

Meeting	People Committee
Date	1 June 2022
Location	MS Teams
Title of Paper	2018-2021 People Strategy Implementation Evaluation Report
Presented By	Jude Helliker, Director of People and Development
Recommendation to Members	For Discussion
Appendix Attached	Appendix A – People Strategy Evaluation

PURPOSE

The purpose of this paper is to provide Members with the People Strategy Evaluation that was carried out as a joint piece of work between the SPA Workforce Governance Team and People and Development.

Members are invited to discuss the contents of this report.

1. BACKGROUND

- 1.1 In 2021 it was agreed that the SPA Workforce Governance Team would carry out an evaluation of the implementation of the People Strategy in collaboration with People and Development with the aim being to produce a joint document on behalf of SPA/Police Scotland.

2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 The assessment has a focus on key successes and areas for improvement to feed into the development, delivery, oversight and measurement of impact of the new People Strategy.
- 2.2 The report's introduction articulates the challenging circumstances within which the strategy was introduced and then subsequently delivered, including the fact that People and Development had to not only deal with the impact of COVID-19 but also support the organisational and operational response.
- 2.3 While elements of the evaluation relate to strategy development other aspects relate to approaches to reporting and oversight. Therefore, it is proposed that the joint nature of this evaluation could also lead to further joint working between SPA and PS in driving forward the approach to reporting to People Committee via the Corporate Finance and People Board (CFPB).
- 2.4 It is requested that Members review and discuss the full report which is attached as Appendix A.

3. FINANCIAL IMPLICATIONS

- 3.1 The key point within the evaluation is the need for the future strategy to outline clear areas for strategic prioritisation along with the supporting investment and resources in place to deliver to agreed timelines.

4. PERSONNEL IMPLICATIONS

- 4.1 As outlined at 3.1

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 are no community impact 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 environmental implications associated with this paper.

RECOMMENDATIONS

Members are invited to discuss the contents of this report.

Appendix A

PEOPLE STRATEGY
EVALUATION

Contents	page
<u>Purpose and approach</u>	<u>3</u>
<u>Introduction</u>	<u>3</u>
<u>Evaluation of delivery against people strategy</u>	<u>6</u>
<u>Going forward</u>	<u>21</u>
<u>Areas for future focus – intended impact</u>	<u>23</u>

Purpose and approach

The purpose of this evaluation is to provide an assessment of delivery against the 2018-2021 People Strategy with a focus on identifying key successes and areas for improvement to feed into the development and delivery of the new People Strategy. The assessment is not a retrospective critique of the strategy itself but rather about capturing any relevant learning that can inform the development, delivery, oversight and measurement of impact of the new strategy.

The evaluation was carried out by the Scottish Police Authority (SPA) Workforce Governance Team in collaboration with the Police Scotland People and Development Governance Team on behalf of the Director of People and Development and the SPA Interim Chief Executive. This involved engagement with key stakeholders including the statutory staff associations, trade unions and HMICS.

Introduction

Development of People Strategy

In 2018 the Chief Constable presented the first People Strategy since the creation of Police Scotland and SPA. This was the first of a number of enabling strategies developed to support successful delivery of operational policing in a changing world. The strategy represented a commitment to empower, enable and develop the workforce. It set out plans to support the workforce to deliver 'excellence in service and protection' and build a modern workforce to meet the future demands placed on Scottish policing.

By 2018, the rationalisation and refinement of legacy force structures, functions and processes, that had presented long standing uncertainty for officers and staff, was in its early stages. Ten pay and grading models, associated sets of legacy terms and conditions and payroll systems/processes, 126 individual legacy grades and a wide range of procedures required to be harmonised/rationalised, negotiated and implemented to mitigate significant equal pay risks and to provide a single unified platform for the organisation to build upon with future pay and reward developments.

Policing continued to operate with a structural budget deficit, which, along with a commitment to maintain police officer numbers, presented significant challenges towards savings targets, rationalisation and organisational change.

In bringing together legacy organisations to create Police Scotland, the focus was on breaking down historic boundaries, delivering equal access to services and improving the safety and wellbeing of people and communities within Scotland. From an investment perspective the available capital funding was prioritised to contribute towards these early objectives.

The impact of historic and continued underinvestment in capital spend in the lead up to and during the implementation of the People Strategy resulted in the need to prioritise meeting health and safety needs, legislative requirements and replacement of core equipment. This meant that the overall requirements in relation to certain technological improvements were not being met, resulting in continued use of labour intensive manual systems, data and management information processes.

Against this context, the aim of the People Strategy was to build on what had already been achieved by the workforce for front-line policing during the early years of Police Scotland and maintain this momentum of change.

The strategic priorities within the People Strategy were:

- Inspiring leadership – winning hearts and minds to drive success
- Positive environment – creating great environments for our people to perform
- Organisational health – our people and services are flexible, innovative and agile

In implementing this strategy, the Chief Constable committed to invest in the workforce and provide the support needed to deliver an excellent service.

Subsequent Strategic Developments

Work progressed to refresh the Joint Strategy for Policing/Strategic Police Plan in line with the Strategic Police Priorities set by the Scottish Government, which were updated in December 2019.

As part of this process, which resulted in the new Joint Strategy for Policing (2020): *Policing for a Safe, Protected and Resilient Scotland*, progress and direction set by existing strategies were taken into account. As part of this Police Scotland and the SPA confirmed that policing would now work towards a set of strategic outcomes and objectives, including a specific outcome focused on people:

Outcome	Objectives
Our people are supported through a positive working environment, enabling them to serve the public	<ul style="list-style-type: none">• Prioritise wellbeing and keep our people safe, well equipped and protected• Support our people to be confident leaders, innovative, active contributors and influencers• Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging

This outcomes and objectives took into account the objectives of the People Strategy, and were informed by colleague insight, research and understanding of the delivery stage, hence the language used was adjusted from the People Strategy to recognise the priorities for the service, which includes cultural change.

