



Meeting	People Committee
Date	28 February 2023
Location	Virtual Conference
Title of Paper	Update of P&D Activity Against Strategic Plans
Presented By	Nicky Page, T/Deputy Director of People and Development
Recommendation to Members	For Discussion
Appendix Attached	Yes Appendix A – FY 2022/23 P&D Update against strategic plans Appendix B – ADP 20/21 closure report updates

PURPOSE

To update Members on the delivery of progress made by P&D in the current financial year against activities articulated in organisational strategic delivery plans for 2022-23 and to provide an update on those activities that were reported as ongoing at the closure of the 20/21 delivery plan which brought the 2018-21 People Strategy to a conclusion.

Members are invited to discuss the contents of this paper and appendices.

1. BACKGROUND

1.1 The next iteration of the People Strategy is currently being drafted and is due to be launched later this year. For the period FY 2022/23 People & Development has been delivering against priorities set out in the Chief Constable's annual delivery plan and the Corporate Services, People and Strategy delivery plan.

2. FURTHER DETAIL ON REPORTING TOPIC

2.1 At the request of Members, this paper contains two appendices:

- Appendix A provides an update on all activities contained within the above strategic plans for this financial year;
- Appendix B reflects back to the final People Strategy ADP closure report and provides a positional statement on all activity that was reported as ongoing at the end of FY2020/21.

2.2 As Members will be aware work continues on the next People Strategy. The organisation is also in the middle of its annual planning process for the Chief Constable's Annual Police Plan which will report to the full Authority in the Spring. P&D are participating in these fully and it is expected that the new P&D Director will seek to influence and ratify plans that remain in draft. Members will be informed of final plans for 2023/24 once the Executive have approved these.

2.3 It is anticipated that the organisation will continue with the current strategic themes and objectives, and will continue its current path of key activity designed to move the organisation forward and support its workforce. Activities in the areas of workforce attraction, inclusion and retention; leadership development at all levels; proactive provision employee wellbeing and resilience support are all expected to feature.

3. FINANCIAL IMPLICATIONS

3.1 There are no financial implications in this report.

4. PERSONNEL IMPLICATIONS

4.1 There are no personnel implications in this report.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications in this report.

6. REPUTATIONAL IMPLICATIONS

6.1 There are no reputational implications in this report.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications in this report.

8. COMMUNITY IMPACT

8.1 There are no community implications in this report.

9. EQUALITIES IMPLICATIONS

9.1 There are no equality implications in this report.

10. ENVIRONMENT IMPLICATIONS

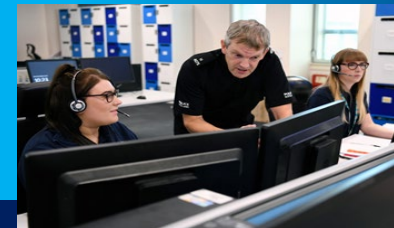
10.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the contents of this paper and appendices.

People and Development

Strategic Activity Update 2022/23



Optimising capacity



Maximising capability



Impactful diversity and inclusion approaches



Building psychological resilience



Optimising efficiency



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Introduction by Nicky Page, Deputy Director of People and Development

This update summarises delivery for People and Development related activities as set out in the Annual Police Plan 2022/23 and the Corporate Services, People and Strategy Delivery Plan 2022/25.

Our activities for 2022/23 and beyond are underpinned by the following outcomes:

- **Optimising capacity (OC)** – *focusing on the core purpose/elements of policing and releasing time through thinking differently about how we deliver service, challenge why, who and how things are done, as well as exploiting existing process/procedures to greater effect. It is also about achieving clarity on what is a priority, what is feasible and conversely, what is not required or could be stopped;*
- **Maximising capability (MC)** - *Identifying the requisite skills, knowledge and experience required to meet current and future needs. It provides the opportunity to be innovative in how to develop the necessary skills and then, how to assess competence;*
- **Impactful diversity and inclusion approaches (IDI)** - *Reflecting the communities we serve by challenging the default way of doing things. Being proactive in creating positive and inclusive environments, where there is equality of access and opportunity along with diversity in our thinking and decision making;*
- **Building psychological resilience (BPR)** - *Police Scotland's organisational resilience will only be achieved if our people are resilient. This is about always having our people, and the impacts on them, at the heart of our decision making; understanding what needs to be done, to focus on this and then, for this to be systematic.*
- **Optimising efficiencies (OE)** - *Continuously improving through conscious, focused and evidence-led decision making - what do we stop, start and continue doing and review how things are done.*

Nicky Page, T/Deputy Director of People and Development

Alignment to Annual Police Plan 2022/23 and the Corporate Services Delivery Plan 2021/24.

