

Meeting	SPA Resources Committee
Date	15 June 2020
Location	Videoconference
Title of Paper	2019/20 Year End Review and Plan for 2020/21 (incorporating Wellbeing and Recruitment, Selection & Promotion Frameworks)
Presented By	Jude Helliker, Director of People and Development
Recommendation to Members	For Discussion
Appendix Attached	Appendix A – People Strategy Year 2 Closure Report Appendix B – People Strategy 2020/21 Annual Delivery Plan Appendix C – Wellbeing Framework Appendix D – Recruitment, Selection and Promotion Framework

PURPOSE

To update SPA Resources Committee on:

- Progress made in financial year 2019/20 of the 3 Year People Strategy (2018-2021)
- The indicative Annual Delivery Plan for 2020/21 (Year 3 of the People Strategy (2018-2021))
- The Wellbeing and Recruitment, Selection and Promotion Frameworks.

Members are invited to discuss the content of this paper.

1. BACKGROUND

- 1.1 In 2018 Police Scotland launched its People Strategy – ‘Empower, Enable and Develop Our People (2018-2021)’. In line with 6 monthly and annual reporting requirements, this paper constitutes the Closure Report for Year 2 delivery of ‘the Strategy’.
- 1.2 In addition, an indicative Year 3 Annual Delivery Plan is provided for completeness, accepting that this is subject to further work currently ongoing in light of evolving COVID-19 implications. Furthermore, both the Wellbeing and Recruitment, Selection and Promotion Frameworks are provided for consideration and discussion.

2. FURTHER DETAIL ON THE REPORT TOPIC

2.1 People Strategy 2019/20 Year End Review

2.1.1 Appendix A sets out the activities, deliverables and outcomes for Year 2 of the People Strategy in the form of a ‘Closure Report’.

2.1.2 Since the People Strategy was implemented in 2018, of a total of 88 deliverables committed to across years one and two, a total of 68 (77% of total) are marked as complete/on track for completion in line with planned timescales. 14 deliverables (16% of total) are currently showing as ‘off track’ with mitigation measures in place or re-planning necessary to realign towards completion. A total of 5 activities (5 % of total) have been marked as on hold/deprioritised.

2.1.3 Looking specifically at ‘off track’ deliverables:

- 9 relate to requirements to reallocate and reprioritise resources to emerging critical operational support demands (4 deliverables slipped due to focus on Leadership Project, 1 deliverable slipped due to requirement to deliver Brexit Reserve/COP26 additional Probationer Recruitment and Training, 1 deliverable slipped due requirement to support SPRM and 4 deliverables slipped due to policy and wellbeing work in support of Op Talla). Recovery Plans will commence with the return of resources to their core roles;
- 2 relate to recent COVID-19 impacts around physical distancing and remote working which have fundamental implications for MyCareer training, piloting and wider roll-out. This is connected to Recovery Planning activity and will recommence at the most appropriate juncture;

- 2 relate to interdependent prioritisation and delays in other Departments (Legal Services and ICT) with mitigation in place until issues are resolved;
- 1 relates to Strategic Workforce Planning, however this was in relation to achievement against original 'in year' milestones set prior to the appointment of the Workforce Planning and Design Manager, which have subsequently been reprioritised. Via Project Management discipline, governance via Project Board and Strategic Oversight Board, the clear focus remains on delivering the critical path to November 2020 completion.

2.1.4 Whilst the longer term influence of COVID-19 has yet to be fully quantified on People Strategy deliverables for year 3, it is clear that that mitigation, where possible is in place, and recovery will commence in line with resourcing capacity as COVID-19 activity becomes normalised into day-to-day activity.

2.1.5 It is further noted that a total of 5 People Strategy deliverables are recorded as 'on hold/deprioritised' at present. Two of these cannot be progressed due to lack of funding for ICT solutions (E-Recruitment and Electronic Data Records Management System) with mitigation in place via ongoing manual processes. Two are directly connected to TCSS and cannot progress until the direction of travel is clarified. One deliverable relates to the piloting of Wellbeing Training – this has been piloted however is currently 'on-hold' due to COVID-19 impacts and associated resourcing issues. The learning from the Pilot and the way forward is in focus as part of the Wellbeing Investment Short Life Working Group.

2.1.6 Finally, in regard to all of the People Strategy activities 'in play' at the start of Year 2, 39 (67%) are complete/on track, despite unforeseen issues and impacts that have emerged during 2019/20 (e.g COVID-19, Brexit Contingency Planning, COP26 Recruitment and Training requirements etc.)

2.2 People Strategy 2020/21 Annual Delivery Plan

2.2.1 An indicative outline Plan for Year 3 People Strategy Activity is included at Appendix B. However, it must be emphasised that this is largely a 'pre-COVID-19' iteration and requires further work and re-planning as many aspects are critically impacted by physical distancing requirements, wider Organisational Recovery Planning and the future developing picture regarding lockdown relaxation measures.

2.2.2 It should also be highlighted that, in light of the operational and organisational learning from the current COVID-19 restrictions, further work will commence shortly on smarter working, resource optimisation and preparing for the new normal that will critically influence Year 3 People Strategy activities and also the next iteration of the SPA/Police Scotland People Strategy. Accordingly there is anticipated to be substantial change in the coming weeks and months towards aspects recorded against the current Annual Delivery Plan for Year 3.

2.3 Wellbeing and Recruitment, Selection and Promotion Frameworks

2.3.1 The frameworks attached (Wellbeing Framework, Appendix C, Recruitment, Selection and Promotion Framework, Appendix D) are fully aligned to both the People Strategy and wider organisational strategies.

2.3.2 Both frameworks were developed and progressed via P&D SMT and People and Professionalism Management Board and internal Governance structures (eg Health & Wellbeing Quarterly Meeting) with Trade Union/Staff Association representation.

2.3.3 Both frameworks were constructed in line with recognised good practice and set out how the organisation should deliver its business and the parameters within which decisions can be made. Fundamentally they set out the organisational commitment towards both fair and transparent recruitment activities and articulate the focus upon a preventative approach in regard to officer and staff wellbeing.

2.3.4 In terms of effective measurement and reporting arrangements, this is an area currently under review in order to define specific and measurable outcomes that are reflective of our wider objectives and activities across recruitment, promotion and wellbeing. This forms part of the Wellbeing Investment Short Life Working Group and is a focus for the Internal Audit of Wellbeing that commenced on 1 June 2020.

3. FINANCIAL IMPLICATIONS

3.1 Financial implications, where appropriate are highlighted in the attached appendices.

4. PERSONNEL IMPLICATIONS

4.1 There are no direct personnel implications associated with this report, out with the 'people focus', developments and activity enshrined within the People Strategy itself.

5. LEGAL IMPLICATIONS

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

6. REPUTATIONAL IMPLICATIONS

6.1 Areas of 'slippage' or delay have potential to result in reputational implications for the workforce. Wherever possible these are effectively managed, however it is clear that with finite resources, reprioritisation is often required and effective management in line with the scale of competing departmental and organisational risks.

7. SOCIAL IMPLICATIONS

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

8. COMMUNITY IMPACT

8.1 There are no community implications 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 direct environmental implications associated with this paper

RECOMMENDATIONS

Members are invited to discuss the content of this paper.

People Strategy

Year 2 | Closure Report

June 2020



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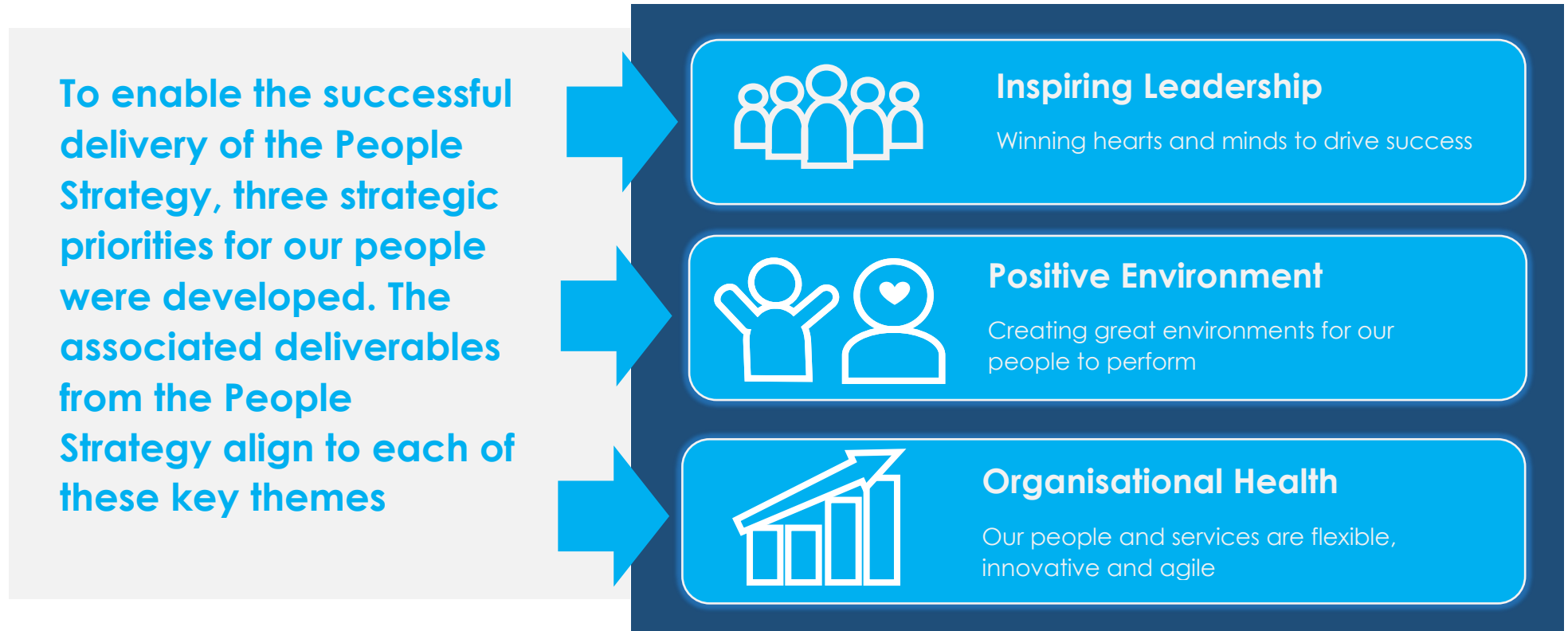
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Background

The People Strategy represents our commitment to achieving our objective of empowering, enabling and developing our people. It sets out our plans to support our people to deliver 'excellence in service and protection' and build a workforce that meets the future demands placed on policing in Scotland



This paper will provide an update on the progress of the implementation of the People Strategy at the end of the second year of its lifetime, by looking at the People Strategy as a whole and also at each strategic priority

People Strategy – High Level /Summary

ACTIVITIES

OUTCOMES

HOW WE WILL DELIVER THIS

INSPIRING LEADERSHIP



- Leadership Framework & Principles
- Launch Talent Development Programmes
- Build Coaching Support

- Our People feel engaged, valued & have a voice
- Leaders at all levels are supported & empowered
- Leadership support is provided
- Our people are fully involved in the design & delivery of services
- Our People are ready for & motivated by the need for change
- Our Leaders provide clarity of vision & purpose

- **Leadership Development** – Create best in class programmes, learning opportunities & career pathways
- **Talent Management** – Attract, Identify, Develop & Retain high performance workforce
- **Coaching Support** – Develop leadership capability/capacity across all level
- **Engaging with Our People** – Involve our people in all that we do and deliver

