

This Activity has been completed. None of the tenders received were able to provide this functionality.

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 P&D ADP 2021/22.

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

CHANGE REQUESTS

No change requests submitted.

FINANCE

None of the systems assessed were able to provide this functionality within the confines of resource and budget.

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 with the 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 under-represented 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

Activity complete. All training has been delivered.

A short post-delivery evaluation phase is on track for completed during April/May 2021 after which final submissions will be progressed to the EDI Strategic Oversight Board.

OFFICIAL

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Comments	Milestone	Due	Status
BME programme - Launch pilot	OCT 2020	DELIVERED	BME programme - complete final evaluation	APR 2021	ON TRACK
Springboard - Deliver Clarity 4D sessions	OCT 2020	DELIVERED	Springboard - complete final evaluation	APR 2021	ON TRACK
Springboard - Deliver Workshop 1	OCT 2020	DELIVERED	Briefing paper to EDI Oversight Board for BME programme	MAY 2021	ON TRACK
Springboard - Deliver Workshop 2	OCT 2020	DELIVERED			
BME programme - Deliver Clarity 4D sessions	NOV 2020	DELIVERED			
Springboard - Deliver Workshop 3	NOV 2020	DELIVERED			
Springboard - Deliver Workshop 4	DEC 2020	DELIVERED			
BME programme - Onboarding communications to all participants	DEC 2020	DELIVERED			
BME programme - level 1 evaluation questions agreed and issued by Citizen Space	DEC 2020	DELIVERED			
BME programme - agree communications plan for 2021	MAR 2021	DELIVERED			
BME programme - deliver CPD Empower Hours to participants	FEB 2021	DELIVERED			
BME programme - deliver all SME sessions for participants and Line Managers	MAR 2021	DELIVERED			
BME programme - complete call with Chief Constable	MAR 2021	DELIVERED			
BME programme - ongoing evaluation of individual programme elements	MAR 2021	DELIVERED			
Springboard - Deliver Workshop 5	FEB 2021	DELIVERED			
Springboard - CPD Workshop	MAR 2021	DELIVERED			
Springboard - Deliver Workshop 6	MAR 2021	DELIVERED			

CHANGE REQUESTS
No change requests submitted.

FINANCE
No financial implications.

Transforming Corporate Support Services Programme

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

Within the TCSS Programme, the e-recruitment project was established to procure and introduce an e-recruitment ICT system that would enable efficient management of vacancies, sourcing, assessment, evaluation and selection and management of 'offer to hire' processes.

Procurement of an e-recruitment system is essential to replace existing outdated, resource intensive manual processes that are not satisfactory for candidates, hiring managers or Recruitment staff. Similarly, e-recruitment enables the realisation of a modern, streamlined, secure and error-free system which leverages efficiencies in FTE, time and accuracy for the supporting Recruitment and Selection structure.

A standard procurement process was engaged during 2020/21 – including:

- procurement tendering;
- evaluation and award recommendation;
- planning & dependencies, governance and approvals;
- contracting, building, testing;
- knowledge transfer and support;
- delivery tracking, review and evaluation and benefits realisation.

The People Impact/Structure Change components relating to the introduction of e-recruitments ran alongside the IT delivery phases – these are set out within the 'implement an end to end recruitment process' activity documented elsewhere within this report.

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

RISK / ISSUES

Activity currently 'off track'. Delay is due to the following issues:

Updating of and impacts to the Force Website required further engagement with the owning Department (Corporate Communications) and progression to TCSS Programme Board towards effective resolution.

User Acceptance Testing (UAT) – c200 errors were identified on the Police Staff side of the system alone that required engagement and resolution via the contracted system supplier. Once addressed, further testing was required to ensure effective resolution. A similar exercise is required for the Police Officer side of the system.