People and Development activity contributes to the delivery of the Annual Police Plan 2022/23 and the Corporate Services, People and Strategy Delivery Plan 2021/24. These activities will be augmented by the next iteration of the People Strategy, which is currently in draft.



Activities within Annual Police Plan 22/23

STRATEGIC OUTCOME 4 APP OBJECTIVE	P&D ACTIVITY	STRATEGIC LEAD	OUTCOME				
			OC	MC	IDI	BPR	OE
Prioritise wellbeing and keep our people safe, well equipped and protected	Deliver the national and local Your Voice Matters (YVM) Implementation plans developed in response to the survey results to ensure that the desired outcomes and progress is achieved	Head of People & Engagement Partnering					

SUMMARY OF PROGRESS

- Each of the 18 ambitions within the YVM Implementation Plan have been assigned an Executive sponsor to ensure the delivery of the key activities. Each Division, including SPA Corporate and SPA Forensic Services, were provided with insights around their specific results and potential areas of focus. Supported by People Partners, divisional implementation plans have been developed which align to both People Plans and EDI action plans while outlining intent/areas of focus to improve key people issues.
- At present, 2 of the 18 ambitions are complete. The first deliverable is the 'Engagement Essentials' toolkit which launched at Senior Leadership Forum on 10 November 2022 and provides support on how to engage effectively to create positive environments which are inclusive of all.
- The second relates to the 'It's the Little Things Campaign' which is currently running and will see £90k distributed across the Service with the majority of the work being undertaken by P&D. This is a transition year, with budgets now fully devolved to Heads of Service / Divisional Commanders from April 2023 and oversight maintained by P&D. This approach was communicated to, and highly commended by Members at People Committee on 30 November as part of the bi-annual update report on YVM implementation activity.

RISKS OR ISSUES & MITIGATION




- No risks identified – People Engagement is captured on our strategic risk register which is regularly monitored and reviewed. Progress on the YVM implementation plan is monitored through the Survey Steering Group and bi-annual updates provided to SPA People Committee members.

NEXT STEPS

- Focus is now on ensuring sustained momentum on the outstanding activities to ensure delivery before the end of the financial year. The timing for the next iteration of the YVM survey will be informed by the progress made in the Implementation Plan over Q4 and will be further discussed by the Steering Group, chaired by ACC Bond, in February 2023.

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The following update provides information in relation to two Strategic Wellbeing activities: **“Continue to deliver and enhance services available to support mental, emotional and physical wellbeing”** (Annual Police Plan 2022/23) and **“Promote a proactive wellbeing approach that further enhances the support re psychological resilience”** (Corporate Services, People and Strategy Delivery Plan 2022/25)

STRATEGIC OUTCOME 4 APP OBJECTIVE	P&D ACTIVITY	STRATEGIC LEAD	OUTCOME					
			OC	MC	IDI	BPR	OE	
Prioritise wellbeing and keep our people safe, well equipped and protected	Continue to deliver and enhance services available to support mental, emotional and physical wellbeing & Promote a proactive wellbeing approach that further enhances the support re psychological resilience	Head of People, Health & Wellbeing						

SUMMARY OF PROGRESS

- The Health and Wellbeing programme evaluation and review has been one of the key focuses of the team in 2022. This has been reported quarterly to the Committee over the course of the last year. One of the key themes emerging has been the importance of lived experience and the unique knowledge and insight that sharing lived experiences can bring. With this in mind the Health and Wellbeing Team have developed a 'lived experience series', which launched in December 2022 with an officer's story on managing wellbeing over the festive period. Over the coming months the series will feature officers and staff sharing their own experiences of a range of areas such as trauma, mental health and bereavement.
- Members will be aware our Health and Wellbeing framework has been developed to encapsulate the emerging priority areas and the shift in focus and approach to health and wellbeing. It is clear that our people require a health and wellbeing programme with strong foundations, specifically: Employee Assistance Programme, Occupational Health, TRiM and Wellbeing Champions, providing core principles for the growth of the many other areas that have emerged throughout the evaluation and review. These areas bring the priorities of the health and wellbeing framework to life and further action planning is now taking place to provide us with clear direction in terms of programme implementation.