POSITIVE ENVIRONMENT



- Recruitment & Selection Approach
- Revised Promotion Approach
- My Career
- Design a new Probationer Training Programme
- Review & Develop Options for Police Reward
- Invest in the Health & Wellbeing of our People
- New T&Cs
- Our People Survey

- We will have a strong focus on wellbeing
- We will maximise the potential of all
- Our People are equipped to face challenges
- Our learning positively impacts performance & culture
- Our people have opportunities to develop in current and future roles
- We have a strong employer brand in our chosen recruitment markets
- We attract and retain talent

- **Commitment to Wellbeing** – Raise awareness and embed in policy
- **Revised Promotion Process** – Flexible career paths & transparent promotion processes
- **New Terms & Conditions** – Increased flexibility as we develop our people deal
- **Recruitment & Retention** - Simplify the process and reduce timescales
- **MyCareer** – Performance Development Conversations
- **Probationer Training** - Review and redesign how we train new recruits

ORG HEALTH



- People Policy & Process
- Insights & Analytics – Development of Management Information
- Digital Solutions

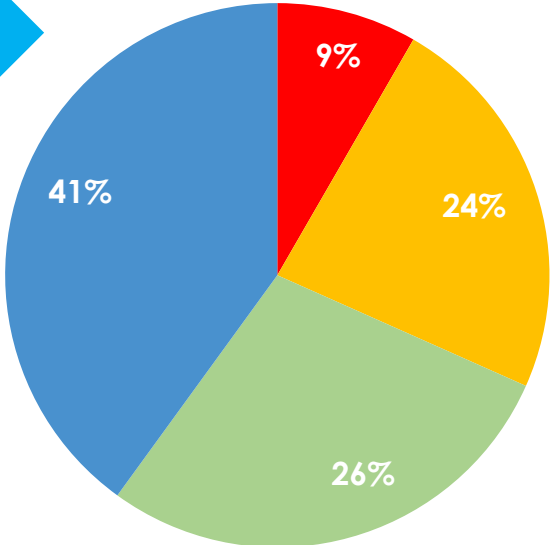
- Our Org Design and Deliverables align to our strategic direction
- We are a diverse workforce
- We have an integrated Strategic Workforce Plan
- People with potential are nurtured and developed to transition to new roles
- Talent acquisition plans are in place
- We have procedures & controls to enable enhanced management of workforce performance & costs

- **Improved Services** – Linking the strategy & people plans
- **Right People with Right Skills** – Develop the plan
- **Manage Supply & Demand**
- **Diversity Approaches** – Implement robustly
- **Employment Expenditure** – Implement management and control mechanism

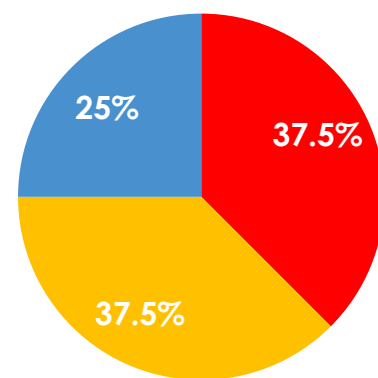
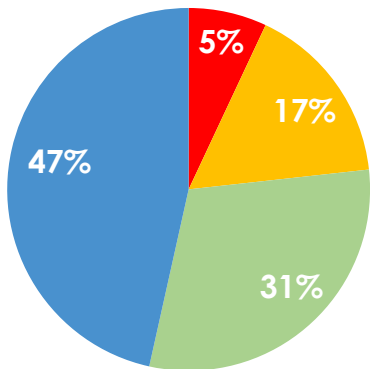
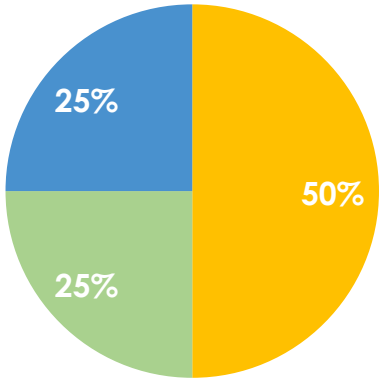
People Strategy – Year 2 Progress Summary

OVERALL

- Complete
- Not complete but on track
- Not complete not on track
- Deprioritised / On Hold

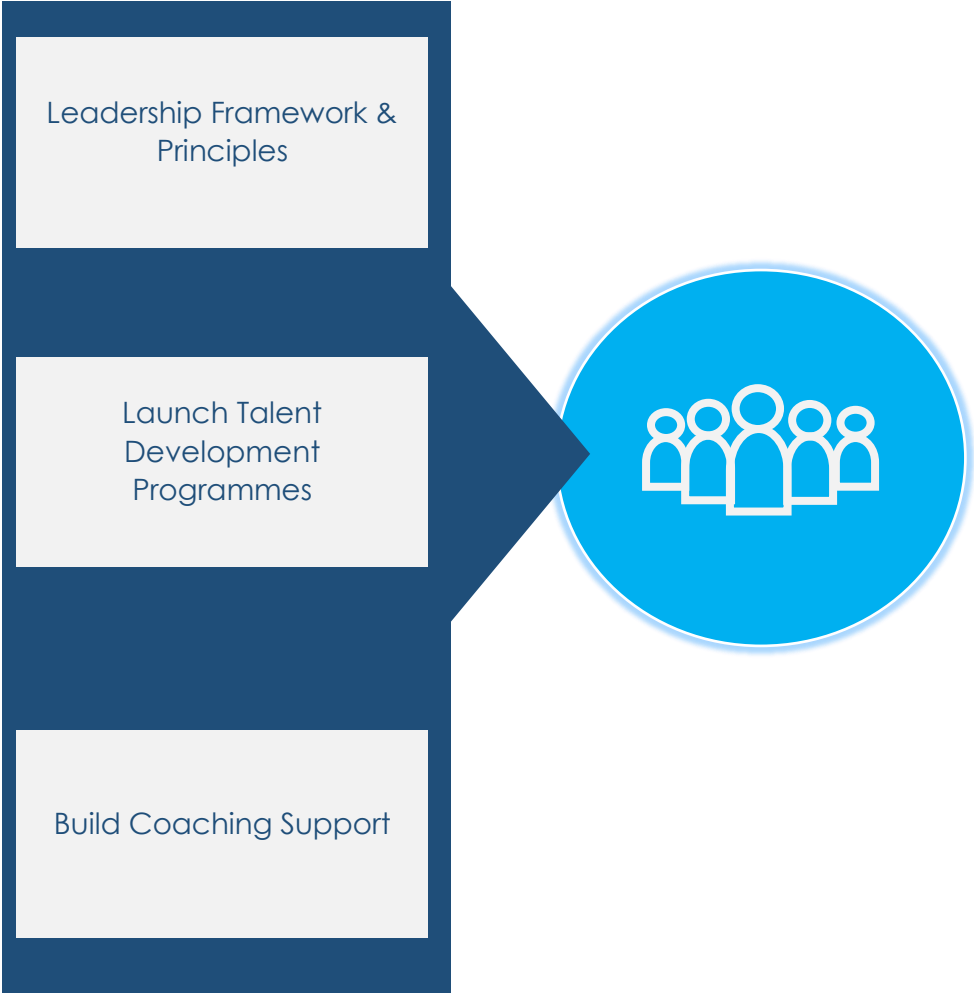


INSPIRING LEADERSHIP POSITIVE ENVIRONMENT ORGANISATIONAL HEALTH



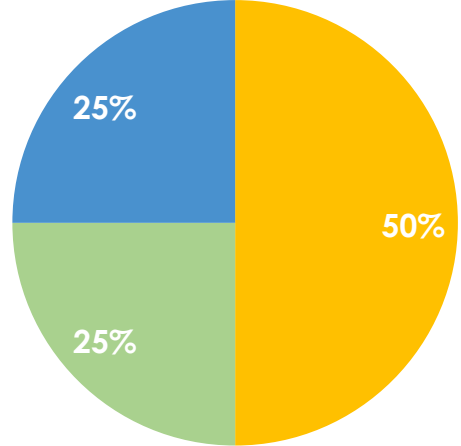
Inspiring Leadership - Summary

Activities



Overall Status

- Complete
- Not complete but on track
- Not complete not on track
- Deprioritised / On Hold



Headlines

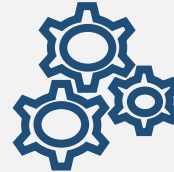
- 'How To' self-development resource successfully launched and utilised by >5500 officers/staff
- A range of CPD offerings have been rolled out and received strong feedback
- Accelerated Leadership Programme process in place
- Coaching training delivered to 120 Sergeants
- Executive, Established Leaders and Senior Leaders Programmes all delayed

Inspiring Leadership – Overview



SUCCESSSES / ACHIEVEMENTS

- 'How To' launched and accessed by >5500 officers/staff to date
- A range of CPD events have been launched and received positive feedback on application of learning
- 'Thought Leadership' seminars delivered to >360 delegates
- ALP process in place for identifying candidates. 280 officers attended briefings; 118 applications submitted
- SPNAC Programme Support in place
- 120 Sergeants trained in coaching techniques
- 50 HR Advisors trained as a pilot to provide coaching support to new Sergeants & FLMs



WORK ONGOING / OFF TARGET

- Leadership Programmes not fully implemented due to mobilisation and reprioritisation of Leadership & Talent team towards Leadership Project
- Evaluation of the Coaching Programme and its further roll out paused due to COVID-19



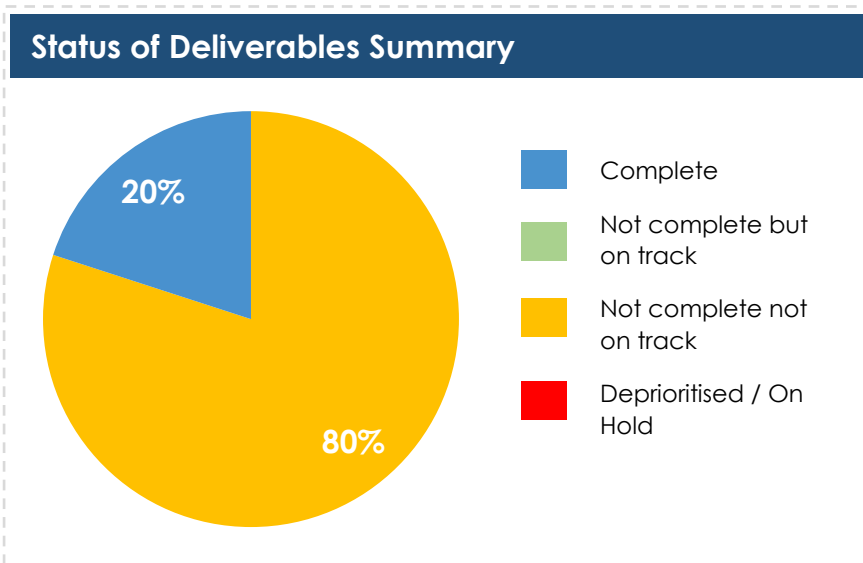
KEY MITIGATION & FUTURE ACTIONS

- With approval for dedicated project resources to support the Leadership Project, the Leadership & Talent team will soon return to their core roles to progress framework products
- Timescales to recommence the Coaching Programme will be considered in line with the wider Organisational Recovery Plan

Leadership Framework & Principles

The objective of this activity was to develop and implement best in class leadership development pathways at all levels

Summary of Tasks/Activity	Status
Launch 'How To' which is an online self-development learning resource	Complete
Force Executive Leaders Programme (ACCs & above)	Not complete not on track
Established Leaders Programme (Insp, CI & Staff equivalent)	Not complete not on track
Senior Leaders Programme (Supt, Ch Supt & Staff equivalent)	Not complete not on track
CPD Event Calendar (All Leaders)	Not complete not on track



