



<b>Meeting</b>	<b>People Committee</b>
<b>Date</b>	<b>30 May 2024</b>
<b>Location</b>	<b>Video Conference</b>
<b>Title of Paper</b>	<b>People Strategy and Strategic Workforce Planning - Implementation Plans</b>
<b>Presented By</b>	<b>Director of People and Development</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Appendix A – People Strategy &amp; SWP Objectives &amp; Outcomes Appendix B – People Strategy Year One Implementation Plan Priorities Appendix C – SWP Year One Implementation Plan Priorities</b>

**PURPOSE**

The purpose of this paper is to provide detail on:

- Year one priority activities to support the delivery of the People Strategy and Strategic Workforce Plan (SWP) along with a broader update on the planning approach over the three-year cycle of the People Strategy and SWP.
- Key outcome measures/evidence to support the assessment of the impact of the People Strategy and SWP.
- Confirmation of approach and timeline in relation to further iterations of the SWP.

Members are invited to discuss the contents of this paper.

## 1. BACKGROUND

- 1.1 Following endorsement at SPA People Committee on 14 November 2023, on 30 November 2023 the Police Authority Board approved both the 'People Strategy 2024-2027' and 'Strategic Workforce Plan 2024-2027' for Police Scotland.
- 1.2 Both the People Strategy and the SWP had comprehensive implementation plans to ensure focus on the actions, milestones and timelines of delivery of commitments. As part of this work, 'Fair Work' principles were embedded into the implementation plans by ensuring inclusion of key 'areas for development' identified within the Fair Work Annual Assessment.
- 1.3 To ensure workforce related priorities align to wider organisational priorities, consideration also needs to be given to wider plans and strategies which relate to the people agenda. As such, the following strategic activity will need to be integrated into implementation plans along with progress and ongoing evaluation:
  - Annual Police Plan 2024-2025. Year one priorities: Implement our Policing Together Strategy & drive cultural improvement; increase front-line strength and drive service improvement; support the wellbeing of our workforce; Redesign and begin to reshape support functions.
  - Performance Framework measures
  - 3-year plan for service and organisational transformation (our future Operating Model)
  - Policing Together
  - Equality Outcomes
  - Your Voice Matters (with further colleague survey planned for 2024)
  - Audit recommendations, including; HMICS inspections related to wellbeing and organisational culture; BDO Grievance audit;
  - Independent Reviews, including; Assessment of our approach to Wellbeing; Assessment of recruitment; Policing Together Independent Review Group; PSNI.
- 1.4 Year one activity will focus on priority areas identified within the People Strategy/SWP implementation plans along with consideration of the Annual Police Plan (including Policing Together commitments). It is recognised that further work is required to streamline and align delivery plans associated with all of the above and therefore flexibility is required to respond to these. Any updates to year one priorities will be outlined in future reporting along with a supporting rationale.

## 2. FURTHER DETAIL ON REPORTING TOPIC

2.1 On 30 November 2023, both the People Strategy and the SWP were approved by the Police Authority Board.

2.2 Within the People Strategy three key objectives were approved:

- (1) We prioritise wellbeing and keep our people safe, protected and well equipped.
- (2) We support our people to be confident leaders, innovative contributors, and influencers.
- (3) We support our people to identify with and demonstrate Police Scotland's values and have a strong sense of belonging.

2.3 And, within the SWP three key outcomes were approved:

- (1) We structure our workforce to create capacity and efficiency.
- (2) We are clear on the skills, capabilities, and experiences we need.
- (3) We attract and retain suitable talent.

2.4 Appendix A details the People Strategy objectives and SWP outcomes.

2.5 Since December 2023 work has been developed to determine the key activity, together with associated timelines, to support the delivery of the People Strategy and SWP.

### **Development of Priorities/Timelines Beyond Year One**

2.6 This work has sought to map out priorities for the three-year cycle of the People Strategy and SWP, however the focus of this paper is on outlining Year One priorities.

2.7 As well as considering key priorities areas within the People Strategy and SWP implementation plans, particular consideration was given to the Year One priorities in Police Scotland's Annual Police Plan 2024-2025. Appendix B and C outline our People Strategy and SWP Year One priorities.