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- The Tri Service Health and Wellbeing Group, which is chaired by Police Scotland and consists of health and wellbeing leads from Police Scotland, Scottish Fire and Rescue Service and Scottish Ambulance Service continues to meet on a regular basis. Emerging themes across all 3 organisations at present include, the role of peer support, the mental health at work commitments in particular suicide prevention and the impact of the continued rise in the cost of living.
- Engagement has informed informing a series of Health and Wellbeing awareness sessions, delivered by the HWB team to a variety of areas within the organisation. The sessions have covered topics such as TRiM, trauma, resilience and Health and Wellbeing awareness, self-care and supporting colleagues. This support is provided in addition to the services offered by the EAP and TRiM process, and so forms part of the wider offering from Police Scotland for those most at risk of experiencing poor wellbeing or trauma as a result of their job.
- In addition, the team have responded proactively to the cost of living crisis and have facilitated a number of meetings involving wellbeing SPOCs and Wellbeing Champions to understand the current needs within the organisation in relation to the cost of living crisis.
- Since the last update to members, the Health and Wellbeing (HWB) team were mobilised to support of our officers and staff during Operation Unicorn. The team provided a HWB assessment of all operation activities, developed operational HWB KPIs, provided a 24/7 Health and Wellbeing phone line and email as well as a comprehensive HWB communications plan and a HWB support toolkit.
- Following discussion with SPA People Committee members in June 2022, work has been undertaken to gather insights in absence due to psychological disorders to inform proposed support and mitigation measures. A deep dive report will be presented to Members at SPA People Committee in Feb 2023.
- The TRiM National Update Event took place in November 2022, and was attended by the Wellbeing Coordinator/TRiM Lead. During the event, the Police Scotland presented on the growth of our TRiM programme over the last 12 months. Due to the national representation and the platform for sharing of good practice, the event resulted in some key developments and learning opportunities for the team for 2023.
- The TRiM Licence for Police Scotland has been secured for another year, running until November 2023.

RISKS OR ISSUES & MITIGATION

- No risks identified

NEXT STEPS

- A Health and Wellbeing advisory group has been established with inclusive membership in place following approval at Strategic Leadership Board. The group meets bi-monthly and has responsibility for the organisation-wide joined-up preventative approach to Your Wellbeing Matters and to deliver on the Health and Wellbeing programme by identifying and understanding immerging health and wellbeing trends and developing and introducing preventative measures. This will be a key focus over the coming period.
- Work will continue to ensure all Wellbeing activity aligns with the National Wellbeing Framework, the new People Strategy and Policing Together Strategy as well Divisional People Plans

STRATEGIC OUTCOME 4 APP OBJECTIVE	P&D ACTIVITY	STRATEGIC LEAD	OUTCOME				
			OC	MC	IDI	BPR	OE
Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging	Ensure delivery, and lead mainstreaming of equality, diversity and inclusion in our workforce across the service	Head of HR					

SUMMARY OF PROGRESS

- Following the launch of the new Policing Together Equality, Diversity and Inclusion Strategy on 30 September 2022, work is now being undertaken to review EDI workforce performance reporting. The review will ensure the reporting aligns to the new EDI Strategy while continuing to capture and report on progress towards our joint equality outcomes.
- Furthermore, the Performance Framework has been refreshed for 2022/23 and includes additional key employment EDI performance measures. A proof of concept EDI Performance Dashboard has also been developed by Analysis and Performance and the People and Development Equality and Diversity Team. This dashboard initially covers workforce profiles and rank/grade profiles but will be extended to cover other key EDI measures in the Performance Framework where possible.
- The Scottish Government's Race Commitment was signed by both SPA/Police Scotland at SPA People Committee on 30 November 2022. This commitment is captured in the EDI Strategy and Police Scotland are already progressing work, such as the publication of race pay gap data and occupational segregation report, to meet this commitment.
- Plans are underway to resource a new team within Learning, Training and Development (LTD) that will focus on organisational wide learning requirements including topics linked to EDI. A learning programme has been devised for all colleagues and has been supported by the launch of the Continuous Professional Development (CPD) brochure, the development of a new organisation wide EDI e-learning product, the agreed roll out of the 'Creating an Inclusive Climate' programme following a successful evaluation of the pilot and the addition of a new menopause awareness resource on the CPD intranet page.
- A new Police Scotland Recruitment and Selection Policy has been drafted for both SPA and police staff to ensure practices are modern and inclusive. The document has now been circulated for mandatory consultation with feedback requested by 24 January 2023. As part of the policy development, a Recruitment and Selection Survey was conducted and received 1,482 responses.

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- Our E-recruitment OLEEO system now has a diversity functionality implemented which will ensure adverts and other attraction materials are all formatted, structured and use appropriate and supportive language. Following a demonstration of the system in May 2022, the National Autistic Society Scotland (NASS) provided positive feedback. In addition, The launch of the Corporate Communications-led recruitment campaign in July 2022 has been delivering an increase in applications including an increase in applications from Ethic Minority Candidates (BME & white minority) and females.