Successes / Achievements



- 'How To' launched and accessed by >5500 officers/staff to date
- Force Exec and Established Leaders programmes developed and ready to launch
- A diverse range of CPD products successfully piloted which includes: **Empower Hours** (Resilience, Growth Mind-set, Introduction to Feedback/Coaching, Unconscious Bias & Change Management). 113 delegates attended and provided positive feedback (97% agreed they could put learning in place, 89% said they would recommend to colleagues)
- CPS 'Thought Leadership' – 4 seminars delivered to 365 delegates (270 officers, 85 staff, 10 partners)

Work Ongoing / Off Target



- Leadership & Talent core team diverted to fully focus on Leadership Project to deliver on Chief Constable's Commitment so full implementation of Leadership Programme paused
- Impact on morale of workforce and reputation of organisation due to lack of leadership development/training is recognised

Key Mitigation & Future Actions

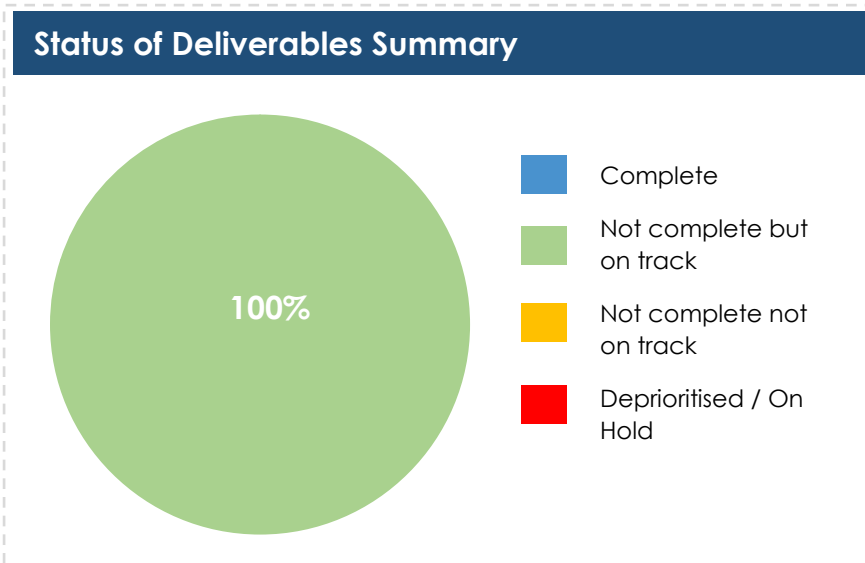


- Leadership project FBC approved at May Change Board, with funding for Project Team secured. Once project team in place, Leadership & Talent team will return to implement core Leadership framework products in Y3

Talent Development Tools

The objective of this activity was the development of a robust Talent Management approach underpinned by the relevant tools, processes and mechanisms

Summary of Tasks/Activity	Status
Talent Development Tools (Mentoring, SPNAC Support etc.)	■
Accelerated Promotion Programme	■



Successes / Achievements



- ALP process in place for identifying candidates. 280 officers attended briefings; 118 applications; 18 supported to attend College of Policing assessment centre; 7 officers succeeded & will commence ALP in July (43% female / 57% male); 41.2% pass rate, compared to average of 35.3% for Home Office police forces
- SPNAC Programme development continues – early achievements: coaching & mentoring available in addition to training for applicants; application process made more transparent; robust programme evaluation developed

Work Ongoing / Off Target



- Not Applicable

Key Mitigation & Future Actions

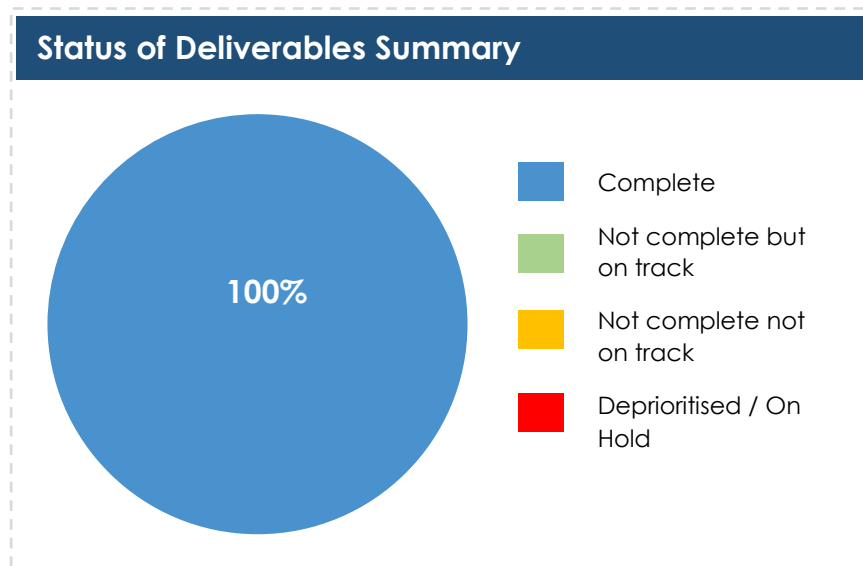


- Sign-off of Police Scotland internal programme & implementation with 7 officers

Build Coaching Support

The objective of this activity was to implement an efficient, fit for purpose and accessible coaching support programme

Summary of Tasks/Activity	Status
Coaching Support Programme	<div style="width: 100%; height: 15px; background-color: #0070C0;"></div>



Successes / Achievements

-  120 Sergeants trained in coaching techniques.
-  50 HR Advisors trained as a pilot to enable them to provide coaching support to new Sergeants & FLMs

Work Ongoing / Off Target

-  Evaluation of pilot and further role out paused due to COVID-19

Key Mitigation & Future Actions

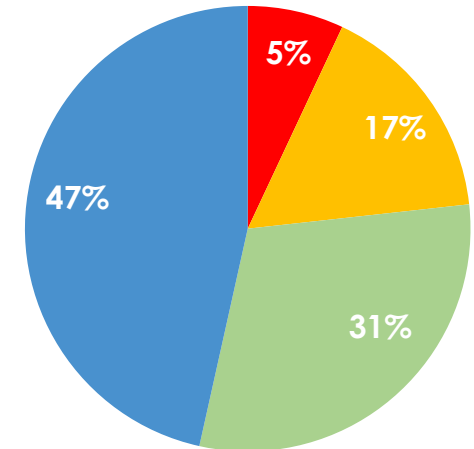
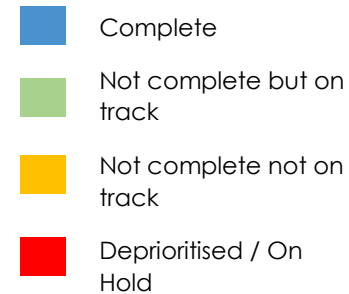
-  Timescales for recommencement ongoing as part of Covid-19 recovery planning

Positive Environment - Summary

Activities



Overall Status



Headlines

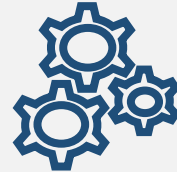
- Successful implementation of Recruitment & Attraction Strategy
- MyCareer fully developed and ready to launch
- PNB Sub Group successfully launched
- BackUp Buddy app available to all employees
- Revised promotion process delayed
- New probationer training programme delayed

Positive Environment – Overview



SUCCESSES / ACHIEVEMENTS

- 1041 Officers / 616 Staff recruited
- 14 BME Diversity Recruitment programmes, 53 BME officers appointed and improved gender ratios (>7%)
- New Assessment Process - 50% reduction in requirement to attend Police Offices
- Promotion – 32 First Review Panels, 980 National Selection Panels
- 33 Promotion Training Courses
- Promotion success rates improved on previous years (Sgts through sift >14% and Sgts successful >15%)
- MyCareer ready to launch - Intranet, Toolkit and supporting resources
- New Probationer Training Programme (PTP) learning outcomes and framework agreed with Skills Development Scotland and SQA
- 885 Resilience Questionnaires requested by Officers and Staff
- BackUp Buddy launched and >1500 downloads



WORK ONGOING / OFF TARGET

- E- recruitment not progressed - lack of funding
- Approach to temporary promotions is delayed
- Full implementation of PTP impacted by operational priorities, Brexit Reserve, COP26 and latterly COVID-19
- Limited number of Police Allowances marginally delayed through negotiation phase
- Employee Survey delayed – rescheduling towards Feb 21
- National Spiritual Model delayed until Q2 2020
- Reconfiguration of SPRM appeals ongoing due to COVID-19, planned conclusion by Dec 20



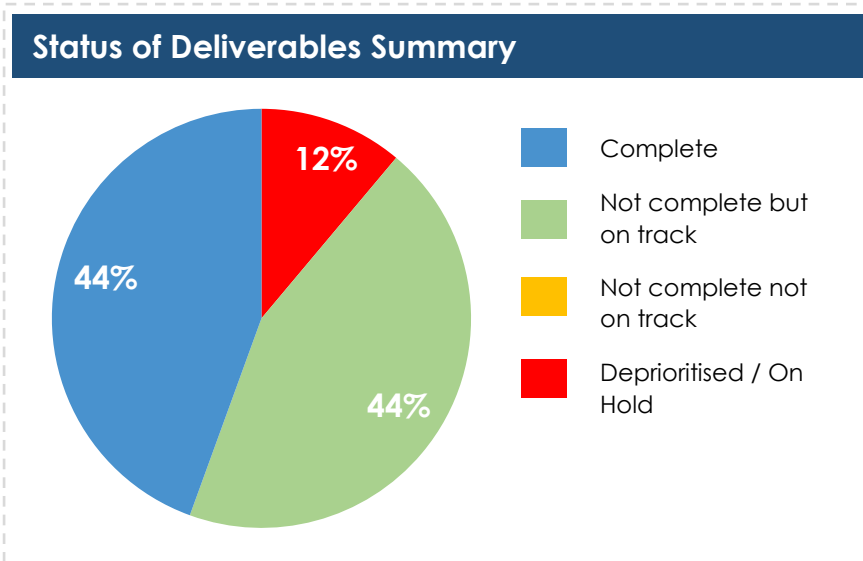
KEY MITIGATION & FUTURE ACTIONS

- 2 year Diversity Attraction Plan implemented
- Promotion Process is a strong focus - intention to pilot, test and evaluate new approach across ranks during 2020/21
- Proposals for increase in resourcing for PTP under review
- No impact in delayed Police allowances - work continues and existing entitlements persist
- Wellbeing Investment Short Life Working Group has been established
- Survey Actions Short Life Working Group in place, which involves SPA membership, to ensure planning and delivery of Survey in 2021 is targeted, effective and fit for purpose
- SPRM – Additional resources secured and 'Virtual Appeal' process via technology to ensure SPRM appeals can go ahead

Recruitment & Selection Approach

The key year two action was to develop and implement a recruitment and attraction strategy, including positive action. A framework to deliver this was approved, and contained the following actions. Delivery began in Y2 and will continue into Y3

Summary of Tasks/Activity	Status
Positive recruitment journey for applicants	Complete
Introduce SLAs that enable managers to make plans around agreed timescales	Complete
To meet organisational needs in our remote / rural posts	Complete
Provide professional/efficient recruitment service to key stakeholders, able to meet demand requirements	Complete
Ensure promotion & selection processes are fair & transparent at all times	Not complete but on track
Seamlessly implement a new selection process, ensuring training, guidance & awareness for all staff	Not complete but on track
Enhance diversity in the workplace, seek out & recruit talent from diverse communities	Not complete but on track
Modernise / Implement revised recruitment journey utilising new technology	Not complete not on track
Implementation of new end to end recruitment service for staff posts	Not complete but on track