To mitigate the risk of errors/issues on the 'live' system and taking account of the limited resources available to support this, a phased implementation of e-recruitment has been initiated as follows:

- Police Staff Recruitment – goes 'live' from Mid-May 2021
- Police Officer Recruitment (External and Internal) – goes 'live' from mid-July 2021

Phased implementation enables Police Staff e-recruitment facilities to launch, whilst UAT of the Police Officer side of the system is ongoing. Whilst additional temporary resources were approved to support e-recruitment implementation, a phased approach was essential to ensure the safe and effective launch of the new system at a time when the Recruitment and Selection Team were fully engaged in delivering against other critical priorities as outlined in other sections of this report.

OFFICIAL

	Post-implementation benefits realisation and reporting will be delayed as a consequence of the re-profiled phased implementation dates.
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PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Comments	Milestone	Due	Status
Procurement Phase	DEC 2020	DELIVERED	Police Staff e-recruitment 'launch'	MAY 2021	RE-PROFILED
Planning, Profiling & Approval Phase	MAR 2021	DELIVERED	Police Officer e-recruitment 'launch'	JULY 2021	RE-PROFILED
Implementation/Delivery Phase – Now Re-profiled to Phased Implementation to enable further UAT	MAR 2021	OFF TRACK			
Benefits Realisation & Reporting Phase	MAR 2021	OFF TRACK			
Police Staff e-recruitment 'launch'	MAY 2021	RE-PROFILED - SLIPPAGE			
Police Officer e-recruitment 'launch'	JULY 2021	RE-PROFILED - SLIPPAGE			

CHANGE REQUESTS
No change requests 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.

Corporate Services-Transforming Corporate Support Services Programme Electronic Document Records Management System (EDRMS)

Lead: **People Services**

Deadline: **March 2021**

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

SUMMARY

The project is current reporting as Amber due to slippage in time.

At the time of BJC approval the implementation date was expected to change once ICT and the supplier had developed the detailed implementation plan and the commercial contracts were signed. The ICT plan has been completed and signed off, using delivery date of July 2021.

Work is underway with our 3rd party supplier CROWN to box and collect Police Scotland HR files across 6 sites. Over 12,500 HR files have been boxed, catalogued and collected from Dalmarnock with detailed reconciliation reports from supplier provided to HR Shared Services team. We are currently awaiting confirmation from supplier regarding scheduling and detail of discovery and design activity.

RISK / ISSUES

Activity re-profiled to July 2021 implementation due to ICT requirements. Change request has been completed and submitted to relevant board(s) for delivery date now that an implementation plan from ICT has been received and agreed.

PROGRESS – CURRENT

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Comments	Milestone	Due	Status
Commence document boxing and collection of Police Scotland documents	FEB 2021	DELIVERED	Implementation date	JUL 2021	ON-TRACK

CHANGE REQUESTS

Change request submitted

FINANCE

No financial implications to note

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 redundancy within the public sector pay policy, SPA / PSOS require to have other mitigation measures in place to manage with the consequences of police staff posts which have been made redundant as a consequence of the continued programme of organisational change activity taking place.

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

This activity is complete however approval of scheme terms from Scottish Government remains outstanding.

Following SPA approval of the proposed 2021/21 scheme terms in November 2020, these progressed to the Scottish Government and we await confirmation that they are content to support continuation of the existing VR/VER scheme terms.

While it was hoped that approval of the new scheme would be in place for 1 April 2021, it is not uncommon for approval from the Scottish Government to be received after 1 April.

With respect to VR/VER releases which are required to be made whilst awaiting formal Scottish Government approval of the scheme, past practice has been to apply the terms of the existing scheme although this carries the risk that Scottish Government might not approve the terms for 2021/22. In addition, there is continued risk of a negative impact on employee relations, as no certainty can be provided on the scheme terms.

PROGRESS – CURRENT

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Comments	Milestone	Due	Status
Publish VR/VER scheme 2021/22 terms following Scottish Government approval	MAR 2021	PENDING SG APPROVAL			

CHANGE REQUESTS

No change requests submitted.