RISKS OR ISSUES & MITIGATION

- The mainstreaming of Equality, Diversity and Inclusion is captured as a strategic risk and monitored on an ongoing basis. Updates on activity to mainstream EDI and embed it at the heart of our culture and operational delivery are reported through the bi-annual EDI report reporting to People Committee.

NEXT STEPS

- The Joint Mainstreaming and Equality Outcomes Progress Report will be published by the 30 April 2023. This work is a legal requirement under The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. The Equality and Diversity Progress Report will cover the period from April 2021 to March 2023. The report will aim to showcase key areas of success as well as identifying good work that is ongoing and future steps. The updates will be presented at a high level and supported by examples, case studies, measures, insights and feedback; showing the impact of the action taken where possible.
- Work is ongoing to ensure the data extraction for equality and diversity employment monitoring will transfer from the Equality and Diversity People and Development Team, to Strategy and Innovation Strategic Workforce Planning Team at the end of Q4. This transfer will enable the use of analytical software (e.g. PowerBI) to incorporate equality and diversity data into workforce data dashboards which will also include performance reporting considerations. This will facilitate the Equality and Diversity, People and Development team, to provide meaningful insights on the data provided by Strategy and Analysis colleagues.

STRATEGIC OUTCOME 4 APP OBJECTIVE	P&D ACTIVITY	STRATEGIC LEAD	OUTCOME				
			OC	MC	IDI	BPR	OE
Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging	Implement HMICS recommendations on remit of positive action team.	Head of Recruitment, Selection & Promotion		●	●		

SUMMARY OF PROGRESS

- Members will recall that the HMICS Thematic Inspection of Police Scotland Training and Development Phase 2 resulted in two specific recommendations in relation to Police Scotland's Positive Action Team (PAT). These were to review both the resource and remit of the team in addition to identifying ways to increase internal and public awareness of the role of the team.
- As part of the approach to increase public awareness, initial approval has been awarded for a new bespoke Positive Action Vehicle which will provide a mobile workspace for the PAT team, equipped with technology to promote marketing materials and facilitate attendance at events. Fleet colleagues are supporting the procurement, design and build of the vehicle, which is informed by other successful national initiatives in England. Procurement of mobile devices also underway to provide modern, interactive options for candidate engagement and event advertising.
- Approval for 2 new staff roles within the Positive Action Team was obtained in August 2022 – Positive Action Officer (3 posts) and Positive Action Marketing Officer (1 post). Recruitment for all roles has completed and the new roles will support the staff side of positive action activity.
- An internal messaging campaign launched at the end of 2021 to raise awareness of role and remit of PAT. This included intranet news articles containing a video interview with PAT member as well as inclusion on all local policing e-briefs. In addition, the Positive Action Team Vision and Purpose statement has been approved and features on all PAT material, underpinning the strategic aims and objectives of Policing Together.



RISKS OR ISSUES & MITIGATION


- The additional PAT team resource was approved on a temporary basis through reform funding. In the current financial climate, it is unclear if there will be future funding/budget to provide continued support to this activity.

NEXT STEPS

- All recommendations are complete and evidence submission forms are being prepared ahead of 31 March 2023 . At present, we are now waiting to understand outcome and impact of implementation ahead of concluding this work.

Activities within Corporate Services, People and Strategy Delivery Plan 2021/24

STRATEGIC OUTCOME 4 CSPSD PLAN OBJECTIVE	P&D ACTIVITY	STRATEGIC LEAD	OUTCOME				
			OC	MC	IDI	BPR	OE
Prioritise wellbeing and keep our people safe, well equipped and protected	Implement hybrid working practices to ensure an agile and flexible approach to working post pandemic	Head of HR					
SUMMARY OF PROGRESS							
<ul style="list-style-type: none"> Police Scotland moved to a hybrid model of working from 1 June 2022, with guidance on the topic issued via Policy Hub. The implementation went smoothly, with no issues or difficulties reported via People Direct. Legal Services worked with HR policy to continue to develop and strengthen the guidance, to ensure that the position continued to be formalised, and the organisational approach strengthened. This work resulted in some minor changes to the guidance, with the updated version being published in September 2022. To date, there have been no known issues arising from this model of working, and as such, no further work in this area is currently ongoing or planned. This was discussed at SLB in October 2022, and it was agreed that this work is now BAU, only to be reviewed again if there is a substantive reason from the business to do so. 							
RISKS OR ISSUES & MITIGATION							
<ul style="list-style-type: none"> No risks identified 							
NEXT STEPS							
<ul style="list-style-type: none"> The next step is to align with the Estates ambition and look at what requires to be developed in line with estates rationalisation – the first test of this will be the Dalmarnock pilot and reshaping of the HR floor and a test of whether we need anything over and above our formal procedure related to FWAs and our guidance. 							