Successes / Achievements



- 1041 Officers/616 Staff recruited
- New 2 day Officer Assessment process fully implemented, resulting in 50% reduction in candidates' requirement to attend police offices
- New Standard Entrance Test design implemented
- 'Recruit to Demand' approach & mobility increased – processes delivered locally to candidates
- Bespoke attraction activity for hard to fill rural areas/islands Police Posts (Targeted approach to 86 internal vacancies) and positive reduction in risk scoring
- 14 BME Diversity Programmes, 22 General Diversity Attraction Events delivered with 1355 attendees – 53 BME officers appointed and improved gender ratios (>7%)
- 6 Police Staff SLAs established – c90% compliance rate achieved
- Police Staff recruitment timescales reduced by average 167 days compared to previous years
- Modernised promotion and selection approaches aligned to Competency Values Framework

Work Ongoing / Off Target



- Lack of investment in e-recruitment solution
- Recruitment processes required to be implemented without selection tools
- Efficiencies and detailed compliance reporting impacted as a result of lack of technology
- BME recruitment rates static compared to previous years

Key Mitigation & Future Actions

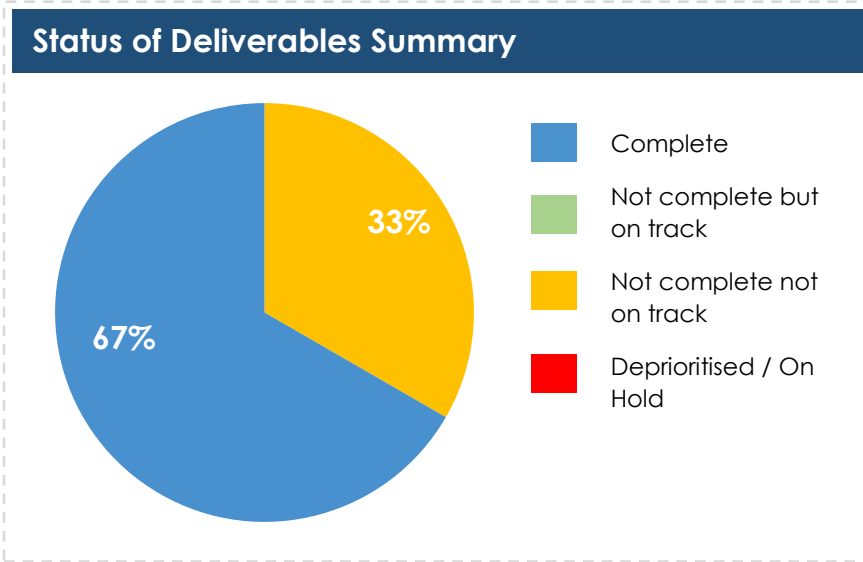


- 2 Year Diversity Attraction Plan implemented with calendar of events across all 13 Local Policing Divisions – Ongoing challenge to improve BME/WME levels (3.1%) to match census levels (c4%)
- Strong focus on improving robust manual processes to mitigate lack of investment in technology

Revised Promotion Process

The objective of this activity was to develop and implement a revised, modern promotion process that was transparent, fair and conducive to career progression

Summary of Tasks/Activity	Status
Develop & Deliver Assessor Briefings	Complete
Develop & Deliver Applicant Workshops	Complete
Implement New Temp Promotion Process for Police Officers	Not complete not on track



Successes / Achievements



- Iterative development of promotion processes – Senior Process adopted to positive feedback
- Promotion – 32 First Review Panels, 980 National Selection Panels
- Improved confidence of Assessor cadre and positive feedback from candidate experience
- 33 Promotion Training Courses, Seminars and Workshops delivered along with wider comms/engagement – now forms part of Leadership Pathway Design.
- Local delivery of processes enhanced by greater mobility from Promotions Team
- Success rates improved on previous years (e.g. Sgts through sift >14% and Sgts successful >15%)

Work Ongoing / Off Target



- Promotion Processes development ongoing as part of wider Leadership Project
- Implementation of new approach to Temporary Promotions delayed pending consideration by Legal Services

Key Mitigation & Future Actions

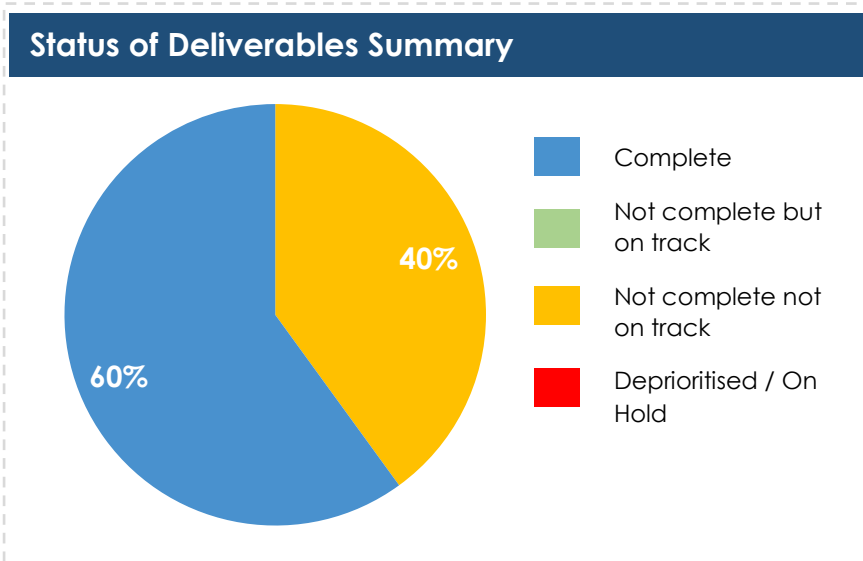


- Promotion Process development ongoing and forms a central pillar of the Leadership Project. Intention to pilot, test and evaluation new promotion and development approaches during 2020/21
- New and existing processes will 'twin track' to ensure no impact on wider organisational requirements and this forms part of the implementation plan for the Leadership Project
- Existing Temporary Promotion processes continue meantime therefore no negative impact from delay
- COVID-19 is impacting on certainty around planned timescales

MyCareer

The objective of this activity was to design and deliver an appraisal system for officers and staff which is focused on developing individuals in current roles, for future roles and for promotion, underpinned by CVF

Summary of Tasks/Activity	Status
Design a new process to replace PDC	Complete
Talent Identification Process	Complete
Develop & Embed CVF into MyCareer	Complete
Effective Communications Workshop	Not complete not on track
Development of Role Profiles underpinned by CVF	Not complete not on track



Successes / Achievements



- This key facet of the wider Leadership Project ready for launch
- Leadership Project Full Business Case and Project Team resource now approved
- Proof of Concept Pilot, Evaluation and Phased Roll-Out agreed and timed (Pilot Divisions identified, SMTs briefed)
- MyCareer SCOPE Module and technical guidance fully developed and delivered
- Intranet, Toolkit, supporting resources and comms plan signed-off ready to implement
- Supporting workshops designed and trialled
- Competency Values Framework fully integrated across all products/processes and supporting materials

Work Ongoing / Off Target



- Pilot activity was scheduled to commence in April 2020 once project resources could be supplied to support the Programme - now delayed due to COVID-19 and temporary reprioritisation of Force Projects
- 66% of Police Officer Role Profiles amended to reflect CVF – 28% drafted and awaiting sign off – 6% awaiting response. Delivery impacted by COVID-19
- All staff role profiles will have a CVF level attached to them; no change to current role profiles due to SPRM

Key Mitigation & Future Actions

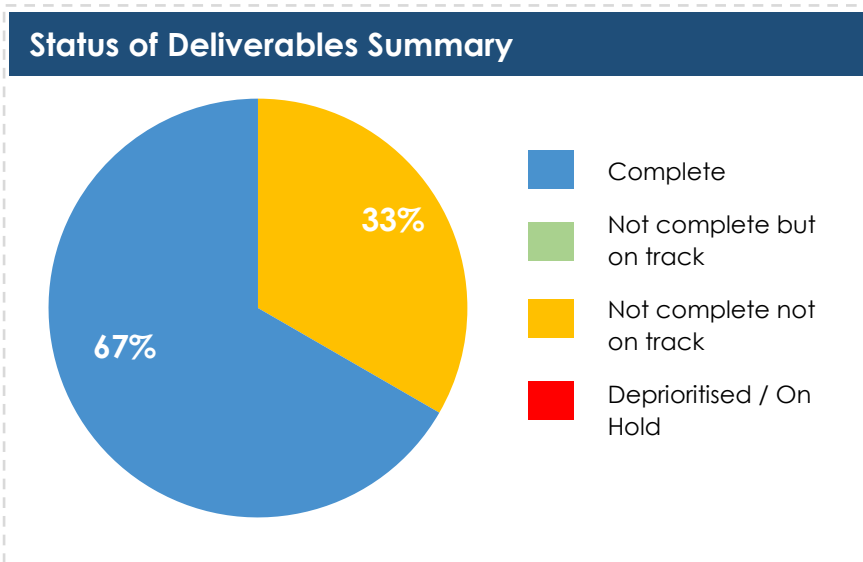


- All elements of MyCareer are ready to go
- Plans and timelines being revised to enable implementation at the appropriate juncture when lockdown/physical distancing restrictions being to ease

Design a New Probationer Training Programme

The objective of this activity was to develop a revised, fit for purpose training programme for all new recruits

Summary of Tasks/Activity	Status
Learning Outcomes & Framework agreed by Partners	Complete
Assessment Strategy Complete	Complete
Lesson Plans & Delivery Methodology Agreed	Not complete not on track



Successes / Achievements



- Learning outcomes and framework developed and agreed with Skills Development Scotland and SQA
- Assessment Strategy agreed
- Elements of the new programme have been integrated into existing course design where possible
- Lesson plans still in development. New lessons completed, and integrated into existing programme: Professional Standards/Ethics; Wellbeing; Arrest; IT Access; New National Road Side Breath kit; Stop/Search
- Updated lessons and delivered: Domestic Abuse; Stop Search; Child Trauma and Aces; Identification; Human Rights; National Decision Model; Notebooks; Obtaining Persons Particulars; Disclosure - Moving to an ODL; S13 – requiring persons details; Meaning and Admissibility; Health and Safety; Moving and Handling

Work Ongoing / Off Target



- Operational priorities relating to Brexit Reserve, COP26 resourcing and latterly COVID-19 created a need to divert resource from training design to training Delivery
- Failure to deliver on time will impact the organisation's ability to draw down the apprenticeship levy and will see the ongoing delivery of an out-of-date, sub-optimal programme of training to our new officers

Key Mitigation & Future Actions



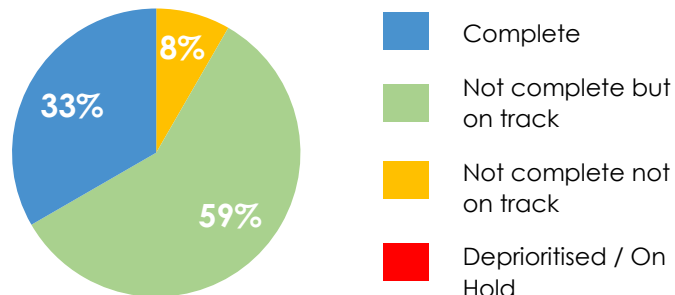
- Proposals for increase in resourcing for PTP under review. With resourcing mitigated lead time of nine months is planned for final implementation
- Delivering completed new elements into the current programme mitigates this risk in some way

Review & Develop Options for Police Reward

The objective of this activity was to review appropriate awards and benefits for Police Officers