2.8 The plan over the three-year cycle of is being developed to consider and support:

- The 3-year service and organisational transformation programme
- Steps required to streamline activity across Policing Together, People Strategy and SWP
- The need for future iterations of the SWP

- Updated Equality Outcomes (due for review in April 2025)
- Responses to audits/inspections
- The ability to respond to insights from the Workforce Dashboards

### **Local delivery**

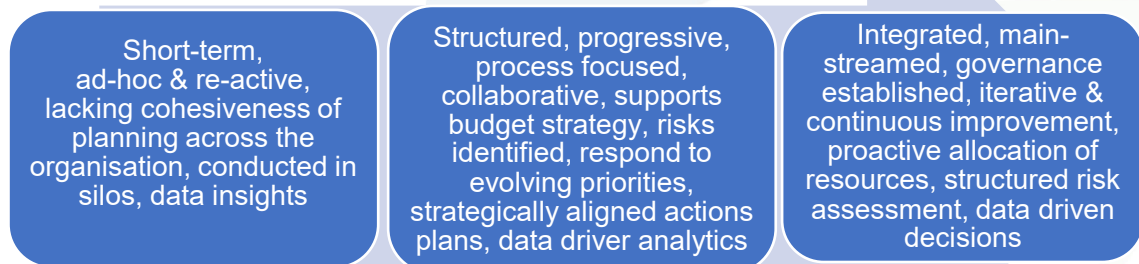
- 2.9 To support divisions and departments in the delivery of the People Strategy, SWP and Policing Together implementation plans, an organisational People Plan recording and reporting template has been developed. Additional reporting will be required at a corporate level e.g. progress on Annual Policing Plan.
- 2.10 The template will allow for nationally agreed outcomes and associated activity to be locally prioritised and thereafter mapped in terms of progress to demonstrate the local difference made in support of the strategic objectives. In addition, accountability for day-to-day people management is also captured by way of mandatory baseline reporting of associated data and metrics.
- 2.11 By bringing all three strategic plans together it enables divisional and departmental customers to visualise how each fit together and the synergies they create. This demonstrates progress from previous iterations which were captured separately and distinctly with various reporting requirements confusing our colleagues. This approach will support consistent reporting practice and harmonised understanding of progress made against our plans, as well as identifying local anomalies which may require to be addressed.
- 2.12 A critical challenge and risk to the successful implementation and embedding of outcomes is the scale and complexities of the activities across the organisation.
- 2.13 A first iteration of this template has been developed and further work will be undertaken to work with business areas to incorporate existing local activities from current People Plans. The final populated People Plans will be implemented during summer 2024.
- 2.14 The evidence of progress will be aggregated to an organisational level and will be reported to the newly established People Board, the SPA People Committee and Board.

## Key Outcome Measures/Evidence to Support the Assessment of People Strategy and SWP Impact

- 2.15 The first iteration of Workforce Dashboards have been developed with the key focus of aligning relevant measures to the People Strategy objectives and the SWP outcomes. Compared to previous reporting this approach places a greater focus on outcome focused analysis and insight and will ensure the ability to report and track progress and impact.
- 2.16 As part of an iterative approach to improvement the key next steps in relation to the Dashboards are to ensure full alignment between the dashboards and the workforce metrics contained within the Performance Framework and seek to address system related gaps/barriers preventing effective and efficient outcome focused measurement and reporting.

### Further Iterations of the SWP.

- 2.17 As the SWP was approved on 30 November 2023, the immediate focus has been on developing an approach to implementation and measuring delivery and impact.
- 2.18 However, the commitment was made that the SWP would be iterative in its approach:



- 2.19 It is recognised that this is a journey for Police Scotland and an assessment will be made at the beginning of 2025 as to the impact of the SWP within the context of:
- The evolving strategic context and transformation journey of Police Scotland

- External drivers e.g. employment market, legislation and regulation, risk assessments etc
- Budget settlement.

2.20 To strengthen internal governance and oversight of delivery and impact, an internal People Board was established in May 2024 with the remit on strategic people matters:

- Ensuring that Police Scotland has appropriate workforce related strategy, policy and practice that is consistent with cultural change and delivery of our workforce strategic commitments.
- Responsibility for effective execution of workforce related strategy, policy and practice. Additionally, the Board oversees performance and delivery against workforce strategies and plans.

2.21 This Board will report to the Strategic Leadership Board, People Committee and Authority Board.

### **Next steps**

- Continue the development of the new Workforce Dashboards to ensure they continue to develop maturity in respect of evidence and outcomes of delivery and impact.
- Ensure that organisationally we recognise a degree of flexibility and adjustments in the implementation plans in circumstances where a review and reassess of commitments is appropriate e.g. in the event of new organisational proprieties, evidence, recommendations etc.
- Revisit whether any further amendments are appropriate to the SWP at the end of 2024 (next report on progress to People Committee).