STRATEGIC OUTCOME 4 CSPSD PLAN OBJECTIVE	P&D ACTIVITY	STRATEGIC LEAD	OUTCOME				
			OC	MC	IDI	BPR	OE
Prioritise wellbeing and keep our people safe, well equipped and protected	Design and publish Police Scotland's Equality, Diversity and Inclusion strategy and implement the recommendations therein	Head of HR					
SUMMARY OF PROGRESS							
<ul style="list-style-type: none"> The EDI Strategy was approved at the SPA Board meeting on 29 September 2022 and launched the following day under the Policing Together banner. This Strategy underpins the Chief Constable's commitment to be an anti-racist service, which stands against discrimination and champions equality. The strategy and the recently launched Policing Together Programme, are designed to be at the heart of all Police Scotland procedures, activities, and decisions. The publication of this strategy and the associated implementation plan also provides the necessary commitment for Police Scotland and SPA to sign the Scottish Government's Race Commitment, which aims to improve the outcomes for minority ethnic people in Scotland moving into, staying in, and progressing in employment. The EDI Strategy focuses on Police Scotland's internal response towards equality, diversity and inclusion issues. The strategy is cognisant of how it informs our service delivery, as well as our capacity to recruit and retain officers and staff who are representative of the communities we serve. Complementary work is also underway to develop a Human Rights Framework which will articulate Police Scotland's rights based approach to policing. Communications relating to the strategy's publication were tailored for differing audiences across the service, and web and social media content was designed to inform the public. 							
RISKS OR ISSUES & MITIGATION							
<ul style="list-style-type: none"> No risks 							

NEXT STEPS

- Implementation of the EDI Strategy will require a whole service approach and to ensure appropriate arrangements, oversight and measures of success are in place. Organisation-wide work, informed by engagement with Police Scotland's statutory and diversity staff associations, is being tracked through an Equality, Diversity, Inclusion and Human Rights Action Plan managed by Assistant Chief Constable Steve Johnson. Alongside the strategy is an implementation plan which outlines how we intend to deliver this, including what resources are required. Progress will be reported publicly in Police Scotland's Quarterly Performance Reports
- The E&D team are contributing to work to support the alignment of ongoing EDI work/plans with the new EDI Strategy. A paper was presented to the EDI & HR SOB on 26 October 2022, and the approved recommendations are now being progressed with scheduled meetings being set up to monitor progress.
- Work is now being undertaken to review the EDI Performance Reporting. The review will ensure the reporting aligns to the new EDI Strategy while continuing to capture and report on progress towards our joint equality outcomes.

STRATEGIC OUTCOME 4 CSPSD PLAN OBJECTIVE	P&D ACTIVITY	STRATEGIC LEAD	OUTCOME				
			OC	MC	IDI	BPR	OE
Support our people to be confident leaders, innovative, active contributors and influencers	Design and Deliver Leadership and talent opportunities which allow our people to deliver their best everyday.	Head of Leadership & Talent					

SUMMARY OF PROGRESS

- Scottish Government approval and funding have now been confirmed for Your Leadership Matters (YLM) Phase 2. The Leadership and Talent (L&T) team are working across the organisation, in particular with the Communications, IT and Resource Deployment functions to prepare for the delivery of YLM Phase 2. This will allow the L&T team to partner with Ernest & Young to deliver a bespoke leadership development programme, whilst also receiving the necessary training and resources to deliver this internally going forward. This therefore represents an investment in our leaders and future-proofing of this initiative from a financial standpoint.
- The Programme will be delivered to two target audiences: the Next 400 senior leaders which captures Chief Inspectors and Staff Grades 8-10 (with line management responsibilities) as well as any of the top 250 who did not complete in Phase 1 and it will also be delivered to 5000 Future Leaders which includes Inspectors, Sgts, Staff Grades 4-7 (with line management responsibilities). Due to the volume of participants within this cohort we will split the group in half, with 2500 completing as the programme in 'rotation 1' and the final 2500 completing the 'rotation 2'.
- The Police Leadership Development Programme (PLDP) pilot evaluation report progressed to the SPA People Committee on 30 November and thereafter SPCF, with no issues raised. A Project 'Go/No-Go status' meeting took place with Deputy Director of P&D in November where 'GO' status for the PLDP was authorised. The aim of the PLDP pilot is to provide Police Scotland with a new and modern promotion qualification in which officers are assessed on work-based performance by undertaking vocational tasks. This qualification is a Scottish Credit and Qualifications Framework (SCQF) Level eight and the equivalent of a Diploma.
- The Leadership End Project Report has been approved at both the Project Board and Change Board, therefore the Project is now closed. All activities associated with the Project regarding MyCareer, Police Leadership Development Programme (PLDP) and Accelerated Leadership Pathway (ALP) have now transferred to 'business as usual'.