Summary of Tasks/Activity	Status
Development of PNB Sub Group	Complete
Police Officer Kit & Split Days	Complete
Parental Bereavement Leave	Complete
Gender Pay Gap – Assessment of Cause & Impact	Complete
PNB Flexible Working Guidance	Not complete but on track
Police Officer Handbook	Not complete but on track
Special Leave Provisions	Not complete but on track
Police Officer Increments	Not complete but on track
Shared Parental Leave	Not complete but on track
Overseas Development Allowance	Not complete but on track
SPC Allowances	Not complete not on track
Dog Handlers Allowance	Not complete but on track

Status of Deliverables Summary



Successes / Achievements



- All key items planned for delivery in Year 2 completed and Year 3 activities remain on track
- Successful development of PNB Sub Group providing clear benefit through joint working and holistic approach to Reward Planning along with colleagues in Finance
- Significant development work is ongoing to establish a Police Reward Dashboard that will support Police Officer Reward in the longer term

Work Ongoing / Off Target



- Limited items indicate slight delay/slippage (Overseas Deployment Allowance, SPC Allowance and Dog Handlers Allowance) due to requirement for reprioritisation, ongoing negotiation or other timing issues across various committees

Key Mitigation & Future Actions

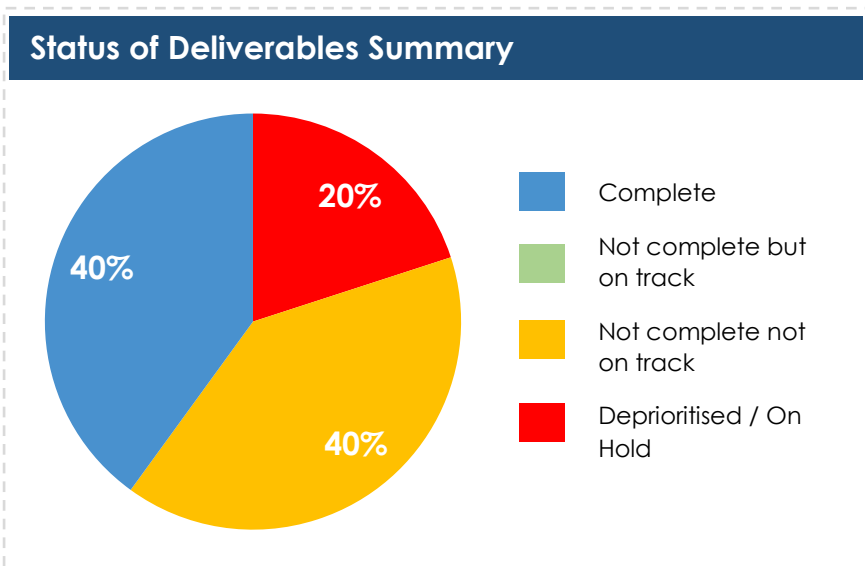


- No impact as a result of delay – timescales are always indicative in this arena due to requirements to consult and negotiate
- In all circumstances current terms persist until change is agreed and implemented. No mitigation is required
- Year 3 plans are well advanced however planning beyond this has been impacted due to immediate staff side requests in relation to COVID-19 and COP26. This will be subject of focus in the second half of 2020

Invest in the Health & Wellbeing of Our People

The objective of this activity was to embed and mainstream Health & Wellbeing in all that we do in delivering Policing in Scotland

Summary of Tasks/Activity	Status
Launch BackUp Buddy	Complete
Undertake a review of the organisation's approach to Resilience Assessments	Complete
Implement a Measurement & Benchmarking Framework for Wellbeing	Not complete not on track
Implement a National Spiritual Model	Not complete not on track
Pilot Enabling Wellbeing Training	Deprioritised / On Hold



Successes / Achievements



- Backup Buddy launched January 2020 downloaded by 1454 officers/staff so far
- Resilience Assessment Review – 885 Questionnaires issued – 54 Red Category, 193 Amber Category, 239 Green Category, 399 pending return)
- Enabling Wellbeing Pilot delivered – currently on hold due to reprioritisation of resources to support COVID-19, however line manager training will form part of ongoing investment in Wellbeing

Work Ongoing / Off Target



- National Spiritual Model – impacted by reprioritisation due to COVID-19. This work will restart in Q2 with a proposal developed and stakeholders engaged
- Implementation of a Measurement & Benchmarking Framework for Wellbeing is paused as this is being considered in a wider context for all emergency services as part of the Lifelines Project

Key Mitigation & Future Actions

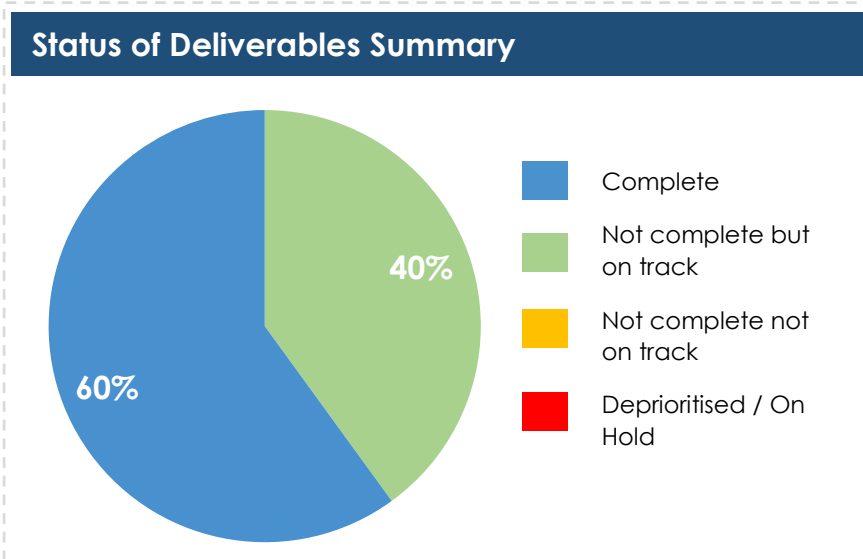


- A Wellbeing Investment Short Life Working Group has been established and involves all Staff Associations and SPA. This group will identify key wellbeing issues, agree priority areas, define measures for success and develop an implementation plan
- This will include moving into a more preventative space, focusing on line manager training, improving resilience capacity of our people and reviewing processes which can be a source of pain and stress

New Terms & Conditions – Appeals Process

The objective of this activity was to ensure fairness, equity and equality among our Police Staff via SPRM Project implementation

Summary of Tasks/Activity	Status
Formal Sift	Complete
Quality Assurance	Complete
Scheduling of Panels	Not complete but on track
Panel Hearings Commence	Complete
Panel Hearings Concluded	Not complete but on track



Successes / Achievements



- Formal Sift undertaken of circa 600 appeals, and Quality Assurance completed by Independent Chair
- Correspondence to appellants on sift outcomes issued
- Scheduling of Panels is in process and on track
- Panel Hearings commenced on 29 May
- Panel Hearings scheduled to conclude at end December 2020

Work Ongoing / Off Target



- Whilst plans and mitigation are in place to deal with COVID-19 issues it remains a potential threat regarding the timelines for Appeal delivery

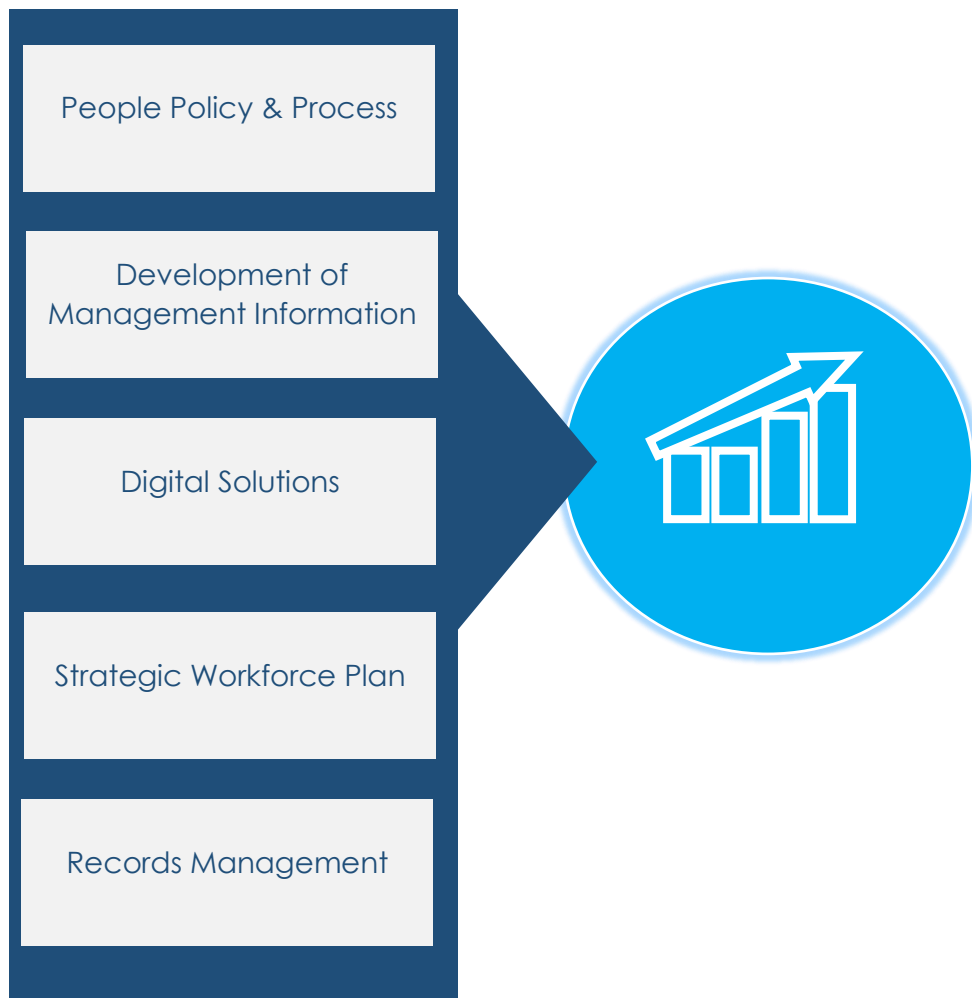
Key Mitigation & Future Actions



- 'Virtual Appeal' Processes via Technology will be utilised to enable delivery in line with original timelines, should lockdown/physical distancing measures persist
- Slippage in sequential timelines to date has been absorbed via concurrent scheduling
- Funding for additional resources has been secured and recruitment is in process to establish 3rd Appeal Panel to support workload and flexible approach to delivering Appeals Process

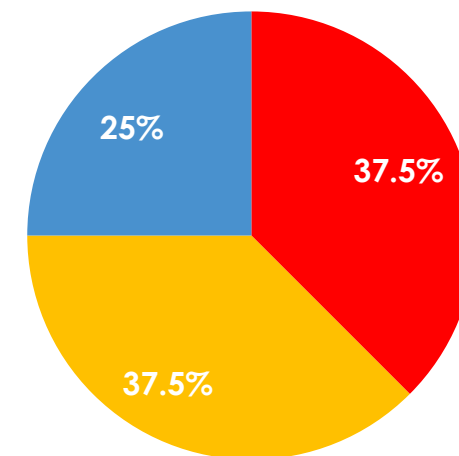
Organisational Health - Summary

Activities



Overall Status

- Complete
- Not complete but on track
- Not complete not on track
- Deprioritised / On Hold