Alongside this, Police Scotland has undertaken significant work to improve how it understands, measures, and reports on activity, success and performance. Key planning products, including the Annual Police Plan and portfolio delivery plans, and the Performance Framework are now also framed around the strategic outcomes and objectives, using performance questions to broaden out the evidence base from simple metrics.

Impact of COVID 19

The COVID 19 pandemic required People and Development to develop, deliver and flex resources and priorities dynamically to support the organisational and operational response. This resulted in the need to adapt and re-plan delivery of the 2018-2021 People Strategy along with the continued need to deliver on extensive business as usual activity commitments.

The response to COVID 19 included a range of activity that could not be anticipated during the development of the People Strategy including (but not exclusively):

- Movement of absence reporting from C3 to People Direct in its entirety;
- Establishment of Testing Team which coordinated access to testing centres/testing appointments where there was limited availability;
- Creation of Outbreak Management Team to monitor cases, close contacts and volume outbreaks, patterns and advice and guidance in terms of continued working, isolation, key learning and practices to limit spread;
- Workforce availability reporting and dashboards for live time understanding of availability, capacity and any issues that could arise from a resourcing and resource planning perspective;
- Development of relevant guidance and Trade Union collective agreement to assist in more flexible utilisation of staff resources.

Evaluation of delivery against People Strategy

Leadership and Talent

Given the organisational context in 2018 the People Strategy had significant ambition in terms of breadth and depth related to leadership development and talent management.

Due to the scale of the planned activity, along with the significant impact of COVID 19, it was inevitable that all of this was not fully delivered during the course of the People Strategy. That said, a lot has been delivered as is outlined in the table below:

Programme	Aspects Delivered	Areas for future focus
Your Leadership Matters (YLM)	Delivery of leadership programme to 246 leaders at Supt, Chief Supt (and staff equivalent) level with equality, diversity and inclusion considerations embedded. Plan in place to deliver phase two of YLM to 5,500 first and second line managers.	Building on positive foundation by progressing leadership programmes for all levels of policing. As highlighted by HMICS, this needs to recognise and address capacity/ investment challenges in delivering leadership development to a larger cohort of officers/staff.
MyCareer	Following learning from Performance Development Conversation approach a new appraisal system has been developed and piloted. Recognition from HMICS that this is a positive development encouraging supervisors to have regular/effective feedback conversations while also looking at development opportunities, including lateral moves and training. This is a critical element of the promotion and talent management process.	Implementation and roll out following learning from pilot ensuring process delivers intended outcomes (including provision of effective MI to support recruitment, succession and workforce planning). Beyond this ensure further consideration of HMICS/SPA point in relation to rank/grade specific objective setting.

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Programme	Aspects Delivered	Areas for future focus
Police Officer Leadership Pathways	The development of a process that fully connects MyCareer with the promotion process and builds on promotion process improvements referenced in Recruitment, Selection and Promotion section.	Ensure leadership pathways is effectively implemented with ongoing evaluation to test the extent to which the process is fair, transparent and objective.
Police Leadership Development Programme	Pilot was implemented to seek to replace current diploma to qualify to be promoted to sergeant. Rather than being study based this includes on the job learning as a temporary sergeant. Anticipated outcomes to support a more inclusive process include less 'out of working hours' supporting those with caring responsibilities.	Ensuring learning from pilot is considered and informs long-term approach.
Talent Management and Succession Planning	<p>Implementation of an Accelerated Leadership Pathway process to identify talent at early stage and have structure in place to develop, support and nurture that talent, to create leaders for the future.</p> <p>There is recognition that focus needs to be expanded to include consideration of staff.</p>	To design and implement broader approach to identifying, developing and retaining talent at all levels for officers/staff to further support effective talent management and succession planning in terms of specialisms and senior roles.
Coaching Support Programmes	Prior to COVID 19 progress was made to increase the capability of People and Development Advisors to develop a coaching relationship with first line managers.	To build on initial work to ensure sustainable approach to coaching.
Senior Police National Assessment Centre (SPNAC) Development Programme	Implemented improvements to process based on candidate feedback, costing analysis, external benchmarking and research. The aim of improvements has been to provide better experience for candidates based on individual need. A new formal self-nomination process was also launched.	Continue to assess and improve development programme while also implementing programmes to identify and develop officers below superintending ranks beginning preparation for SPNAC well in advance.

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Programme	Aspects Delivered	Areas for future focus
Competency Values Framework	Implementation of framework that ensures recruitment, development and promotion is underpinned by a clear focus on behaviours/values.	Further embed and continue to raise awareness and confidence of officers and staff in its use.
National Mentoring Programme	Designed to support personal/professional development through building vital skills/experience for the present and future. Currently 300 mentors and mentees with organisational membership of Scottish Mentoring Network to ensure the programme follows industry standards. Includes reverse mentoring for SPNAC officers and internal/external mentors for ALP officers.	Ensure this is subject to regular evaluation to ensure it has having intended impact.
Aspire	College of Policing Leadership Development Programme to develop knowledge, tools, confidence and skills for senior leaders (CI, Supt and staff equivalent) from underrepresented groups	Ensure clear understanding as to how this links to broader leadership development programmes.
RISE	A development programme for underrepresented groups at all levels developed internally following SWDF event in relation to BME women in policing.	Continue to develop and embed approach in consultation and partnership with Diversity Staff Associations ensuring clear understanding as to how this links to broader leadership development programmes

All of the above is extremely welcome although wider organisational understanding of all this good work could also be assisted if there was clearer articulation of how all programmes link together in a way that supports lateral/vertical career pathways and effective succession planning.