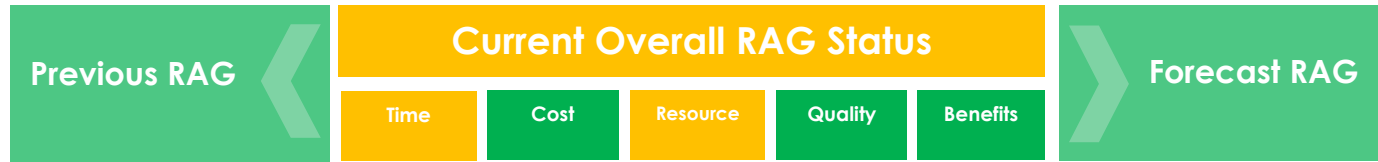
FINANCE

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



SUMMARY
<p>The initial objective was defined as a requirement to transfer administrative activities from People Services to Shared Services.</p> <ul style="list-style-type: none"> Excess Travel/Relocation process (transferred July 2020) Scope v Finance reconciliation to ensure HR system/budget alignment (transferred July 2020) Flexible Working Applications (ongoing and subject to slippage) Contract Variation, Tenure End Dates & Contract Extensions (ongoing and subject to slippage) <p>The scope of what might be transferred was broadened to focus on other administrative activities, to ensure all tasks where no value was added by Advisory Service involvement were captured, with an update on these as follows;</p> <ul style="list-style-type: none"> Temporary Responsibility Allowances – process refined with no Advisory Service input going forward (completed December 2020); SCoPE post creation forms – no Advisory Service input - People Partner or Advisory Service Management level authorisation (completed December 2020); SCoPE post move forms – no Advisory Service input - Recruitment & Selection Team deliver this process as part of their enhanced customer offering (completed December 2020).

RISK / ISSUES
<p>Activity off track.</p> <p>Both Shared Services and the Advisory Services underwent Organisational Change Programmes that required to complete on 19 April 2021 prior to further transfer of work. Following structure change implementation, the following outstanding process transfer work will be progress as part of BAU, with completion dates re-profiled as outlined below:</p> <p>There are effectively 3 outstanding, discrete pieces of work that have slipped beyond 1 April 2021 as follows;</p> <p>Officer & Staff flexible working applications – testing of new SCoPE functionality is imminent. Testing and evaluation requires to conclude before a decision is taken to move this work to Shared Services. If new functionality goes live by December 2021 as anticipated there is minimal business benefit transferring manual processes in advance of the automated solution coming on-line. If, after testing, the SCOPE functionality cannot be delivered by December 2021 – interim transfer of manual process to Shared Services will be progressed.</p> <p>Tenure end dates tracking and actions – The Advisory Service fulfils this role as a courtesy for Business Areas that do not have a dedicated Business Unit (Corporate Services, Scottish Police Authority and People & Professionalism functions) Rather than transferring this to Shared Services, it was identified that divisional/departmental points of contact required to be identified to receive the reports and fulfil associated actions. This has been targeted for completion by end Q2 2021/22 under BAU.</p>

OFFICIAL

	<p>Contract Variations (extensions, change to location, grade, hours etc) is the last piece of work that is viable for transfer from Advisory Service to Shared Services and volumes should be scoped to identify Shared Services resource required to sustain the transfer of work that requires no specialist expertise or experience. This will commence and complete during Q1 of the 2021/22 financial year.</p> <p>There are no risks or issues in relation to the slippage reported - current administrative arrangements persist to mitigate potential risk until work is appropriately transferred.</p>
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PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Status	Milestone	Due	Status
Excess Travel/Relocation Process transfer	JUL 2020	DELIVERED	Flexible Working Process transfer	MAR 2022	RE-PROFILED
SCOPE v Finance Reconciliation	JUL 2020	DELIVERED	Contract Variation/Tenure End Dates/Contract Extension transfer	JUN 2021	RE-PROFILED
Vacancy Approval Process transfer	OCT 2020	DELIVERED			
Temporary Responsibility Allowance removal of Advisory Services from process	DEC 2020	DELIVERED			
SCOPE Post Creation Forms removal of Advisory Services from process	DEC 2020	DELIVERED			
SCOPE Post Move Forms removal of Advisory Services from process	DEC 2020	DELIVERED			
Flexible Working Process transfer	MAR 2021	RE-PROFILED - SLIPPAGE			
Contract Variation/Tenure End Dates/Contract Extension transfer	MAR 2021	RE-PROFILED - SLIPPAGE			