### **3. FINANCIAL IMPLICATIONS**

3.1 There are no financial implications in this report.

### **4. PERSONNEL IMPLICATIONS**

4.1 Workforce implications as the organisation continues to transform over the coming 3 years.

4.2 Potential impact on roles (skills, design, rightsizing etc) in line with organisational transformation.

4.3 Improved employee satisfaction, wellbeing, and retention through delivery of actions.

4.4 Improved productivity and performance through the transformation of the organisation.

4.5 Specifically in relation to the People and Development team a review is being undertaken of the team which will result in consultation in proposed structures over the summer 2024. This inevitably will be a significant period of change for the team and our customers.

### **5. LEGAL IMPLICATIONS**

5.1 Legal and Regulatory Compliance with all relevant matters relating to the workforce (Officers and Staff).

### **6. REPUTATIONAL IMPLICATIONS**

6.1 There are no reputational implications in this report.

### **7. SOCIAL IMPLICATIONS**

7.1 There are no social implications in this report.

### **8. COMMUNITY IMPACT**

8.1 There are no community implications in this report.

### **9. EQUALITIES IMPLICATIONS**

9.1 As both the People Strategy and SWP are delivered Equality and Human Rights Impact Assessments (EqHRIA) will continue to be completed and reviewed as appropriate.

## **10. ENVIRONMENT IMPLICATIONS**

10.1 There are no environmental implications in this report.

### **RECOMMENDATIONS**

Members are invited to discuss the content of this paper.



## Appendix A

### People Strategy – Agreed strategic objectives & commitments:

**(1) We prioritise wellbeing and keep our people safe, protected and well equipped.**

- We have a coordinated approach to health, safety and wellbeing which meets the full needs of our people.
- Our Total Reward approach is fair, transparent and recognises achievement.
- Our people have the uniform, equipment and skills they need to keep themselves and the community they serve safe.

**(2) We support our people to be confident leaders, innovative contributors and influencers.**

- We support our people to be effective leaders.
- Our officers and staff have equitable access to career development opportunities.
- We have a person-centred recruitment process.
- We support the delivery of the learning and development strategy.
- Enhanced colleague engagement and feedback mechanisms support problem solving and communication across the service.

**(3) We support our people to identify with and demonstrate Police Scotland's values and have a strong sense of belonging.**

- We are an inclusive workplace where our policing values are demonstrated across our day-to-day activities.
- Our recruitment, induction and promotion processes meet the needs of all under-represented groups.
- We understand and can meet the needs of our people.
- We support our people through organisational change.

**Strategic Workforce Plan – Agreed strategic outcomes and our ambitions:**

**(1) We structure our workforce to create capacity and efficiency.**

- Our workforce is organised to reflect our target operating model which adheres to our design principles.
- Services are prioritised, efficient and affordable.
- We work in partnership and collaboration.
- We scenario plan in line with our budget strategy and plans.

**(2) We are clear on the skills, capabilities, and experiences we need.**

- Workforce profile is addressed (future proofing, downsizing, rightsizing).
- Training and development which reflect future skills needed.
- Support colleagues to acquire new skills and transition to new posts.
- Leadership offering supports our leaders to deliver our future.

**(3) We attract and retain suitable talent.**

- Positive progress towards agreed diversity and equality outcomes and representation.
- Create an end-to-end recruitment process which puts the candidate at the heart of it.
- Future proof the roles we are recruiting for.

**Appendix B:  
People Strategy  
2024-2027**

**We prioritise wellbeing and keep our people safe, protected and well-equipped**

	<b>Apr 2024</b>	<b>Oct 2024</b>	<b>Mar 2025</b>
We have a coordinated approach to health, safety and wellbeing which meets the full needs of our people	Undertake independent review of our Health & Wellbeing framework		
	Further develop & embed Health & Wellbeing Strategy & framework & evaluation (evidence) reflecting : HMICS audits & independent review		
	Improve the provision of Occupational Health & EAP	Improved contract/performance management	
	Develop & launch mediation		
	Embed wellbeing in leadership development & training		
	Embed & evaluate Wellbeing Champions, Lifelines & Wellbeing Impact Assessments		
	Strengthen colleague visibility & accessibility of support		
Our Total Reward approach is fair, transparent and recognises achievement	Progress a collaborative & strategic approach to pay & reward whilst seeking to maximise annual pay negotiation challenges		
	Develop & describe total reward for colleagues		
	Progress work on developing our Total Reward framework which is fair, transparent and which recognises achievement		
	Establish approach to policy review prioritisation (programme of work)	Strengthen evaluation/reporting on policy progress & impact	
		Review our support for Special Constables & volunteers	
Our people have the uniform, equipment and skills they need to keep themselves and the communities they serve safe.	Training needs analysis of future role related training (SWP)		
	Prioritise automation & self-service (Policing in a Digital World, Modernising Contact & Engagement, Enabling Policing for the Future)		
	Delivery of Body Worn Video		
	Work with all relevant stakeholders through the Uniform & Equipment working group; During tenders to ensure that we achieve fit for purpose and best value uniform and equipment.		