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- 14 Notes of Interest were received for the Police Executive Leadership Programme 2022/23 (PELP) (previously known as Senior Police National Assessment Centre (SPNAC)/ Strategic Command Course (SCC) Programme) by the closing date. The Chief Officer Selection panel took place on 9 December 2022 and the Chief Constable and Selection Panel will make their final decision in January 2023. Successful applicants will then be supported by the Leadership and Talent team to prepare for the new process.
- Divisional sifts were completed for the Accelerated Leadership Pathway ALP - cohort 3, and a national blind sift took place on 2 December 2022, with ALP Sponsor Board sign off on 6 December 2022. The final selection took place on 9 December and 12 officers will now progress to the College of Policing (CoP) Assessment in 2023. Successful candidates will then commence ALP around May 2023. Furthermore, six-monthly reviews for cohorts 1 and 2 are now complete: and all officers remain on the programme (12 in total)

RISKS OR ISSUES & MITIGATION

- No risks identified

NEXT STEPS

- A joint benchmarking exercise was undertaken by L&T and Recruitment staff to identify best practice in IT Graduate Schemes across UK. This will inform thinking about the establishment of a Graduate Programme for IT in PS. An initial recommendations paper is in draft.
- The first induction programme designed specifically for newly promoted Chief Superintendents is scheduled to be delivered in February 2023. Planning has commenced and candidates have been invited to attend the programme.
- A new People Management and Positive Working Environment Programme is being created across P&D which will be for all people managers - this will include a focus on a range of people matters including (but not restricted to) Grievance, attendance, capability, duty modification management, wellbeing, creating a positive working environment, people related admin, inclusive people management. Across P&D, there has been a lot of content created which will now be collated into a wider programme of 'offer'. To facilitate this L&T will Chair a short life working group between 20 December and 31 March to coordinate the plan and ensure delivery of the programme. It is anticipated that there will be a modular delivery approach of the programme and that the first modules will be delivered in Spring 2023.

STRATEGIC OUTCOME 4 CSPSD PLAN OBJECTIVE	P&D ACTIVITY	STRATEGIC LEAD	OUTCOME				
			OC	MC	IDI	BPR	OE
Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging	Promote Mentoring Programme across the organisation	Head of Leadership & Talent					

SUMMARY OF PROGRESS




- Currently there are a total there are 254 Mentors and 270 Mentee's in the organisation. Opportunities are being explored at present on how Leadership and Talent can grow and develop this offering.
- Reverse Mentoring (Protected Characteristics) – the L&T team have been engaged with SEMPER, DACA and LGBTI staff associations to create mentoring relationships for their members. Matching of mentors and mentees took place during October. 15 pairs have been inherited from LGBTI within the National Mentoring Programme and a further 11 pairs have been matched. Reverse mentors continue to be sought for the Race protected characteristic. Engagement has taken place with the Chair of the Police Muslim Association to promote reverse mentoring and increase the applications for mentors. A meeting has been held with Black Professional Scotland to increase understanding of their mentoring needs. As a result we will seek support from senior officers and staff equivalent to support the members of this organisation.
- Reciprocal mentoring – this is in development for our police Scotland Youth Volunteers who will be sending out notes of interest to youths shortly, Once interest has been established, we will source senior officers in the organisation to join the pilot to increase knowledge of lived experiences from a youths perspective.
- Self Service Matching – the concept of an internal self-service platform for mentors and mentees is currently being explored. Have reviewed a platform that is currently used by College of Policing, Humberside Police and NHS Wales.
- The L&T team have been working to develop mentoring programmes with external partners – the Metropolitan Police, and British Transport Police, with the framework, scope, and Terms of Reference for both pilots agreed, and adverts for mentors/mentees placed. However, both pilots were placed on hold due to Op Unicorn/London Bridge. These will be recommenced as soon as possible, to open up wider opportunities for learning and developing through peers and colleagues.

RISKS OR ISSUES & MITIGATION

- No risks

NEXT STEPS

- A mentoring SharePoint audit taking place January/February 2023 including review of administration and governance processes.
- Preparation for an evaluation of the National Mentoring Programme is underway with a view to carrying out the evaluation in February 2023.
- Inputs are being developed to promote the concept of mentoring to the new Chief Superintendent Induction Programme and The Police Executive Leadership Programme (PELP) in February 2023.
- Preparation is underway for the review of Reverse Mentoring – Protected Characteristics (3 month review) to be carried out in February 2023.
- There are a total there are 254 Mentors and 270 Mentee's in the organisation. Opportunities are being explored at present on how Leadership and Talent can grow and develop this offering. (Paper currently being drafted).