Training

For training delivery the main focus within the strategy related to the development and implementation of a new probationer training programme that aligns with the Modern Apprenticeship Scheme.

Through engagement and evidence gathered as part of the evaluation process it is clear that development work within the Training function expanded beyond the probationer programme and it should also be recognised that COVID-19 provided very specific challenges in relation to training delivery, particularly where practical evaluation was required.

Probationer Training Programme

It is clear that the strategic intent for the probationer programme has been delivered through the implementation of the new programme allowing a drawdown of funds from the Modern Apprenticeship Levy. However during the evaluation People and Development also sought to demonstrate how the programme prepares probationers for a career in policing as well as meeting the criteria to draw down the levy. The following was confirmed during the evaluation:

- There is a clear and deliberate focus on a vocational pathway approach adopted within Police Scotland rather than the approach by Home Office forces, which is introducing a requirement for all constables to obtain a degree level qualification;
- The vocational approach is intended to enable a more diverse workforce and is consistent with the pilot approach to the PLDP, which focuses less on theoretical learning and more on learning that can carry over to the workplace;
- Work is ongoing to ensure sufficient resources are in place to support the qualification and also progress potential areas for further development e.g. schemes in relation to Custody and Detention and Emergency Services Contact Handling.

First Aid and Operational Safety Training (OST)

While the issue of officer assaults was not explicitly referenced within the 2018 People Strategy, it did focus on the need for a positive environment. This was built upon within the Joint Strategy (2020) / Strategic Police Plan where there is an objective that officers and staff are safe, protected and well equipped. In other words the detail and approach to the delivery of a positive environment has matured as a result of a response to the rising number of assaults on police officers in recent years. There is clear evidence that the development and implementation of proposals in relation to OST has been based on engagement and evidence made available from the National Police Chief's Council. As a result the changes have ensured:

- Increased contact training time for OST;
- Reintroduction of situational based OST training, including blending in first-aid scenarios;
- Provision of pressure test de-escalation skills for dealing with vulnerable persons and violent confrontation.

The intended benefits outlined are that it will:

- Increase public confidence by improving professionalism when dealing with violent confrontation;
- Minimise use of force in order to reduce officer/public injuries and complaints of excessive force/assault;
- Minimise potential for injuries during arrest and reduce abstraction due to injury and associated cost.

Areas for future focus

- Demonstrable Use of the Evaluation and Review framework (see relevant section below) to allow ongoing outcome focused assessment of impact and continuous improvement in relation to the probationer programme and OST training
- Confirmation that expansion of Modern Apprenticeship Scheme to specialist areas is a strategic priority and whether it will be effectively resourced during the course of the next People Strategy

Broader considerations in relation to Training and Leadership & Talent programmes/projects

Flexibility in Delivery

Microsoft Teams has resulted in more flexible/accessible ways of providing leadership development and training i.e. changing the five-day face-to-face first line managers' course to eight online modules followed by three four-hour consolidation modules held over MS Teams. In addition YLM and the SPNAC Development Programme were delivered online.

Areas for future focus

- The continued development of a blended approach to training/development provision that includes face-to-face and enhanced digital options, where appropriate.

Evaluation and Review Framework

The challenge to develop programmes that effectively meet organisational/individual need addressing all stakeholder issues/concerns cannot be underestimated. A key systematic step forward to respond to this challenge during the course of the People Strategy has been the development and implementation of the Evaluation and Review Framework. This framework is intended to provide best practice guidance to

assist the completion of evaluation and review strategies. The introduction of a systematic method to study a programme, practice, intervention or initiative to understand how well it achieves its goals is extremely welcome.

It is viewed that this framework is, and will be a key enabler to ensuring the ongoing evaluation and review of the effectiveness of current and future programmes.

Areas for future focus

- Demonstrating that the framework is used to support a maturing, outcome-focused, approach to measuring and evidencing the effectiveness/areas for development of current and new programmes, with effective stakeholder engagement embedded into the process

Annual Delivery Plan (ADP) and Local People Plans (LPPs)

The delivery of the People Strategy has been supported by the development of People and Development ADPs. These had an overall focus on seeking to deliver upon the three strategic priorities within the Strategy with less of a specific focus on the wide range of People Strategy Outcomes.

The ADPs provided clarity as to the priority areas of activity within People and Development to support the delivery of the overall intentions of the strategy. In addition structures have been put in place to support the local delivery of the Strategy through the implementation of LPPs and local People Boards.

A review of reporting on activity to relevant boards demonstrates that since the publication of the Joint Strategy for Policing in 2020 and aligned Performance Framework, reporting progress is set against the Strategic Outcomes. With the strategy refresh this provides the opportunity to ensure future iterations of the Performance Framework include key measures and insights in line with the refreshed Joint Strategy and People Strategy.

Areas for future focus

- Build on/continue to develop the LPP and People Board framework and governance structures to support delivery of upcoming People Strategy.
- Take advantage of recommended strategic alignment ensuring ADPs and LPPs align planned activity to relevant strategic outcomes and organisational people priorities.
- Consider how the People Strategy ADP and reporting can fully reflect that responsibility for delivery does not rest solely with People and Development.

Wellbeing

During the course of the People Strategy it has been very clear that workforce wellbeing is a strategic priority and a significant amount of time and effort has been invested in initiatives/programmes under the banner of 'Your Wellbeing Matters'.

