



Meeting	People Committee
Date	28 August 2025
Location	Webex
Title of Paper	Fair Work Annual Report
Presented By	Director of People and Development, Katy Miller
Recommendation to Members	For Discussion
Appendix Attached	Appendix A – Detailed Assessment of Progress Against Areas for Development

PURPOSE

The purpose of this report is to provide an annual assessment on Fair Work with a specific focus on

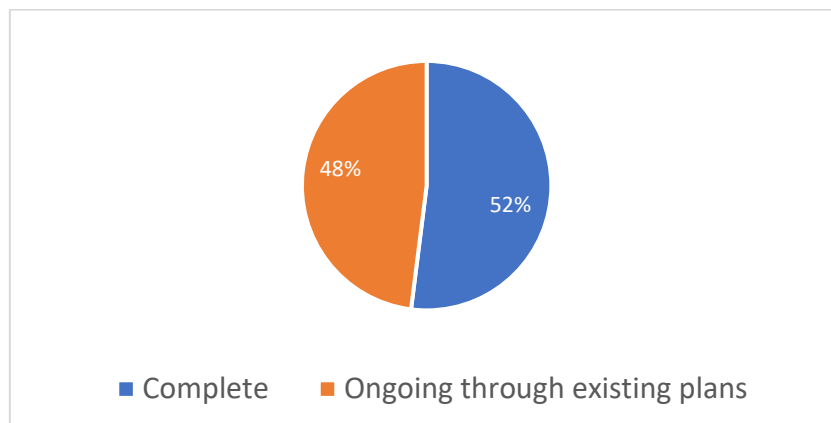
- progress in relation to 'Areas for Development' identified in the 2023/24 assessment
- the extent ongoing work is mainstreamed into existing plans
- the proposed approach to mainstreaming the reporting of Fair Work going forward

1. BACKGROUND

- 1.1 Fair Work is work that offers all individuals an effective voice, opportunity, security, fulfilment and respect. The strategic ambitions for Fair Work are set out in the Fair Work Convention's Framework. In response to this, the Scottish Government set out actions it would take forward to achieve this agenda in its Fair Work Action Plan.
- 1.2 In recent years the Scottish Government have published Fair Work First guidance to provide specific good practice examples of how to implement Fair Work.
- 1.3 In May 2023 an assessment of Fair Work was carried out. This identified 52 'Areas for Development' setting out a route map to ensure Fair Work is embedded within policing. The assessment also recognised the need to enhance the approach to measuring and reporting of impact to demonstrate that commitment and activity is translating into positive outcomes.
- 1.4 The priority for 2023/24 was to embed Fair Work into strategic planning/delivery by ensuring that the Fair Work Annual Assessment appropriately informed the development of the People Strategy and Strategic Workforce Plan (SWP). The 2023/24 assessment found that of the 52 Areas for Development:
 - 30 (57.7%) are included as part of specific actions/milestones within the People Strategy/SWP implementation plans or had already been delivered
 - 8 (15.4%) will likely be delivered via BAU
 - 6 (11.5%) will likely be delivered through supporting plans under development to support delivery of the People Strategy and SWP
 - 6 (11.5%) are covered more broadly in actions/milestones, but will need further discussion to ensure they deliver on intent within Fair Work Annual Assessment SPA People Committee Fair Work Annual Assessment 29 August 2024
 - 2 (3.9%) would be addressed through further work to establish outcome focused measures
- 1.5 This annual assessment provides a specific assessment of progress against the identified Fair Work 'Areas for Development', following Fair Work being embedded into strategic planning.

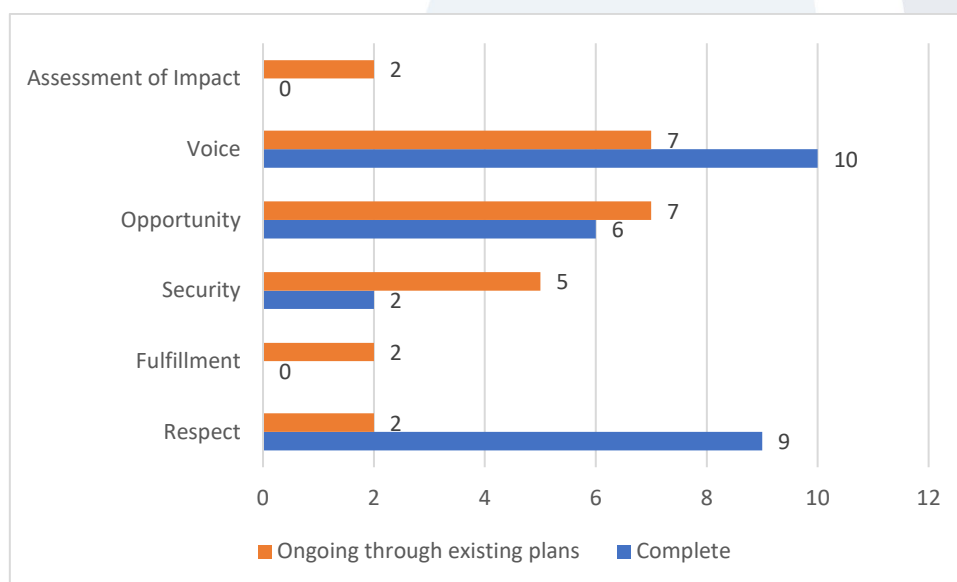
2. OVERALL SUMMARY OF PROGRESS

2.1 The table below outlines the position for all 52 areas for development identified within the 23/24 Assessment



2.2 The fact that all identified 'Areas for Development' are either complete or part of existing plans demonstrates the extent Fair Work has and continues to be mainstreamed into strategic implementation plans.