Headlines

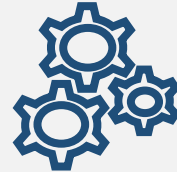
- Policy Hub successfully launched with >60,000 hits in 2019/20
- 9815 Officers trained in new Mobile Devices
- Strategic Workforce Plan remains on track for November 2020 delivery
- Police Staff Induction booklet delayed to March 2021
- Funding not available to progress Records Management project

Organisational Health – Overview



SUCCESSES / ACHIEVEMENTS

- Policy Hub launched – 60,180 hits in 2019/20
- Simplification of P&D document set ongoing – of 80 documents, 47 completed and 16 removed or merged to date
- Delivery of new dynamic MI products produced in support of Op Talla
- 9815 officers trained in new mobile devices limiting need for officers to travel to offices
- Stages 1, 3 and 4 of Strategic Workforce Plan delivered



WORK ONGOING / OFF TARGET

- Induction booklet for Police Staff – development work ongoing
- Virtual classroom training environment was paused to await ICT Nat-Net upgrade in order to roll-out
- Stages 2 and 5-12 of Strategic Workforce Plan ongoing
- Electronic Data Records Management System (EDRMS) not progressed due to lack of available funding



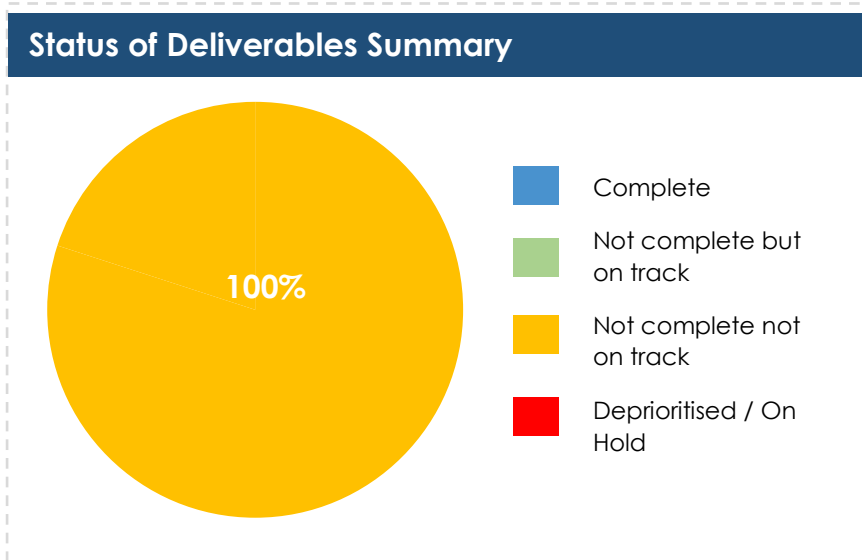
KEY MITIGATION & FUTURE ACTIONS

- Induction booklet re-prioritised for March 2021
- Delays to digital solutions mean backlogs in training to be mitigated by upskilling local resources to deliver essential training and the identification of additional venues for hosting
- Overall delivery date of November for Strategic Workforce Plan remains unchanged
- Funding remains central to moving the Records Management work forward

People Policy & Process

The objective of this activity is to produce a simplified, user friendly suite of people policies and procedures

Summary of Tasks/Activity	Status
Review & Simplification of SOPS	



Successes / Achievements



- Policy Hub launched – 60,180 hits in 2019/20
- Simplification of P&D document set ongoing – of 80 documents, 47 completed and 16 removed or merged to date

Work Ongoing / Off Target



- Recruitment policy documents delayed beyond target date to ensure redrafting took into account new recruitment framework
- Induction booklet for staff ongoing

Key Mitigation & Future Actions

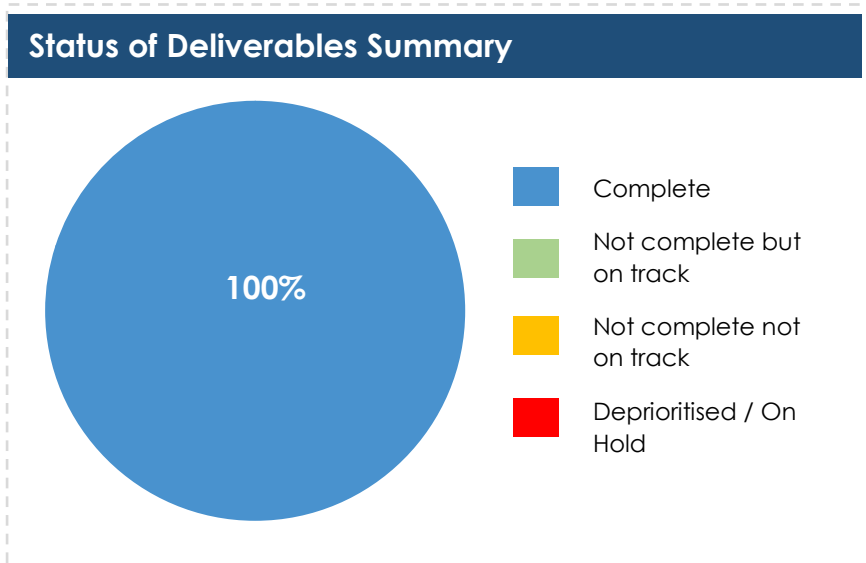


- Current SOPs and Policy documents mitigate this risk
- Induction booklet re-prioritised to deliver by March 2021
- Policy Hub staff formed part of wider SPRM support cadre and during 2019/20 were realigned to deliver key aspects of the SPRM programme, leading to slippage in SOP simplification activities
- With additional resources provided to support SPRM, the Policy Team are focused fully on core roles, however are currently working on COVID-19 Policy related activity

Develop Management Information

The objective of this activity is to produce a data insights model that provides accurate, timely and meaningful MI

Summary of Tasks/Activity	Status
Development of Data & Insights Capability Model	



Successes / Achievements



- Team strengthened by the recruitment in early 2020 of two further analysts
- Staff engaged in use of data have been upskilled to improve delivery of data and insight
- Early success has been in the delivery of new dynamic MI products produced in support of Op Talla

Work Ongoing / Off Target



- Not Applicable

Key Mitigation & Future Actions

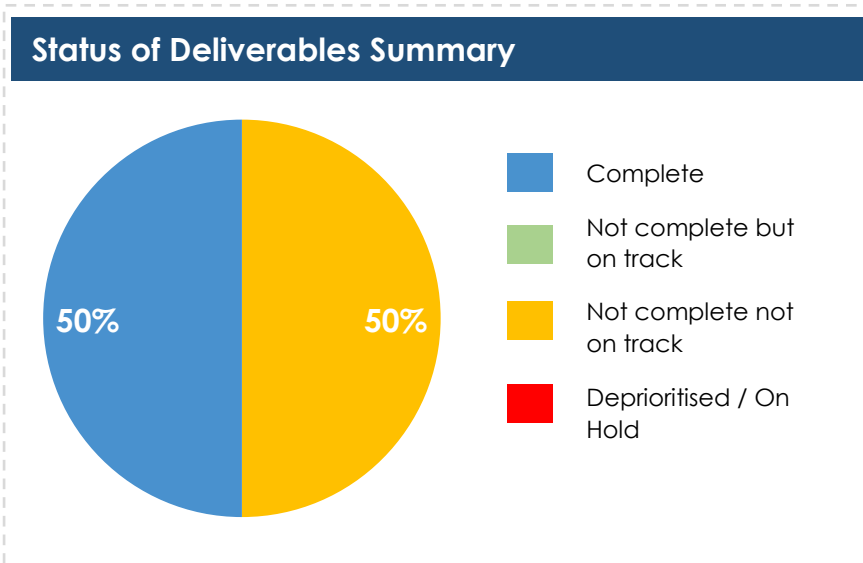


- Not Applicable

Digital Solutions

The objective of this activity is to modernise the way we deliver leadership, development and training

Summary of Tasks/Activity	Status
Introduce Moodle Mobile in line with Mobile Data Project	■
Introduce Virtual Classroom Technology	■



Successes / Achievements



- Moodle on-line learning management upgrade to ensure fully compatibility with all fixed and mobile digital devices
- All content developed this year fully compatible
- 9815 officers trained in new mobile devices limiting need for officer to return to offices

Work Ongoing / Off Target



- Virtual classroom training environment technology was paused to await ICT Nat-Net upgrade in order to roll-out
- Work has re-commenced and ICT are now scoping an implementation time-line
- Access to this technology would have minimised impact of COVID-19 as reliance on face to face training would be reduced – less essential training would not have been delayed reducing future backlog of training
- Early opportunity to start reducing abstractions, travel / subsistence costs and carbon emissions lost

Key Mitigation & Future Actions

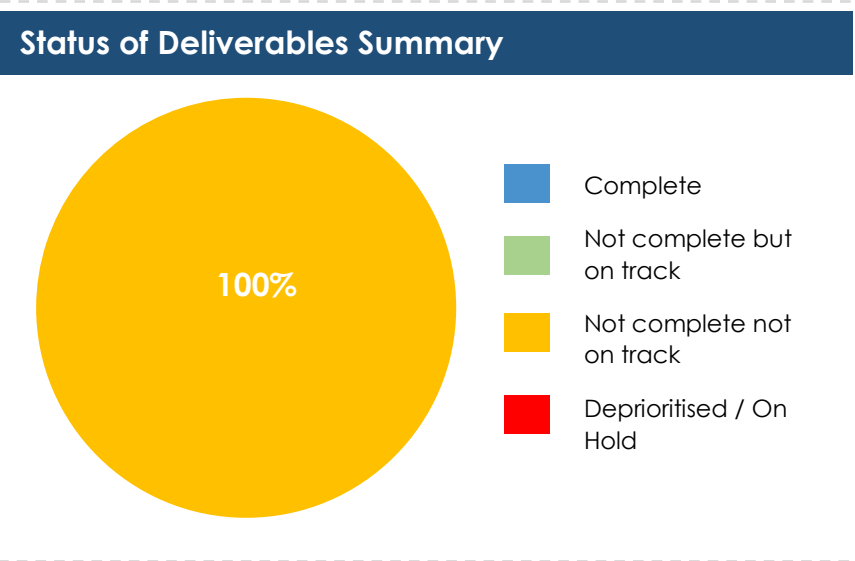


- Backlogs in training to be mitigated by upskilling local resources to deliver essential training and the identification of additional venues for hosting

Strategic Workforce Plan

The objective of this activity is to ensure the organisation has the right people with the right skills in the right place at the right time

Summary of Tasks/Activity	Status
Development of Strategic Workforce Plan	



Successes / Achievements



- Stages 1, 3 and 4 delivered
- Training is complete

Work Ongoing / Off Target



- Stages 2 and 5-12 ongoing
- Further work required on prioritisation but this is not in the critical path

Key Mitigation & Future Actions

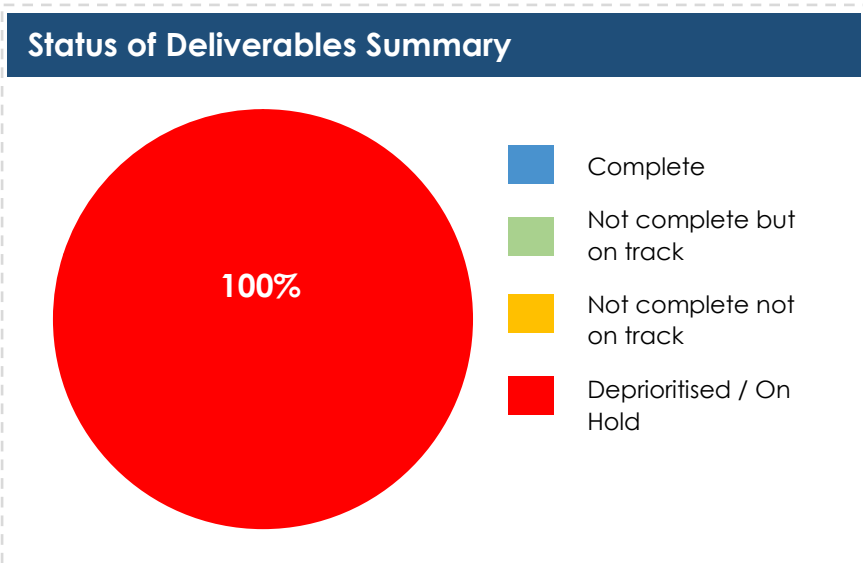


- Overall delivery of the November deadline remains unchanged

Records Management

The objective of this activity is to implement a robust, fit for purpose and efficient electronic data records management system