Those bodies representing officers and staff have highlighted that the positive work and impact of these initiatives can be undermined if the main organisational factors impacting on wellbeing aren't considered and addressed (e.g. disruption to rest, working time). Positive work progressed in this area includes improved approaches to reporting in relation to Re-rostered Rest Days and TOIL which should enable more informed actions and evidence based decision being taken in this area. A review is underway.

The Health and Wellbeing Programme, within which 'Your Wellbeing Matters' sits has experienced much change in recent times and given the recent amalgamation of Health & Wellbeing functions within the People Services portfolio into what is now 'People, Health & Wellbeing', Police Scotland has determined that a full and robust review of the Health and Wellbeing Programme is needed to take forward progress. This is detailed [here](#).

In addition to the Your Voice Matters survey in 2021, Police Scotland has also encouraged staff to contribute their opinions through a number of routes, and is using colleague insight proactively. This includes ongoing engagement activity led by the Research and Insight Team which has the opportunity to identify wellbeing issues and inform future approaches, as shown through Your Safety Matters, Smarter working etc. Guidance and training is provided to support local use of the Citizen Space Platform for colleague involvement.

Areas for future focus

- Co-ordinated organisational approach to wellbeing ensuring reporting of progress includes initiative/programmes to support workforce health and resilience along with proactive steps to minimise negative impact of working practices on wellbeing.
- Review of the Occupational Health Service provision is informed by organisational learning and key stakeholder feedback.
- Colleague insights, including pulse style survey, along with other data sources (including MI reporting) provide a comprehensive set of key performance indicators used to inform prioritisation of investment and measurement of impact.

Recruitment, selection and promotion

Positive Action

There has been a lot of welcome activity driven by the Positive Action Team (PAT) since 2017, with the initial focus on Black Minority Ethnic (BME) police officer representation. This has now expanded to focus on other areas of underrepresentation (including BME) as well as a focus on officer and staff roles. It was also noted that the PAT provide support in relation to other priority areas such as remote and rural recruitment and supporting serving and former members of the Armed Forces.

The team has also recently increased its establishment with an additional police officer to ensure geographical reach. However, the recent HMICS inspection did note the need to review resource levels, location and remit to maximise the benefit in recognition of the significant work that is required to make a meaningful and sustainable impact in this area.

Specific process improvements include an evidence based approach to identifying and resolving potential discriminatory issues relating to the Standard Entrance Test for Police Officers and unconscious bias training.

Recruitment Processes

The People Strategy set out to simplify the process to reduce timescales and utilise technology to deliver improvements. For police officers a new end to end streamlined five stage recruitment process was introduced in January 2020. HMICS have since complimented the greater flexibility provided in the new process reducing the number of visits to the assessment centre from six to two.

Other updates to the process that provide organisational and candidate benefits include the decision to bring forward the medical and fitness test stages to avoid individuals unnecessarily progressing through elements of the process.

The full implementation of the e-recruitment system will be a key milestone, especially given that HMICS have recently been critical of the police officer recruitment timescale due to the time consuming and inefficient nature of using paper files.

Attracting Talent

The Strategy committed to implement a revised recruitment and selection approach to identify, attract and retain the best talent. The activity in relation to the PAT outlines key steps being taken to ensure approaches are fully inclusive allowing access to talent from all from all backgrounds. In addition the following steps have been taken:

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- Recruitment processes now align with CVF, which ensures the recruitment process focuses on behaviours associated with effective and ethical performance (aligned to organisational values and Code of Ethics);
- A merit line and scoring framework has been introduced to police officer probationer recruitment to ensure the strongest applicants are being appointed. A moderation meeting takes place every quarter to look at the number of appointments required, scoring and geographical locations before appointments are made. Unsuccessful candidates who have failed to meet the merit line can reapply after six months. Any candidate who has met the merit line but cannot commit to the offered start, will be placed in the next induction.

Promotion

In 2019 the Chief Constable committed to provide a fair and transparent promotion process which recognises day-to-day performance. As part of that commitment a national promotion process has been designed, tested, piloted and implemented for each rank from Sergeant to Superintendent, in which day-to-day performance is recognised and assessed by line managers during the application process.

This has involved alignment with the Competency Values Framework (CVF) (see CVF section) and the replacement of the interview stage with an assessment centre resulting in a more efficient process for assessors. It is also positive to note that unconscious bias training forms part of assessor training. An external supplier has been procured to design and build the Assessment Process, ensuring fair, transparent, and objective approach to promotion.

Areas for future focus

- Effective transition to Leadership Pathways as and when it is implemented building on work already progressed to continually ensure fair, transparent and objective approach that fully connects to appraisal process.
- Improve capability to report recruitment/promotion journey, linked to protected characteristic, following implementation of e-recruitment.
- Maximise inclusion of anonymised elements within the recruitment process, where appropriate.
- Continually evaluate impact of e-recruitment system i.e. extent it has helped reduce timescales and improve the efficiency and effectiveness of process.
- Appropriately respond to recent HMICS recommendations in relation to recruitment processes and positive action resources.
- Put in place recruitment procedures that transparently outline how internal/external recruitment operates within policing along with supporting EqHRIA.

Retention

While there is not an explicit retention strategy, as is highlighted in the recent HMICS inspection of Police Scotland Training and Development, the evaluation identified three pieces of evidence that demonstrate a strategic approach to retention (more generally and in relation to under-represented groups). These are all very positive developments, although the full impact of this work will likely become more evident during the course of the next People Strategy.