**People Strategy  
2024-2027**

**We support our people to be confident leaders, innovative contributors and influencers**

**Apr 2024**

**Oct 2024**

**Mar 2025**

We support our people to be effective leaders

- Your Leadership Matters – ongoing rollout & evaluation – ‘Amplifying impact’
- People Manager Development Programme (PMDP) – delivery and evaluation
- Embed Police Leadership Development Programme (PLDP) Sergeants Qualification
- Review of National Mentoring Programme

Our officers and staff have equitable access to career development opportunities

- Review & evaluation of MyCareer
- Review of promotions/transfers
- Research talent framework & approaches
- Scoping work on career paths for staff

We have person centred recruitment

- Undertake an independent review of recruitment
- Review of probationer training
- Agree prioritisation of actions from audits, insight/research & take forward

We support the delivery of the Learning and Development Strategy

Development of L&D strategy is paused and under review. Delivery of mandatory, role related and development training & learning continues.

Enhanced colleague engagement & feedback mechanisms support problem solving & communication

- Develop approach to colleague surveys
- Procurement of survey provider
- All colleague survey – results, analysis & action planning

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**People Strategy  
2024-2027**

**We support our people to identify with & demonstrate Police Scotland values & have a strong sense of belonging**

**Apr 2024**

**Oct 2024**

**Mar 2025**

We are an inclusive workplace where our policing values are demonstrated across our day-to-day activities

Revise and agree new Joint Equality Outcomes	
Mainstreaming Policing Together at a local level through the People Planning process	
All leadership programmes have ED&I threaded throughout	
Enhanced ED&I workforce dashboards (data & insight)	

Our recruitment, induction and promotion processes meet the needs of all under-represented groups

Progress work on strengthening diversity of recruitment pools	
Understand organisational data/colleague experience of flexible working	Workshop flexible working options/feasibility
Strengthen insight on organisational data and visibility of recruitment guidance & support	
Undertake positive action activity to promote Accelerated Leadership Pathway across under-represented groups	Undertake evaluation of success

We understand and can meet the needs of our people

Improved workforce reporting, insight & evidence	
Ongoing review of policies & practices are human informed & based on feedback	
	Colleague engagement survey

We support our people through organisational change

Embed Fair Work Principles in partnership with Trade Unions	
Develop capability 'People Side of Change'	Develop plan for Senior Leadership Forum & Senior Leaders
Review & consult on revised Organisational Change Procedure	Develop & deliver implementation plan
Ensure that Police Scotland's futures engagements with academics and subject matter experts is fed into the organisation's research/knowledge bank	

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**Appendix C: SWP  
2024-2027**