2.3 In terms of the categories that the 'Areas of Development' have been split into, which are aligned to the Fair Work Dimensions, the position is as follows:



2.4 The table above shows solid progress in delivering 'Areas for Development' in relation to **Voice** and **Respect**. This reflects the focus that has been placed on JNCC governance, progressing an

annual workforce survey approach and the strong focus on equality, diversity and inclusion and health, safety and wellbeing.

- 2.5 Good progress is also being made in relation to **Opportunity** although much of the work remains ongoing as part of the Leadership and Development Three-Year Plan and ongoing work to review and improve the approaches to performance and talent management.
- 2.6 With regards to **Security** much of this work will be driven by the current focus on the development of a Modern Reward Framework.
- 2.7 In relation to **Fulfilment**, the 'Areas for Development' are ongoing as these are longer term pieces of work that are dependent on the delivery of the three-year Business plan.
- 2.8 With regards to **Assessment of Impact**, the 'Areas for Development' are ongoing as part of the People Committee Reset.

3. ASSESSMENT OF IMPACT

- 2.1 The 2023/24 Fair Work Annual Assessment highlighted that there was evidence of a clear commitment to Fair Work through a breadth of current and planned activity intended to support a positive working environment. However, it also highlighted the challenge in being able to measure and track the impact of this activity on positive outcomes.
- 2.2 Specific detail on progress against the 'Areas for Development' are included at Appendix A. In summary:
- Strategic Dashboards have been implemented, which provide data and insight aligned to the six outcomes outlined across the People Strategy and Strategic Workforce Plan
 - As part of an iterative approach a series of improvement actions have been identified with a focus on
 - Alignment between dashboards and the Performance Framework
 - Maximising the benefits of the Data and Insight Team that will sit within the new HR Structure
 - Ensuring plans to address data gaps
 - This work will be driven forward through the People Committee Reset where data and insight will ensure identification of key areas of strategic significance along with the extent to which current/planned activity is/will likely have an impact.

3. VOICE

- 3.1 Effective voice is a key element of Fair Work and facilitates the other dimensions. It is much more than just having a channel of communication available. It requires a safe environment where dialogue and challenge are central to the culture, are dealt with constructively, and where workers' views are sought out, listened to and can make a difference. Supportive practices for effective voice involve workforce representative recognition and collective bargaining, involvement and participation practices, communication and consultation arrangements and any processes that give scope to individuals and groups to air views, be listened to and influence outcomes.
- 3.2 Specific detail on progress against the 'Areas for Development' are included at Appendix A. In summary:
- Significant steps have been taken to improve the approach to early engagement and consultation through the Staff JNCC
 - Research has been progressed by Fraser of Allender that will significantly assist in developing a strategic approach to pay and reward for police officers
 - The People Management Development Programme is being rolled out and regularly evaluated and MyCareer is being reviewed two years on from implementation. The evaluation and review work will consider the extent these support management capability to set out realistic reasonable performance expectations and approaches to meaningful dialogue
 - Work continues as part of the 2030 Vision and Three-year Business Plan to identify/remove unnecessary barriers impacting on management capacity to prioritise people considerations alongside operational considerations
 - The annual approach to the workforce survey and the extent to which the results align with the three-year plan demonstrate improved clarity and communication in relation to ownership, oversight and improvements that have taken place between surveys

4. OPPORTUNITY

- 4.1 Opportunity allows people to access and progress in work and employment and is a crucial dimension of Fair Work. Meeting legal obligations by ensuring equal access to work and equal opportunities in work sets a minimum floor for Fair Work. This protects workers in those groups subject to specific legal protections on the grounds of sex, sexual orientation, race and ethnicity, age

and disability. Fair opportunity is, however, more than the chance to access work. Attitudes, behaviours, policies and practices within organisations reflect the value placed on fair opportunity. Supportive practices to promote opportunity involve robust recruitment and selection procedures, training and development and promotion and progression practices that are open and equally attainable by all.