Your Voice Matters Survey

Following the recent survey, priority areas for improvement have been identified, which if effectively addressed will no doubt make working and remaining within policing a more attractive proposition. The organisational implementation plan has a focus on wellbeing, leadership, behaviour, hindrance stressors and enablers and can be found [here](#).

Equality Outcomes

In April 2021 new Joint Equality Outcomes for policing were published, which placed a greater emphasis on recruitment, retention and development. This focus was welcomed by HMICS in its recent inspection.

The Equality Outcome in relation to retention focuses on resignation rates for under-represented groups with an aim to understand why individuals from under-represented groups choose to leave while also developing a range of inclusive programmes to address barriers to retention.

Truth to Power sessions led by members of the Executive to help inform equality and diversity action plans are tangible pieces of early evidence that demonstrate the desire to identify and remove barriers affecting particular groups.

Exit Survey

The Exit Survey process has been improved through the introduction of a new online Exit Survey on 1 October 2021. A commitment has been provided that leaver's data will be used to address areas for improvement at a local and national level and will also support the development of Equality, Diversity and Inclusion action plans.

Areas for future focus

- Ensure the Your Voice Matters Implementation Plan and delivery informs the future People Strategy.
- Ensure organisational learning/feedback mechanisms support the ability to regularly review and identify improved approaches to retention, outwith the Your Voice Matters Implementation Plan cycle.
- Future turnover reporting to include specific resignation rates for under-represented groups in line with agreed Equality Outcome measures

- Future turnover reporting to be complemented with consideration of exit survey information to identify trends/lessons learned to inform improved approaches to retention

Stakeholder engagement

In this context 'stakeholder' refers to representative groups recognised by the service and it is clear that there are a significant range of mechanisms for engagement/consultation with Staff Associations/Unions and Diversity Staff Associations.

Areas for future focus

- Build on establishment of engagement/consultation mechanisms by ensuring ability for ongoing evaluation of the effectiveness of mechanisms for all.
- Ensure corporate reporting and SPA Committee/Board reporting templates include clarity for decision makers on fundamental/strategic areas of disagreement, steps taken to mitigate concerns and rationale for progressing where concerns remain.

Reward

The need to harmonise staff terms and conditions for policing in Scotland has been described as the most complex harmonisation project in the UK Public Sector. The delivery of this project presented unprecedented challenges for People and Development, the wider workforce and the organisation as a whole. The successful delivery of a single staff pay and reward platform including a single grading structure, unified set of evaluated roles, comprehensive appeals process, harmonised terms and conditions and consolidated and simplified procedures is a remarkable achievement, particularly considering the concluding stages were delivered during the COVID 19 pandemic.

It is also positive to note the lessons learned approach through project closure reports, with the hope that learning will be able to support future development and delivery of projects/programmes.

The Strategic Workforce Plan resulted in a Review of Terms and Conditions for Police Staff Workstream outlining the need to ensure adequate levels of flexibility/deployability for certain staff to prevent the use of officers purely due to operational flexibility. A recently finalised Workforce Agreement with the Trade Unions has been implemented that formalises the process in varying published shift patterns. Future reporting on this workstream would benefit from outlining the extent this delivers on the intended objective of the workstream and/or any other activity that needs to progress.

With police officer reward there has been a lot of focus on supporting the Technical Working Group of the Police Negotiating Board (PNB) to continue progress in ensuring the PNB is a place that can negotiate changes to police officer terms and conditions of mutual benefit to the delivery of policing and the workforce. Particular areas of note since 2018 include:

- The creation of a Police Officer Handbook ensuring a shared and clear understanding of entitlements for police officers;
- Reduction in length of service to reach maximum annual leave entitlement;
- Increased opportunity for compensation for rest day working;
- Fair provision of travel expenses for additional mileage related to temporary places of duty;
- The implementation of a volunteer process to work on a rest day with notice and enhanced compensation to minimise the need to require officers to work on a rest.

Through the JNCC, Police Scotland ensured the implementation of a consistent and fair approach to special leave across Scotland, which included the expansion of Carer's Leave to Police Officers (provided to staff as part of the harmonisation).

Areas for future focus

- An assessment of any future work required in relation police staff flexibility and deployability following the recent Workforce Agreement with Trade Unions.
- Continue to support collaborative approach within the Technical Working Group of the PNB to facilitate a longer term police officer reward plan developed with Staff Side, where appropriate.

Policy

There was a clear aim to review and simplify People and Development procedures and this has been successfully achieved through the development and implementation of the Policy Hub with a wide range of simplified procedures. There is clear evidence that an effective consultation mechanism is in place to ensure stakeholders are able to provide views and receive a response, which includes rationale where comments are not taken on board.

The policy hub is also well structured to ensure processes/entitlements and roles and responsibilities are clear with the common approach to communication coming through supporting intranet communications and line manager toolkits. Ensuring managers make appropriate use of the procedures is essential to ensure the intent of the procedure is actually delivered.

As well as clarifying processes, entitlements and roles and responsibilities the procedures are also intended to support the delivery of strategic priorities. At present it is challenging to assess the tangible impact that procedures are having on the delivery of these strategic priorities.

Separate to this, approaches to organisational learning are maturing through the ET/Grievance/Non-Criminal Complaint Review Steering Group and it is important that the learning from this group is able to systematically feed into the ongoing development and revision of procedures.

Areas for future focus

- Ensure a systematic approach that allows considerations of the ET/Grievance/Non-Criminal Complaint Review Group to feed into future policy/procedure development as effectively as possible.
- Ensure strategic priorities, environmental scanning, and people risks inform prioritisation of development/revision of policy and procedures.
- Consider overall approaches to communication and training that supports managers to make appropriate use of the Policy Hub and seek advice from People and Development at the appropriate time and in the appropriate way.
- Ensure measurement of impact is aligned to Equality Outcome and People Strategy Outcome measures.
- SPA Corporate Governance Framework review to clarify position on SPA approval of People Policies.