Summary of Tasks/Activity	Status
EDRMS to be implemented for Shared Services but able to expanded to other areas	Red
Support TCSS Plan B Work	Red
Move all Transactional Admin Activity from all parts of P&D into services in line with TCSS	Red



Successes / Achievements



- All personnel files weeded to comply with GDPR

Work Ongoing / Off Target



- EDRMS not progressed due to lack of available funding
- Delays and lack of progress to TCSS has further impacted on any potential forward momentum
- Risks are that resourcing efficiencies cannot be released; estates capacity cannot be delivered; GDPR, weeding and data breach risks are increased due to manual systems

Key Mitigation & Future Actions




- Funding central to moving this piece forward – mitigation is provided via existing manual systems, resources and estate




SCOTTISH POLICE
AUTHORITY


People and Development Y3 Delivery Plan


Contents	Page
Inspiring Leadership	2
Positive Environment	3
Organisational Health	6

 Inspiring Leadership Winning hearts and minds to drive success			2020/21												
Strategic Lead	Action	Deliverable	Quarter 1			Quarter 2			Quarter 3			Quarter 4			
			Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	
Leadership, Training & Development	Leadership Framework & Principles	Force Executive Leaders Programme (ACC & above)	[Green arrow from Apr-20 to Mar-21]												
		Senior Leaders Programme (SLP) (Ch Supt & above)			[Green arrow from Jun-20 to Mar-21]										
		Deliver and fully embed Established Leaders 1									[Green arrow from Nov-20 to Mar-21]				
		Design Established Leaders 2									[Green arrow from Nov-20 to Mar-21]				
		Design Evaluation & Review Framework									[Green arrow from Nov-20 to Mar-21]				
		Deliver and fully embed Exploring Leaders									[Green arrow from Nov-20 to Mar-21]				
		Deliver CPD Products (Empower Hours)									[Green arrow from Nov-20 to Mar-21]				
		Launch 'HowTo' - an online self development learning resource, available for all officers and staff at every rank and level					[Green arrow from Jul-20 to Dec-20]								
	Design, deliver and fully embed FLM online		[Green arrow from May-20 to Dec-20]												
	Launch Talent Development Programmes	Develop a Talent Management Framework				[Green arrow from Jul-20 to Dec-20]									
		SPNAC	[Green arrow from Apr-20 to Dec-20]												
		Mentoring	[Green arrow from Apr-20 to Sep-20]												
		Launch Cohort 1 of Accelerated Leadership Pathway (ALP)				[Green arrow from Jul-20 to Sep-20]									
		Rolling Evaluation of Cohort 1 of ALP							[Green arrow from Sep-20 to Mar-21]						

OFFICIAL

 Positive Environment Creating great environments for our people to perform		2020/21													
Strategic Lead	Action	Deliverable	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	
Wellbeing & Inclusion	Embed and Enhance the Wellbeing Programme	Wellbeing Investment SLWG set up and delivery against TOR		▶											
		Wellbeing IA - Organisational learning opportunity to inform future decisions			▶										
		Pilot 'Enabling Wellbeing' training						▶							
Recruitment & Selection	Revised Promotion Approach	Implement new temporary promotion process for Police Officer (all ranks)	▶												
		National Promotion Selection -Inspector				▶									
		National Promotion selection-Chief Inspector				▶									
		National Promotion selection-Sergeant								▶					
		National Promotion selection -Superintendent				▶									
Employee Relations & Reward	New terms and conditions (SPRM - Staff Pay & Reward Modernisation)	Appeals process - Stage 2	▶												
		Completion of Sift and Quality Assurance process - 24th April 2020	▶												
		Notification of Sift Outcomes to the business and staff - 11th May 2020	▶												
		Appeal Hearings		▶											
		Appeal Hearing Outcomes Delivered to the business and staff - 26th March 2020 (projected)											▶		

 Positive Environment Creating great environments for our people to perform			2020/21											
Strategic Lead	Action	Deliverable	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
			Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Recruitment & Selection	Recruitment and Selection Approach	Implementation of new selection tools	[Green arrow from Apr-20 to Mar-21]											
		Implementation of new end-to-end recruitment service for staff posts	[Green arrow from Apr-20 to Dec-20]											
Leadership, Training & Development	MyCareer'	Standardise Role Profiles – core and rank**	[Green arrow from Apr-20 to Oct-20]											
		Design system, process and resources for My Career launch**	[Green arrow from Apr-20 to Oct-20]											
		My Career Proof of Concept - Deliver and evaluate for Forensic Services and C Division	[Green arrow from Sep-20 to Mar-21]											
		Deliver Right Conversation Right Time Workshops	[Green arrow from Apr-20 to Mar-21]											
		Deliver Talent Identification Process aligned to MyCareer	[Green arrow from Apr-20 to Oct-20]											
		Develop and embed CVF into 'MyCareer'	[Green arrow from Apr-20 to Sep-20]											
	Accelerated Leadership Pathway	Development Pathways for all ranks up to Superintendent	[Green arrow from Apr-20 to May-20]											
	Design and deliver new Probationer Training Programme	Lesson plans and delivery methodology agreed	[Green arrow from Apr-20 to Dec-20]											

 Positive Environment Creating great environments for our people to perform			2020/21														
Strategic Lead	Action	Deliverable	Quarter 1			Quarter 2			Quarter 3			Quarter 4					
			Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21			
Employee Relations & Reward	Developing Our People - Review and develop options for Police Officer Reward	Review appropriate rewards and benefits for Police Officers as part of the 'People Deal'	[Green arrow spanning all quarters]														
		Negotiate police officer rewards and benefits identified during review and implement agreements.	[Green arrow spanning all quarters]														
		PNB Flexible Working Guidance	[Green arrow spanning Q1]														
		Police Officer Handbook	[Green arrow spanning Q1]														
		Police Officer Reward Dashboard	[Green arrow spanning Q1-Q3]														
		Proactive Approach to Police Officer Pay	[Green arrow spanning all quarters]														
People and Engagement Partnering	Our People Survey	Decisions, approaches and implementation of the delivery plan governed via the Steering Group	[Green arrow spanning all quarters]														
		Survey Action SLWG set up and delivery against TOR		[Green arrow spanning Q1-Q3]													
		Delivery of Wellbeing and Engagement Survey	[Red arrow: Results, Comms and Action Planning]						[Red arrow: 2nd Annual]			[Red arrow: Results, Comms and Action Planning]					



Organisational Health
Our people and services are flexible, innovative and agile

2020/21

			2020/21											
			Quarter 1			Quarter 2			Quarter 3			Quarter 4		
Strategic Lead	Action	Deliverable	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Strategic Workforce Planning	Strategic Workforce Plan	Develop Strategic Workforce Plan	[Green bar from Apr-20 to Nov-20]											
Wellbeing & Inclusion	People Policy and Process	Review and simplification of SOPs	[Green bar from Apr-20 to Mar-21] Other Policies											
		Annual Leave and Public Holiday	[Green bar from Apr-20 to Jul-20]											
		Uniform and Appearance	[Green bar from Apr-20 to Nov-20]											
		Secondments (external)	[Green bar from Apr-20 to Sep-20]											
		Capability (Officers)	[Green bar from Apr-20 to Mar-21]											
		SMARTER Working	[Green bar from Apr-20 to Mar-21]											
Strategic Workforce Planning	Insights and Analytics	Annual Workforce Report developed and approved by SPA	[Green bar from Apr-20 to Sep-20]											
Leadership, Training & Development	Digital Solution	Introduce Virtual Classroom Technology	[Green bar from Apr-20 to Dec-20]											
People and Engagement Partnering	Increase Capacity	Review of Modified Officer processes	[Green bar from Apr-20 to Sep-20]											
		Review of ET/Grievance/Complaints processes	[Green bar from Apr-20 to Sep-20]											
		Review of Attendance Management processes: TOR to be developed as a first step (DEADLINE TBC)	[Grey bar from Apr-20 to Mar-21]											
		Review of how capability is managed. TOR to be developed as a first step (DEADLINE TBC)	[Grey bar from Apr-20 to Mar-21]											



Organisational Health
Our people and services are flexible, innovative and agile

2020/21

Strategic Lead	Action	Deliverable	2020/21											
			Quarter 1			Quarter 2			Quarter 3			Quarter 4		
			Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Employee Relations & Reward	Organisational Change	Review of VR/VER provisions to support 2021/22 releases	▶											
		Review current provisions and put recommendations to the Executive					▶							
		Propose scheme to Resources Committee							▶					
		Consult with Trade Unions								▶				
		Seek Ministerial Approval through SPA HR Governance Team submitting to Scottish Government										▶		

Appendix C – Wellbeing Framework

Our people drive the success of policing in Scotland and we must recognise and value their contribution, development and wellbeing.

By **mainstreaming and investing in health and wellbeing**, we will demonstrate our commitment to supporting our workforce, enabling them to deal with the evolving demands and supporting policing in Scotland.

By taking **proactive measures and promoting good practice**, we will embed an inclusive approach to workforce wellbeing which ensures that our people feel **informed, valued and supported**.

As Is:	To be:
<ul style="list-style-type: none">• Reactive• Transactional• Process Led• Inconsistent	<ul style="list-style-type: none">• Proactive• Strategic• Person Led• Inclusive

Operating principles

The following principles have been identified to ensure a consistent, people focussed approach:

- *We will provide our leaders with effective and practical tools to support the wellbeing of our people*
- *We will work collaboratively to ensure a safe, positive and healthy working environment*
- *We will ensure that the wellbeing of our people is at the heart of all we do*



How will this be delivered?

The Force Executive will lead by example in making a visible commitment to supporting the wellbeing of our people.

People and Development will ensure that the wellbeing of our people is considered in all policy and decision making.

Wellbeing & Inclusion will raise awareness for workforce wellbeing, recognising Police Scotland's duty to ensure appropriate support for all, and flexing our approaches to meet the needs of our diverse workforce.

Health & Safety will ensure compliance with all relevant legislation, regulations and guidance to support good working practices to create a safe working environment.

Resource Management will ensure appropriate consideration of working practices and policy and support good working practices in relation to rest breaks and leave.

Training will be responsible for integrating education on wellbeing into leadership training and development programmes.

Corporate Communications will provide vital support to ensure consistency of messaging and alignment with all other work.