STRATEGIC OUTCOME 4 CSPSD PLAN OBJECTIVE	P&D ACTIVITY	STRATEGIC LEAD	OUTCOME				
			OC	MC	IDI	BPR	OE
Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging	Staff recruitment structure will be revisited to ensure the resourcing model is modern and fits the needs of our customers in creating bespoke solutions for each business area	Head of Recruitment, Selection and Promotion					
SUMMARY OF PROGRESS							
<ul style="list-style-type: none"> The E-recruitment system, Oleeo, was fully implemented in January 2022, as part of efforts to modernise the recruitment and selection process and reduce risks associated with the manual system. The team restructure for police staff recruitment was designed around this new way of working. Following JNCC approval of the revised structure for staff recruitment, Direct Sourcers were hired, and VR/ER applications considered, decisions made and full implementation has now been completed. All recommendations are now complete, and people now in post. 							
RISKS OR ISSUES & MITIGATION							
<ul style="list-style-type: none"> No risks 							
NEXT STEPS							
<ul style="list-style-type: none"> This activity has been successfully concluded. The Direct Sourcers will work closely with each business area to attract and recruit talent in all areas of the organisation using modern approaches to source talent. 							

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Appendix B – Updates against Outstanding Activity on P&D ADP 2020-21 Closure Report.

The following activities were noted as being outstanding on the P&D Annual Delivery Plan (ADP) 2020-21 Closure Report which was presented to Members on 27 May 2021. An update on each activity is provided below.

Inspiring Leadership

Activity	Status End of FY 20-21	Current Status	Owner	Update
Pilot MyCareer 'proof of concept' in agreed divisions (C, C3 & Forensics phase 1)		Complete	L&T	Evaluation report presented to SPA PC members Feb 2022
Cohort 1 of Accelerated Leadership Pathway (ALP)		Complete	L&T	Launched 15 March 2021, Reported in Bi-annual leadership Update to SPA PC Members on 30 November 2021
Launch a pilot of the Sergeants Pathway - a new qualification for aspiring police Sergeants		Complete	L&T	PLDP Evaluation Report presented to SPA PC Members in Nov 2022
Develop a Talent Management Framework	Reprioritised	Reprioritised	L&T	Activity Reprioritised - Progression of a Talent Management Framework will be reviewed through development of the revised People Strategy
Deliver and evaluate a succession planning 'proof of concept' model pilot in Local Policing and Corporate Services.	Reprioritised	Reprioritised	L&T	Activity reprioritised – Development work has started and will feature in the 2023/24 work plan for leadership and talent team.

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Positive Environment

Activity	Status End of FY 20-21	Current Status	Owner	Update
Deliver a new programme: Your Health Matters (YHM) with Wellbeing MOTs/webinars on key issues facing our people		Reprioritised	P,H&W	<p>Activity was impacted initially by operational challenges in responding to the COVID-19 pandemic and subsequently has been reprioritised following amalgamation of Health & Wellbeing functions within the People Services portfolio into what is now 'People, Health & Wellbeing' and subsequent appointment of new Health and Wellbeing manager.</p> <p>A full review of the Health and Wellbeing Programme is being undertaken and a Statement of Intent was presented to SPA PC members on 28 February 2022.</p> <p>Current priorities and activity in relation to Health and Wellbeing have been captured in Quarterly/Annual Wellbeing reporting to SPA PC members with our strategic activity captured in the latest APP DCO/APP updates.</p>
Provide Back Clinics in locations across the country		Reprioritised	P, H&W	As above, Activity Reprioritised – The Health and Wellbeing Team aspire to develop a preventative approach to musculoskeletal injuries in the future as part of wider Health and Wellbeing Programme.
Run Sleep Clinics in locations across the country		Reprioritised	P,H&W	As above, Activity Reprioritised – Information from Optima on Sleep Health continues to be shared via newsletters and the Wellbeing Champion Network.
Deliver more specific psychological health awareness training to Sergeants, Inspectors, Chief Inspectors and staff equivalents		Complete	P,H&W	Activity impacted by pandemic however, Psychological Health/Resilience training provided in partnership with Eleos beginning in Q3 of FY2020/21 and ongoing work continues with Lifelines (Reported in subsequent Quarterly Wellbeing Reports)

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Pilot psychological health awareness training for all staff in four targeted higher risk areas within the organisation		Complete	P,H&W	As above – captured as part of Psychological Health/Resilience training provided in partnership with Eleos.