Data, Evidence and Insight

There has been significant improvements in the way that Management Information (MI) is gathered and reported within People and Development, which is impressive given the limited capital investment that has been provided to improve approaches to gathering and reporting workforce data. This has included investment in Power BI and putting in place dynamic dashboards for the organisation to use to inform prioritisation and action. Examples of the areas covered include turnover, absence, duty modifications, re-rostered rest days, TOIL and annual leave.

Your Voice Matters and other survey/engagement work provide the opportunity to support the MI with the views of the workforce in qualitative and quantitative. The development and implementation of an effective improvement plan as a result of the recent survey, and other data sources, will be key to ensuring the activity taking place during the course of the next People Strategy meets organisational and individual need. As the People Survey is an academic piece of work it is recognised that this places more responsibility on Police Scotland to translate the findings into insight that informs areas of future focus.

Areas for future focus

- Building on progress made with MI, ensuring People and Development and wider organisation uses MI and other evidence to develop insights and planned actions to support the future delivery (and outcome focused measurement) of the People Strategy and SWP.
- Using Staff Survey results, colleague insights and other relevant evidence, to inform the development of the upcoming People Strategy.
- An assessment of recent survey results and other insights alongside newly developed People Strategy Outcomes to identify baseline to support the use of future surveys and insights to measure progress.

Strategic Workforce Plan (SWP)

The concept, creation, development and implementation of a SWP proved ambitious and challenging for an organisation with limited prior experience of its processes or principles, compounded by the fact that the supporting infrastructure to sustain it required to be developed at the same time. The first SWP was presented to the SPA in January 2021, where the Chief Constable confirmed it to be the first SWP within the Justice Sector, which is a significant milestone for Scottish Policing. Police Scotland have committed to a continual process of review and reshaping as additional information, data and feedback become available and the SWP workstreams are now progressing with ownership confirmed and relevant information/data being used to inform investment decisions.

Areas for future focus

- Continue to use SWP for investment/resourcing decisions/workforce planning and driving organisational improvements through the workstreams.
- Ongoing strategic alignment with policing strategies.
- Continually capture learning to inform the next iteration of the SWP.
- Workstream updates to clearly report intended outcomes/objectives, if/how they have changed since publication, what key activities have been and are still to be delivered to achieve intended outcomes/objectives and anticipated timescale for delivery of activity.

Outcome Level Assessment - Challenges

There are a number of reasons why carrying out an outcome level assessment of the People Strategy was challenging, summarised below:

- There are a significant amount of People Strategy Outcomes (22) and the Strategy did not include specific success measures related to the outcomes.
- Since the development of the Joint Strategy for Policing (2020) / Strategic Police Plan, the focus on reporting has shifted to reporting progress against these outcomes, which includes a single outcome in relation to the workforce, supported by three objectives. The strategic outcomes and objectives are used in Police Scotland's Performance Framework and reporting, internally and in public to the SPA to provide a streamlined and consistent approach. Whilst the focus on the Joint Strategy makes sense, a consequence of this is that there is no explicit reporting against the People Strategy outcomes within general performance documents, however these are highlighted in specific reports relating to the People Strategy.
- There are a number of frameworks that have been developed to support the People Strategy since publication with some including specific measures and some without.
- It has not been clearly articulated how the measures within these frameworks align with the People Strategy Outcomes or the Performance Questions/MI measures within the overall Performance Framework.

As a result of the above, which likely reflects the extent to which strategy and performance approaches within policing have evolved since 2018, this evaluation does not carry out an assessment of the delivery of the People Strategy at an outcome level.

Going forward

Evaluation to inform future People Strategy

It is recommended that the development of the next iteration of the People Strategy and its supporting delivery plans consider and incorporate the areas of future focus throughout this evaluation.

Development of tangible outcomes, measures and approaches to reporting

Areas for future focus

- Clear strategic alignment between, workforce related outcomes from Strategic Police Plan, People Strategy outcomes SWP, Equality Outcomes and other enabler strategies.
- Ensure refresh of SPP and SWP considers and incorporates any relevant learning from the development of the refreshed People Strategy to ensure full strategic alignment.
- Consistency in approach and accessibility of supporting People Strategy Frameworks with these being subject to ongoing review ensuring alignment other strategic documents.
- Reconsider measures in overall performance framework to ensure outcome focused reporting based on new People Strategy Outcome measures.
- Reporting to Boards/Committees to become more outcome focused containing insight/analysis related to agreed People Strategy Outcome measures.

Specific learning to inform development, delivery, oversight and measurement of impact of new strategy

Extent of activity and approach to prioritisation

It is clear that the People Strategy was very ambitious in breadth and depth of activity that was committed to being undertaken.

Areas for future focus

- To outline clear areas of strategic prioritisation with the supporting investment/resources in place to deliver to agreed timelines along with clear and effective approaches to governance and decision making.

Audit and Risk

Seeking to understand the impact of internal audit/HMICS/Dame Elish recommendations on the delivery of the Strategy was a challenge based on approaches to reporting over the period of the strategy. The ability to fully understand the extent to which activity aligned to and mitigated against current people risks was also challenging.

Areas for future focus

- To mainstream updates against the relevant audit recommendations and people risks within existing reporting, to demonstrate recommendations are being used to support continuous improvement and steps being taken to mitigate risk (i.e. outcome focused approach to audit and risk showing how delivery of audit recommendations and risk mitigation plans lead to better outcomes)

Key learning from stakeholder engagement

The overall evaluation has been informed by stakeholder engagement sessions with Staff Associations, Unions and HMICS. This engagement informed the content of the full report particularly the significant importance of using evaluation and review strategies, supported by effective stakeholder engagement, particularly in relation to leadership, training and development programmes.