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 'smarter working' principles there is the opportunity 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.

The priority for 2020/21 was to ensure that provisions were in place to support immediate organisational requirements, with activities and products signed off by Strategic Oversight Board (SOB).

Since July 2020 the SLWG has:

- Published a smarter working toolkit;
- Published Revised Health and Safety Risk Assessment – Homeworking Assessment Form;
- Produced guidance to help managers manage virtual/remote teams including Information Security requirements and FAQs.

However, following discussion and Force Executive endorsement a second activity, to deliver a detailed evaluation and proposals for sustainable solutions to deliver 'new ways of working', was commenced. March 2021 was targeted for Strategic Oversight Board to produce a Homeworking Procedure taking cognisance of meaningful engagement with the workforce on what did or did not work.

The Research & Insights Team carried out a series of focus groups on behalf of the SLWG to understand the individual experiences of different working practices enacted as a result of the COVID-19 response and support development of the wider substantive proposals.

RISK / BENEFITS

Activity Complete. The establishment of the Smarter Working SLWG, its TOR and the launch of the smarter working toolkit constituted the immediate outputs of this activity as expressed within the ADP, which was delivered by September 2020.

As outlined, this specific second activity was commissioned by the Force Executive, towards evaluation and development of sustainable solutions to deliver 'new ways of working'. As a result of the work completed during 2021/22, the following materials were developed, agreed by SOB and progressed for Force Executive consideration:

- Smarter Working Colleague Insights (Contextual update on 'lived' experience of the workforce)
- Virtual Meeting Tip Sheet
- Homeworking Procedure

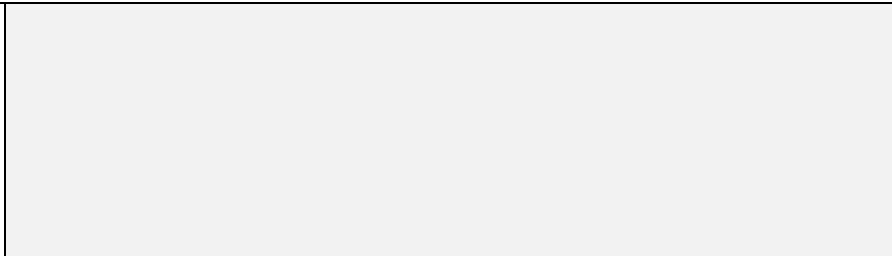
Following approval by SOB, the above items thereafter required to progress via internal governance boards for approval prior to publication - People & Professionalism Management Board (April 2021) and Senior Leadership Board (May 2021). Furthermore, the above products build on existing products (Flexible Working Policy, Smarter Working Toolkit etc.) that will support the workforce during the current COVID-19 environment and into BAU in due course.

This second activity is complete, subject to Force Executive approval, which is outstanding at the time of writing.

OFFICIAL

Role profile analysis was also completed across the organisation and ran concurrent to the focus groups, to capture role specific information to enable the organisation to better understand the potential for alternative working practices to be applied.

Thereafter the resultant data was analysed, with results utilised in the design of a Homeworking Procedure and other supporting materials.



PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Comments	Milestone	Due	Status
Engagement Sessions Completed	DEC 2020	DELIVERED	Homeworking Policy Paper to SLB for approval	MAY 2021	ON TRACK
Role Analysis data gathered	DEC 2020	DELIVERED			
Analyse and report finding on engagement sessions to SLWG	FEB 2021	DELIVERED			
Analyse and report finding on engagement sessions to SLWG	FEB 2021	DELIVERED			
Consultation - H/Working Procedure	MAR 2021	DELIVERED			
Submit Report on Analysis & Strategic Recommendations of SLWG Strategic Oversight Board	MAR 2021	DELIVERED			

CHANGE REQUESTS
No change requests 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: Employee Relations and Reward

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/changes which may impact on the organisation. In addition, a recommendation was made to provide 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-19 response, further resources could not be assigned to this area in order to support this aim during 2020/21. 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 takes place on a regular basis and this is built into policy revision work. HR Business Partners engage routinely in this also.

The P&D SMT also receive updates from the Policy Manager on both new matters arising and the action of the policy team.

Structural review of the Employee Relations and Reward Team post-delivery of SPRM will be undertaken as BAU activity and this will include options towards further development of the environmental scanning remit. Therefore action has been taken to deliver against environmental scanning and policy development in the immediate term, with a longer term commitment to look at further resourcing options in this area.

RISK / ISSUES

Activity complete insofar as meeting the obligations and risks highlighted within the workforce management audit within existing resource capacity.

Further development towards structural change requires to be progressed as part of organisational change within existing P&D structures, which will be taken forward under BAU.

OFFICIAL

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	NOT DELIVERABLE 2020/21			
Environmental/Horizon Scanning now delivered by P&D Policy Unit and part of BAU policy revision work	DEC 2020	DELIVERED			
Quarterly updates provided to P&D SMT on new matters arising/actions of the P&D Policy Team	DEC 2020	DELIVERED			

CHANGE REQUESTS
No change requests submitted.

FINANCE
There are financial implications related to further development of this activity and it is therefore dependent on further restructuring activity within P&D.

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

Lead: People & Engagement
Partnering

Deadline: June 2021

Previous RAG

Current Overall RAG Status

Forecast RAG

Time

Cost

Resource

Quality

Benefits

SUMMARY

This activity is in its final stages having started last financial year.

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

PPMB and P&D SMT discussions have now concluded enabling further progress to be made towards full implementation (as noted below) of the pilot end-to-end process in the current financial year.

RISK / ISSUES

Activity re-profiled and currently on track.

Following further discussions at the steering group, issues regarding volume and capacity require to be further considered to enable roll-out of the full pilot. In addition, through discussion with key stakeholders, further consideration requires to be given to confirm how organisational learning will be captured within existing governance arrangements at force level, rather than introducing a new group. A Governance, Audit & Assurance representative attending next Steering Group to discuss this.

Interim secretariat support will continue to be provided by People Service and this is considered sufficient to support current and projected demand, accordingly there is nothing from this perspective that inhibits progression of the full Pilot. Permanent secretariat support relating to CARP meetings forms part of a separate review of P&D Secretariat demand that will report in due course. Meantime, this will continue to be provided via People Services.

Consideration to be given to assimilating the intended debriefing and investigative wellbeing experience questionnaires into one, to avoid potential duplication and ensure best use of Professional Standards (PSD) & P&D resources.

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PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Comments	Milestone	Due	Status
Table-top exercise reviewing previous difficult cases and completion of benefit assessment - to provide reassurance requested by Head of Legal Services (re-profiled from Oct 20)	JAN 2021	DELIVERED	Finalise content of debriefing questionnaire (as above)	APR 2021	ON TRACK
Subject to steering group approval, implement full pilot process to be reviewed after 6 months	FEB 2021	NOT DELIVERED	Introduction of full 6 month end to end pilot (as above)	MAY 2021	ON TRACK
PSD to present Investigative Wellbeing Guidance to Steering Group and P&D SMT for noting	FEB 2021	DELIVERED	Finalise arrangements for incorporation of outcomes into corporate organisational learning / governance with support from Audit, Risk & Assurance colleagues	JUN 2021	ON TRACK
Following feedback from Head of Legal Services and agreement by Director of P&D and Head of People & Engagement Partnering, further scoping of Organisational Learning elements of process in conjunction with Governance, Audit and Assurance to be progressed and process amended accordingly via Steering Group	MAR 2021	DELIVERED			

CHANGE REQUESTS
Deadline changed to 30 June 21 following previously approved Change Request submitted to P&D SSMT.