Organisational Health

Activity	Status End of FY 20-21	Current Status	Owner	Update
Complete review of Modified Officer processes and implement recommendations		Ongoing	PE&P	<p>The Duty Modifications Task Force (DMTF) was established in December 2021 and carried out work to review existing processes for the management of individuals requiring a modification to their duties.</p> <p>This group contained representation from the Scottish Police Federation, ASPS, DACA, Legal Services, Local Policing and national divisions. A set of recommendations were approved by Strategic Leadership Board Members in May 2021.</p> <p>Since then, work has continue to progress these recommendations which are reviewed monthly through P&D Operational Delivery Meeting and bi-monthly progress updates are provided to Strategic Leadership Board Members. Of the original 13 recommendations made by the DMTF, eight have now been completed, with five remaining open and on track.</p>
Review how capability is managed: TOR to be developed as a first step		Reprioritised	HR	<p>At the time this activity was reprioritised. Over the intervening period the organisational operating content and priorities have moved on and this activity will be reconsidered balanced against current challenges and competing needs.</p>
Undertake research to identify the barriers to under-represented groups		Ongoing	R,S&P	<p>Jump Research have concluded their research on this topic and are due to present their findings to P&D senior management imminently. This will help to inform thinking and future decision making in this space.</p> <p>In addition, a deep dive was conducted at SPA People Committee in November 2022, focusing on the 'journey of a</p>

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				female police officer', which highlighted trends and areas considered worthy of further investigation with regard to potential barriers for females officers. As such, work on this activity is ongoing.
Introduce a new e-recruitment system		Complete	RS&P	<p>The initial phase of E-recruitment launched on 31 May 2021 to both Police Scotland and SPA staff and is delivered via a standalone online platform (Oleeo) accessed via existing links on both organisations' website and intranet. Oleeo provides this platform to over 70% of police forces in the UK.</p> <p>Applicants are now able to register, apply online and engage in the process online at any point, from a wide range of devices. The solution is fully accessible 24/7, allowing access to all vacancies for internal and external applicants without the need to log-on through the intranet.</p> <p>As part of the system, an Oleeo 'Diversity Insight Module' has been incorporated by Police Scotland into a new Report Hub on E-recruitment and went live in June 2022. The Report Hub provides enhanced functionality beyond the base insights module and fits better with Police Scotland's requirements particularly for ongoing recruitment campaigns such as police officers. In the future this area of the system will be updated in line with any changes to Scottish monitoring categories and the E-Recruitment team are a key stakeholder in this consultation.</p> <p>E-recruitment for Police Officer applications has since launched and current focus is on the implementation Police Officer Internal Recruitment which will be designed and configured in conjunction with a review of national process, and responsive to the associated development of My Career.</p>

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Introduce a new electronic document and record management system		Complete	PH&W	A new Electronic Document and Record Management System (EDRMS) was successfully implemented on 31 January 2022. This has enabled the electronic storage and management of all personnel files, allowing P&D staff at any site (including home working) to access the information they require, quickly and easily.
Move all transactional admin activity from P&D into Shared Services in line with TCSS		Complete	PH&W	All planned activity now sits within Shared Services. TCSS completed and closed.
Complete review of ET/Grievance/Complaints processes and implement recommendations		Ongoing	PEP	<p>A review of employment tribunals, non-criminal complaints and grievances was undertaken to develop effective, consistent management of all such complaints ensuring wellbeing and employee relations issues are assessed and acted upon from the outset.</p> <p>This work resulted in a pilot of the 'Complaints Allocation Review Panel' (CARP), a tri-partite forum to consistently gather, summarise and assess complaint submissions to determine the competence of the complaint, the applicable procedure (and ownership), identify relevant stakeholders, and give consideration to appropriate action in terms of wellbeing support and any other issues identified.</p> <p>Following its pilot, the CARP was approved and has now been integrated as business as usual activity. A paper detailing the work of the CARP was provided to SPA Legal Committee members on 13 December 2022.</p> <p>To support this work, an Investigative Wellbeing Toolkit and Aide Memoire has been produced and is provided to impacted individuals (including witnesses) at the initial meeting stage. It explains the key stages of the process as well as the roles and profiles of P&D/Legal Services.</p>

We continue to build on this work through the Creating a Positive Workplace review which SPA People Committee Members were briefed on at a Deep Dive session on 21 December 2022. In addition, a pilot Casework Compliance Panel (CCRP), which focuses on monitoring casework to ensure adherence with our processes, will be subject to further review in Q4 and a new Quarterly Organisational Learning reporting continues to be developed.

Furthermore, our People Partners continue to maintain oversight of live ET cases, submitting monthly updates to a closed Professionalism and People Board by exception.