As well as highlighting the importance of ensuring the existing engagement mechanisms are effective the engagement sessions also highlighted key areas for future focus.

Areas for future focus

- Strategy to provide a clear vision of where we want to be and needs to be demonstrably seen as an organisational People Strategy recognising organisation wide responsibility for delivery.
- The need for clarity on what it means to consult/engage on the upcoming People Strategy and if that includes specific views on the draft Strategy prior to presentation to SPA.

Areas for future focus – intended impact

Theme	Area for Future Focus	Intended Impact
Training, Leadership and Talent Programmes/ Projects	<ul style="list-style-type: none"> • Demonstrating that the framework is used to support a maturing, outcome- focused, approach to measuring and evidencing the effectiveness/areas for development of current and new programmes, with effective stakeholder engagement embedded into the process • The continued development of a blended approach to training/development provision that includes face-to-face and enhanced digital options, where appropriate. 	<ul style="list-style-type: none"> • Leadership, Talent and Training programmes are regularly evaluated to ensure continuous improvement with the ability to measure whether programmes have delivered on the intended outcome.
Wellbeing	<ul style="list-style-type: none"> • Co-ordinated organisational approach to wellbeing ensuring reporting of progress includes initiative/programmes to support workforce health and resilience along with proactive steps to minimise negative impact of working practices on wellbeing. • Review of the Occupational Health Service provision is informed by organisational learning and key stakeholder feedback. • Colleague insights, including pulse style survey, along with other data sources (including MI reporting) provide a comprehensive set of key performance indicators used to inform prioritisation of investment and measurement of impact. 	<ul style="list-style-type: none"> • Policing effectively addresses working practices that cause wellbeing issues as well as supporting resilience. • Policing has an Occupational Health Service that meets its needs. • Policing can measure and track progress in relation to wellbeing through survey results and MI reporting.

Theme	Area for Future Focus	Intended Impact
<p>Recruitment, Selection and Promotion</p>	<ul style="list-style-type: none"> • Effective transition to Leadership Pathways as and when it is implemented building on work already progressed to continually ensure fair, transparent and objective approach that fully connects to appraisal process. • Improve capability to report recruitment/promotion journey, linked to protected characteristic, following implementation of e-recruitment. • Maximise inclusion of anonymised elements within the recruitment process, where appropriate. • Continually evaluate impact of e-recruitment system i.e. extent it has helped reduce timescales and improve the efficiency and effectiveness of process. • Appropriately respond to recent HMICS recommendations in relation to recruitment and processes and positive action resources. • Put in place recruitment procedures that transparently outline how internal/external recruitment operates within policing along with supporting EqHRIA. 	<ul style="list-style-type: none"> • Promotion processes are regularly assessed to ensure processes are demonstrably fair, transparent and objective. • Barriers, linked to protected characteristic, throughout the recruitment/promotion process can be evidenced with targeted action to resolve through positive action. • Technology supports an effective and efficient recruitment process. • Clear processes are available to allow officers and staff to fully understand the recruitment process.

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Theme	Area for Future Focus	Intended Impact
Retention	<ul style="list-style-type: none">• Ensure the Your Voice Matters Implementation Plan and delivery informs the future People Strategy.• Ensure organisational learning/feedback mechanisms support the ability to regularly review and identify improved approaches to retention outwith the Your Voice Matters Implementation Plan cycle.• Future turnover reporting to include specific resignation rates for under-represented groups in line with agreed Equality Outcome measures• Future turnover reporting to be complemented with consideration of exit survey information to identify trends/lessons learned to inform improved approaches to retention	<ul style="list-style-type: none">• Your Voice Matters results and colleague insights have demonstrably contributed to strategic priorities within the People Strategy.• The organisation has flexible approaches in place to respond to feedback/learning outwith the formal survey process.• Insight into reasons for leaving is enhanced through the Exit Survey.• Positive action activity in relation to retention can be targeted based on those with disproportionately higher resignation rates.
Stakeholder Engagement	<ul style="list-style-type: none">• Build on establishment of engagement/consultation mechanisms by ensuring ability for ongoing evaluation of the effectiveness of mechanisms for all.• Ensure corporate reporting and SPA Committee/Board reporting templates include clarity for decision makers on fundamental/strategic areas of disagreement, steps taken to mitigate concerns and rationale for progressing where concerns remain.• Need for clarity on what it means to consult/engage on the upcoming People Strategy and if that includes specific views on the draft Strategy prior to presentation to SPA.	<ul style="list-style-type: none">• The effectiveness of specific engagement and consultation forums are evaluated on a regular basis with approach to evaluation agreed with key stakeholders.• Positions of key stakeholders are clear through governance reporting to ensure fully informed decisions.