**We structure and organise our workforce to create capacity**

**Apr 2024**

**Oct 2024**

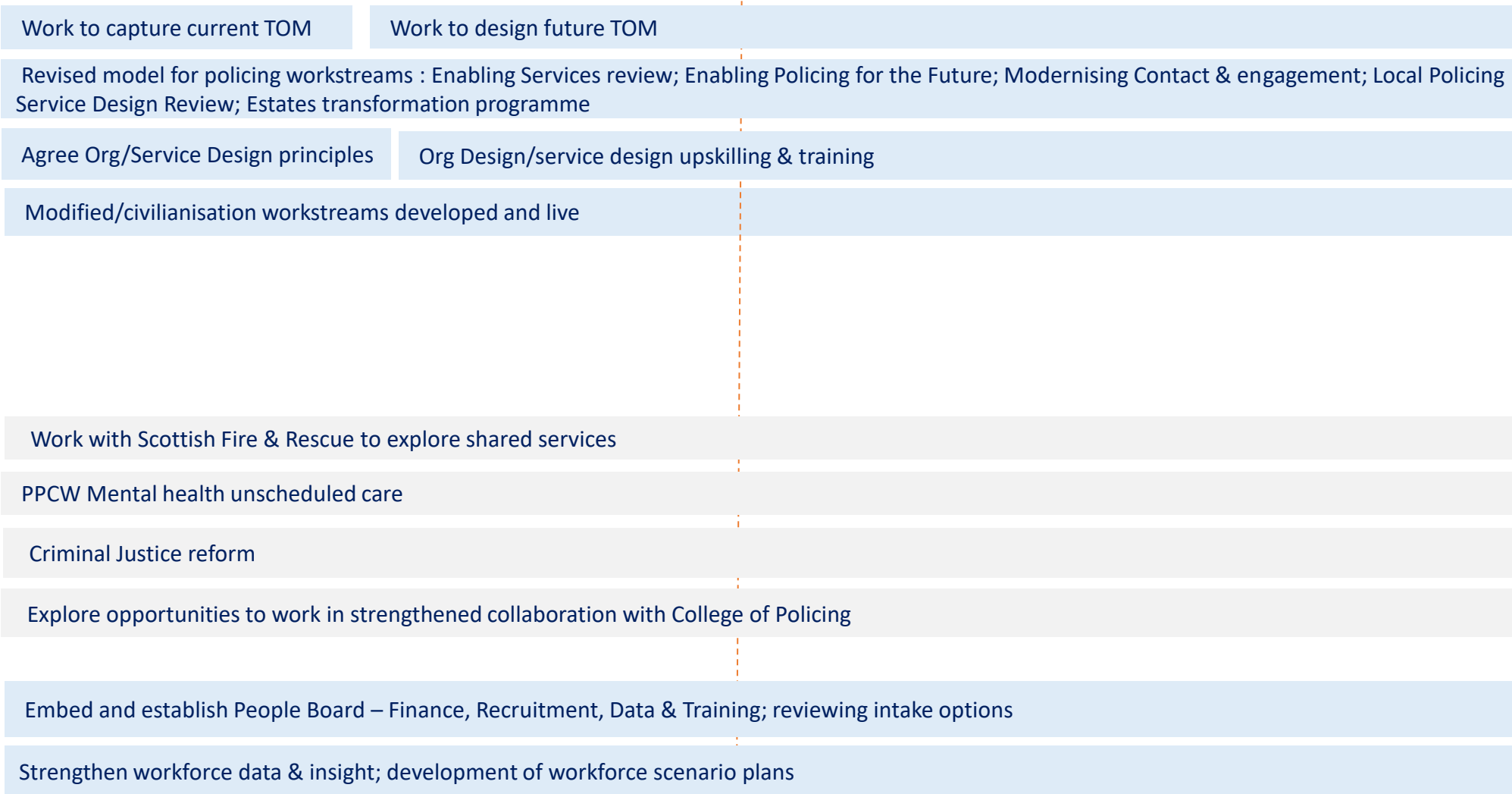
**Mar 2025**

Our workforce is organised to reflect our target operating model (& adheres to organisational & service design principles)

Services are prioritised, efficient and affordable

We work in partnership and collaboration

We scenario plan in line with our budget strategy & plans



**SWP  
2024-2027**

**We are clear on the skills, capabilities & experiences we need**

**Apr 2024**

**Oct 2024**

**Mar 2025**

Our workforce profile is correct (rightsizing, downsizing, future proofing)

VRVER exercise

Deliver Phase II organisational change

Civilianisation – options for priority consideration

Training & development which reflects future skills need

Work to scope out & prioritise actions. Currently no dedicated resource aligned specifically to this (budget required)

Work to scope out further work on Graduate Training Programmes

Support colleagues to acquire new skills & transition to new posts

Roll out of targeted support for colleagues to newly promoted posts (SUP & CSUP)

Focused work with colleague in redeployment pool

Scoping work on career paths for staff

Establish 1:1 coaching resource

Leadership offering supports leaders to deliver for our future

Your Leadership Matters – Roll out, ongoing evaluation and amplifying impact

Establishment and ongoing development of Senior Leadership Forum

CVF review by Police College – consideration by PSoS

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**Apr 2024**

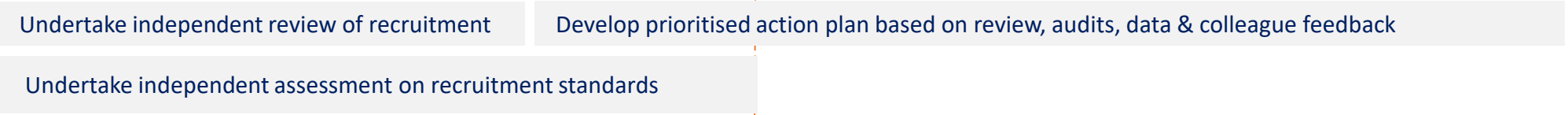
**Oct 2024**

**Mar 2025**

Positive progress towards agreed diversity and equality outcomes and representation



Create an end-to-end recruitment process which puts the candidate at the heart of it



Future proof the roles we are recruiting to