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

Stabilisation of processes, performance and products was delivered by December 2020. This included a renewed focus on departmental performance and planning, finance, audit and risk, with departmental processes aligning more clearly with Force processes. This was underpinned by quarterly performance reporting, work plans and highlight reporting. Connection and linkage is now routinely achieved 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 timely high quality submissions. A new visually impactful and clear P&D brand has been developed for templates and reporting albeit this will continue to evolve and mature over time.

P&D management information performance reporting and dashboarding has been taken forward by the P&D Strategic Workforce Planning team during 2021/22, with significant in-roads having been made towards quality, clarity and insight, with further iterative development subject to Primary Board/SPA Board feedback on an ongoing basis.

Additional resources were required to enable further development, including departmental communications and further enhancing departmental planning and performance products and processes. Bids were put forward during Q3 for additional resources to support these activities however these are dependent on 2021/22 budget allocation and it is unlikely that additional resources would be secured until Q1/Q2 of 2021/22.

RISK / ISSUES

Activity complete insofar as current resourcing levels allow – significantly improved coordination, planning and governance of the P&D portfolio has been achieved during 2020/21. Further improvements, including communications functions would require investment in additional resources and is therefore dependent on 2021/22 budget allocation. Recruitment lead times would also indicate that additional resources would not be available until late Q1/early Q2 of 2021/22.

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. Refinement of activities, processes and coordination is a day-to-day function; further development work in regard to P&D Business Management functions and activities would be progressed under BAU moving forward.

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<p>Once additional resources are secured, further development of P&D Business Management functions will commence, however this will be progressed under BAU and in concert with further P&D organisational change activity scheduled for delivery within the 2021-2024 P&D annual delivery plan.</p>	
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PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Status	Milestone	Due	Status
Quarterly performance structures and products embedded	OCT 2020	DELIVERED			
Bid for additional resources submitted	DEC 2020	DELIVERED			
Improvements to systems, processes and Board secretariat activities	DEC 2020	DELIVERED			
Resource increase approved and implemented	MAR 2021	NOT DELIVERABLE DURING 2021/22			

CHANGE REQUESTS
No change requests submitted.

FINANCE
Financial implications relate to additional resources which are dependent upon 2021/22 budget allocation.

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 activity flows from the 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

Activity complete. Marginal slippage in implementation date due to embargo on structural change implementation on week commencing 29 March 2021 due to SPRM Appeals processes.

The new structure went live on the 19/04/2021 and the commencement of this new operating model transferred to business as usual activity.

PROGRESS – CURRENT

PROGRESS – CURRENT			NEXT THREE MONTHS		
Milestone	Due	Comments	Milestone	Due	Status
Role profile updated, submitted and returned by job evaluation	OCT 2020	DELIVERED			
BJC written for P&D SMT	OCT 2020	DELIVERED			
Gain approval to progress by P&D SMT	OCT 2020	DELIVERED			
Gain approval to progress by PPMB	OCT 2020	DELIVERED			
Present and gain approval at JNCC	JAN 2021	DELIVERED			
Group consultation	JAN 2021	DELIVERED			
Individual consultation	JAN 2021	DELIVERED			
Counter proposals	FEB 2021	DELIVERED			
JNCC for final approval	MAR 2021	DELIVERED			
People Partners 'go-live'	APR 2021	DELIVERED			

CHANGE REQUESTS

No change requests submitted.

FINANCE

No financial implications