As an enabler of the People Strategy the three key strategic themes frame the activities:

POLICE SCOTLAND: PEOPLE STRATEGY, APPENDIX D

EMPOWER, ENABLE AND DEVELOP OUR PEOPLE

Inspiring Leadership – winning hearts and minds to drive success		
Operating Principle	Planned Activities	Measures for Success
<p>Leaders will be provided with effective and practical tools to support their peoples' wellbeing</p> <p>Leaders will be skilled in identifying those who need support and will be confident in referring to the appropriate services, where relevant</p>	<ul style="list-style-type: none"> • Build the skills, confidence and capability of line managers through education, training and coaching • Provide clear, accessible SOPs and Guidance • Respond to user feedback to tailor services that meet with needs of our people. 	<ul style="list-style-type: none"> • Increase in number of managers attending training and improvement in knowledge/capability • Accessible information, tools and simplified procedures and guidance • Investment in our wellbeing champions network

Positive Environment – creating great environments for our people to perform		
Operating Principle	Planned Activities	Measures for Success
<p>We will work collaboratively to ensure a safe, positive and healthy working environment</p> <p>People will be empowered and enabled to practice self-care and seek help early</p>	<ul style="list-style-type: none"> • Work with internal and external stakeholders to identify priority issues based on robust data and design solutions • Utilise communication and training channels to promote personal responsibility, self-care and improved awareness of support mechanisms • Mainstreaming wellbeing through broader collaboration across P&D priorities in particular workplace safety and 	<ul style="list-style-type: none"> • Increased utilisation of EAP and user feedback • Wellbeing & Engagement survey scores improve • Increased utilisation of resilience screenings

POLICE SCOTLAND: PEOPLE STRATEGY, APPENDIX D

EMPOWER, ENABLE AND DEVELOP OUR PEOPLE

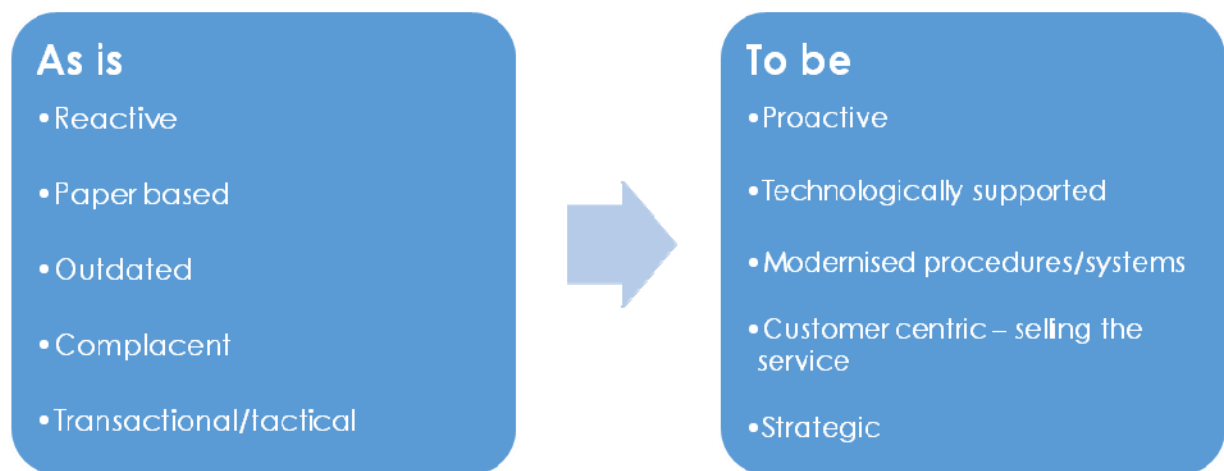
	inclusion agendas.	
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Organisational Health – our people and services are flexible, innovative and agile		
Operating Principle	Planned Activities	Measures for Success
By pursuing a mainstreaming agenda, we will ensure that the wellbeing of our people is at the heart of all we do	<ul style="list-style-type: none"> • Build on the reactive support whilst focusing on a sustainable preventative approach • Ensure that wellbeing considerations form part of impact assessment in all decision making processes • Educate and inform to ensure improved awareness of personal and leadership responsibilities. 	<ul style="list-style-type: none"> • Implementation of wellbeing framework • Deployment of organisational activity (Flu Jabs, Mental Health Awareness Week etc.) • Delivery of Lifelines project within timescales and budget • Increase in number of staff trained in Scottish Mental Health First Aid

Appendix D – Recruitment, Selection and Promotion Framework

How policing is delivered is changing in response to society's expectations and demands on the service. Our workforce must reflect the communities we serve with the **right balance of experience, skills, professionalism and capability**.

Through a **revised recruitment and selection approach**, a consistent, **transparent promotion process** and **proactive succession planning**, we will ensure that we have the right people with the right skills at the right time.



People and Development will co-ordinate all processes to positively promote the brand of Police Scotland, with selection of the right people for the organisation being fundamental to the success of the Service.

The **Recruitment, Selection & Promotion** team will be structured and skilled to deliver the service required.

People Services will support a candidate experience which is

professional, effective and efficient.

Wellbeing & Inclusion will proactively manage the processing of all medical assessments

Training will be responsive and flexible in delivering what is required for transferees.

Corporate Communication support is vital for consistency of messaging and alignment with all other work.

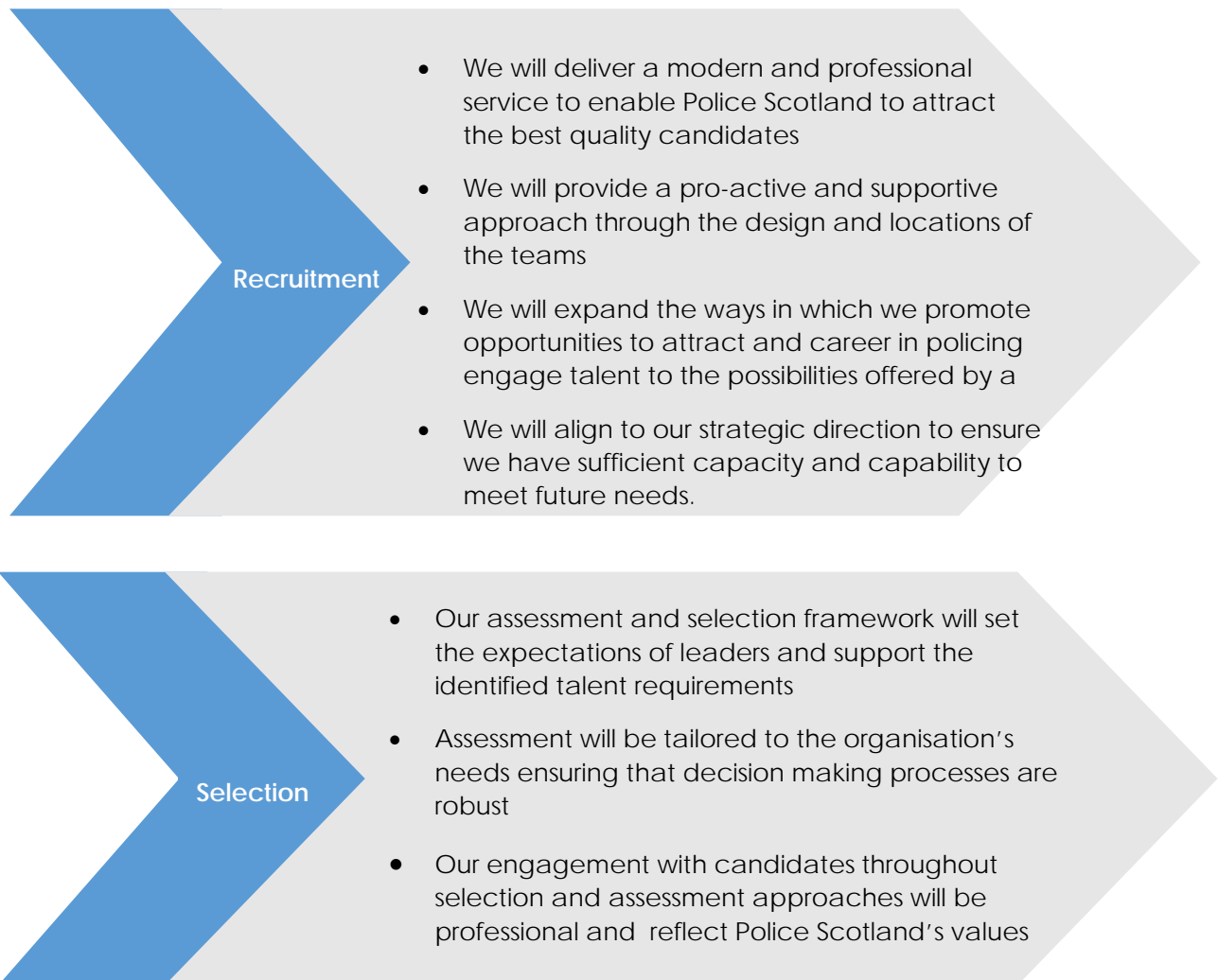
Operating principles

The following principles have been identified to ensure a consistent service provision and this will be established through all activity:

‘We will deliver the required service, meeting service level agreements’

‘Every vacancy will follow a fair and transparent process’

‘All candidates will have a positive recruitment experience’



Promotion

- A fair and transparent promotion process is vital to appoint the calibre of leaders to deliver our strategic aims whilst living our values
- Our Competency Values Framework (CVF) places equal value on what people achieve and how they have gone about achieving it
- Succession planning is an essential element of our workforce planning and must be in balance with the organisational demands and the wellbeing of our people
- The Moderation panel will ensure the Merit Line is drawn to allow us to promote the best; transparency and fairness are at the heart of everything we do.

How will this be delivered?

As an enabler of the People Strategy the three key strategic themes frame the activities:

Inspiring Leadership – winning hearts and minds to drive success	
High Level Theme	Planned Activities
We will attract and retain talented people who have the right skills and mind-set	<ul style="list-style-type: none"> • Campaigns to meet local needs • Develop a variety of recruitment channels to broaden sourcing of candidates • Develop the skills and capabilities of our people to select the best • Positive candidate experience at the heart of all activity • Align all activities to CVF • Develop and implement Assessment Centres • Link recruitment activity to the broader talent management processes

Positive Environment – creating great environments for our people to perform

High level theme	Planned activities
We have a strong and positive employer brand in our chosen recruitment markets.	<ul style="list-style-type: none"> • Develop the brand and implementation plan to attract leaders for the future • Assess market availability of suitable candidates
Talented people with high potential want to join, stay and are committed to policing in Scotland.	<ul style="list-style-type: none"> • Implement and evaluate a revised promotion process. • Provide training and encourage personal development.
Implement a revised recruitment and selection approach to identify, attract and retain the best talent. We will simplify the process to reduce recruitment timescales and utilise technology to deliver improvements and efficiencies in procedures.	<ul style="list-style-type: none"> • Introduce E-recruitment technology • Engage early with hiring managers to develop and execute plans • Provide the service across Police Scotland, SPA and Forensics • Set and improve SLAs, management information and faster and slicker processes • Modernise selection tools to be occupationally relevant

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

High level theme	Planned activities
People who have potential to meet future requirements are engaged with and supported to transition to new roles.	<ul style="list-style-type: none"> • Consideration given to amend Regulations and Legislation to drive change
Talent acquisition plans are in place to ensure we have a pipeline of staff to meet future workforce needs.	<ul style="list-style-type: none"> • Strategic Workforce planning informs specific officer and staff intakes to ensure demand is met

Measureable Outcomes

Our people are our most important asset and they drive the success of policing in Scotland. The implementation of this Framework will ensure the Recruitment and Selection team can:

- Provide a positive and engaging recruitment journey for all applicants to the Police Service of Scotland.
- Modernise and implement a revised Recruitment journey utilising new Technology.
- Seamlessly implement a new selection process, ensuring training, guidance and awareness for all staff.
- Provide a professional and efficient recruitment service to our key Stakeholders, able to meet demand requirements
- Introduce SLA's (service level agreements) that allow our Managers to make plans around agreed timescales.
- Ensure the promotion and selection processes are fair and transparent at all times.
- To enhance diversity in the work place, seek out and recruit talent from our diverse communities.
- To meet organisational needs in our remote and rural posts.