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Theme	Area for Future Focus	Intended Impact
Reward	<ul style="list-style-type: none"> • An assessment of any future work required in relation police staff flexibility and deployability following the recent Workforce Agreement with Trade Unions. • Continue to support collaborative approach within the Technical Working Group of the PNB to facilitate a longer term police officer reward plan developed with Staff Side, where appropriate. 	<ul style="list-style-type: none"> • In collaboration with trade unions the flexibility and deployability of staff is maximised to limit the use of officers for police staff roles. • In collaboration with staff associations there is a broad vision/plan in relation to police officer terms and conditions.
Policy	<ul style="list-style-type: none"> • Ensure a systematic approach that allows considerations of the ET/Grievance/Non-Criminal Complaint Review Group to feed into future policy/procedure development as effectively as possible. • Ensure strategic priorities, environmental scanning, and people risks inform prioritisation of development/revision of policy and procedures. • Consider overall approaches to communication and training that supports managers to make appropriate use of the Policy Hub and seek advice from People and Development at the appropriate time and in the appropriate way. • Ensure measurement of impact is aligned to Equality Outcome and People Strategy Outcome measures. • SPA Corporate Governance Framework review to clarify position on SPA approval of People Policies. 	<ul style="list-style-type: none"> • Learning from Employment Tribunals/Grievances demonstrably informs People and Development policies and procedures. • Procedure prioritisation is demonstrably informed by strategic priorities, legislative changes/case law and people risks. • Procedures within the Policy Hub are being used appropriately and consistently to ensure its intent is applied in practice. • Indicators are available, aligned to Equality Outcomes and People Strategy Outcomes, to help identify if procedures are having the intended strategic impact.

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Theme	Area for Future Focus	Intended Impact
<p>Data, Evidence and Insight</p>	<ul style="list-style-type: none"> • Building on progress made with MI, ensuring People and Development and wider organisation uses MI and other evidence to develop insights and planned actions to support the future delivery (and outcome focused measurement) of the People Strategy and SWP. • Using Staff Survey results, colleague insights and other relevant evidence, to inform the development of the upcoming People Strategy. • An assessment of recent survey results and other insights alongside newly developed People Strategy Outcomes to identify baseline to support the use of future surveys and insights to measure progress. 	<ul style="list-style-type: none"> • People and Development prioritise strategies, plans and activity based on robust evidence base. • Survey results and other evidence/insights are able to support an assessment of the extent to which People Strategy outcomes are delivered.
<p>Strategic Workforce Planning</p>	<ul style="list-style-type: none"> • Continue to use SWP for investment/resourcing decisions/workforce planning and driving organisational improvements through the workstreams. • Ongoing strategic alignment with policing strategies. • Continually capture learning to inform the next iteration of the SWP. • Workstream updates to clearly report intended outcomes/objectives, if/how they have changed since publication, what key activities have been and are still to be delivered to achieve intended outcomes/objectives and anticipated timescale for delivery of activity. 	<ul style="list-style-type: none"> • Investment and resourcing decisions are driven by effective workforce planning. • There is a systematic approach to learning to inform the next iteration of the Strategic Workforce Plan. • Reporting on workstream progress clearly allows the ability to track the extent to which the intended outcomes/objectives have been delivered along with clarity on the plan and timescales to ensure fully delivered.

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Theme	Area for Future Focus	Intended Impact
Audit and Risk	<ul style="list-style-type: none">• To mainstream updates against the relevant audit recommendations and people risks within existing reporting, to demonstrate recommendations are being used to support continuous improvement and steps being taken to mitigate risk (i.e. outcome focused approach to audit and risk showing how delivery of audit recommendations and risk mitigation plans lead to better outcomes)	<ul style="list-style-type: none">• Reporting demonstrates how implementation of recommendations is embedded into plans rather than standalone activity.• Reporting demonstrates whether the implementation of recommendations is having the intended impact.• Reporting outlines how/if activity and plans will mitigate current people risks.
Performance Reporting	<ul style="list-style-type: none">• Reconsider measures in overall performance framework to ensure outcome focused reporting based on new People Strategy Outcome measures.• Reporting to Boards/Committees to become more outcome focused containing insight/analysis related to agreed People Strategy Outcome measures.	<ul style="list-style-type: none">• Reporting of progress against the People Strategy to Committees/Boards is outcome focused and demonstrates the impact of activity/investment against strategic outcomes.• Strategy Outcomes with the ability to measure impact through effective use of People Strategy Measures.
Strategic Vision and Prioritisation	<ul style="list-style-type: none">• Strategy to provide a clear vision of where we want and need to be and demonstrably seen as an organisational People Strategy recognising organisation wide responsibility for delivery.• To outline clear areas of strategic prioritisation with the supporting investment/resources in place to deliver to agreed timelines along with clear and effective approaches to governance and decision making.	<ul style="list-style-type: none">• Resources and investment are available to deliver intent of the approved People Strategy.

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Theme	Area for Future Focus	Intended Impact
<p>Strategic Delivery and Alignment</p>	<ul style="list-style-type: none"> • Build on/continue to develop the LPP and People Board framework and governance structures to support delivery of upcoming People Strategy. • Take advantage of recommended strategic alignment ensuring ADPs and LPPs align planned activity to relevant strategic outcomes and organisational people priorities. • Consider how the People Strategy ADP and reporting can fully reflect that responsibility for delivery does not rest solely with People and Development. • Clear strategic alignment between, workforce related outcomes from Strategic Police Plan, People Strategy outcomes SWP, Equality Outcomes and other enabler strategies. • Ensure refresh of SPP and SWP considers and incorporates any relevant learning from the development of the refreshed People Strategy to ensure full strategic alignment. • Consistency in approach and accessibility of supporting People Strategy Frameworks with these being subject to ongoing review ensuring alignment other strategic documents. 	<ul style="list-style-type: none"> • LPPs and People Boards are consistently and effectively used to support local delivery of the People Strategy. • Delivery of People Strategy Outcomes supports the delivery of the Strategic Police Plan, SWP and Equality Outcomes. • There is a clarity and consistency in how People Strategy Frameworks support the delivery of the People Strategy. • Not all activity within the People Strategy ADPs is owned by People and Development. • Activity in ADPs and LPPs demonstrably align to People