4.2 Specific detail on progress against the 'Areas for Development' are included at Appendix A. In summary:

- Specific reporting is now provided to the People Committee in relation to Recruitment and Promotion on an annual basis with this including a focus on data, insight and impact
- Pay gap reporting includes a focus on insight and has informed the development of Equality Outcomes 2025-2029
- Work continues to strengthen evaluation/reporting on policy progress and impact
- A new Staff Recruitment and Selection procedure has been introduced with the support of a comprehensive Equality and Human Rights Impact Assessment
- Surveys have been implemented that support an ability to understand candidate and assessor experience of the promotion process. Promotion workshops have also been carried out to inform an improvement plan going forward.
- The Learning & Development 3 Year Plan will drive activity to mature our approach to evidencing the effectiveness and areas for improvement for L&D programmes; understanding and addressing current and future skills gaps; and ensuring the most appropriate blend of training delivery formats.
- Research has been carried out in order to support the development of a Talent Framework and Toolkit and this will be progressed and implemented as part of the Year 2 People Strategy Implementation Plan

5. SECURITY

- 5.1 Security of employment, work and income are important foundations of a successful life. Predictability of working time is often a component of secure working arrangements. While no one has complete security and stability of employment, income and work, security remains an important aspect of Fair Work. Context and competitive conditions impact significantly on prospects for security, but Fair Work is not work where the burden of insecurity and risk rests primarily on workers. Security can be supported by building stability into contractual arrangements, by having collective

agreements for hours of work which align with family life and caring commitments, fair opportunities for pay progression, sick pay and pension arrangements.

- 5.2 Specific detail on progress against the areas for development are included at Appendix A. The majority of this work will be driven forward as part of the development of a modern reward framework.

6. FULFILMENT

- 6.1 Fulfilment is not only giving the workforce the opportunity to use existing skills but the chance to exercise some control and make a difference. Giving scope to be appropriately challenged, access to training to maintain skills and learn new things will give opportunities for personal growth and for career development. Fulfilment can also arise from positive and supportive workplace relationships that promote a sense of belonging. Fulfilment can be supported through forms of job design and work organisation that focus on effective skills use, autonomy, opportunities to problem solve and to make a difference, investment in learning and personal development and career advancement.
- 6.2 Specific detail on progress against the 'Areas for Development' are included at Appendix A. In summary the 2030 Vision sets out a clear commitment to ensure a thriving workforce. This is further defined within the Business Plan with clear alignment to the Fair Work principles with a focus on
- Being an anti-racist, anti-discriminatory organisation
 - Increasing frontline capacity
 - A co-ordinated approach to health, safety and wellbeing
 - Supporting our people to be effective leaders, with equitable access to development opportunities
 - Shaping training and development to reflect future skills needed

7. RESPECT

- 7.1 Fair Work is work in which people are respected and treated respectfully, whatever their role and status. Respect involves recognising others as dignified human beings and recognising their standing and personal worth. Respect at work is a two-way process between employers and workers and is valued for recognising the reciprocity of the employment relationship. At its most basic, respect involves ensuring the health, safety and well-being of others. Mutual respect is an important aspect of everyday social

exchange and is a crucial element of relationships in the workplace where a significant proportion of life is spent. Crucially, mutual respect involves recognising the views, autonomy, status and contribution of others. Respect can be supported through collective bargaining arrangements, through health, safety and wellbeing policies and practices on dignity at work and genuine engagement with respect as a key organisational value, communication, training managerial and supervisory approaches to conflict resolution.

7.2 Specific detail on progress against the 'Areas for Development' are included at Appendix A. In summary:

- A short-life working group has been established on flexible working applications/plans to support a more in-depth review following initial analysis of data having taken place
- Equality, Diversity Dignity procedure reviewed and updated ensuring compliance with Worker Protection (Amendment of Equality Act 2010) Act.
- The implementation of a Centralised Case Team as part of the restructure of People and Development with a focus on improved reporting on compliance and organisational learning
- Establishment of specific wellbeing measures in relation to strategic outcomes and the delivery of objectives within the Health and Wellbeing Action Plan
- Proactive work to reduce re-rostered rest day banks from October 2023 that has led to a reduction in re-rostered rest day banks from 58,644 in September 2023 to 28,265 in March 2025
- A holistic approach to health, safety and wellbeing within the organisation through a joint health, safety and wellbeing report

8. NEXT STEPS

- 8.1 This report demonstrates significant progress in the delivery of the 'Areas for Development' along with a continued focus on ensuring the ability to assess the impact of all activity.
- 8.2 With all actions either complete or ongoing within existing plans this demonstrates that Fair Work has and continues to be mainstreamed within strategic planning and delivery.
- 8.3 It is proposed that reporting of Fair Work is therefore mainstreamed into thematic People Committee reporting and People Strategy and Strategic Workforce Plan progress reports going forward.
- 8.4 In order to support this approach engagement will be carried out with Trade Unions and Statutory Staff Associations to understand

their perspective on the current position with the 'Areas for Development' in order that they are able to fully inform the approach to delivery of the 'Areas for Development' as part of ongoing plans.

9. FINANCIAL IMPLICATIONS

9.1 There are no financial implications in this report.

10. PERSONNEL IMPLICATIONS

10.1 There are personnel implications in this report. Fair Work is about achieving positive outcomes for the workforce, organisation and wider society with a focus on effective voice, opportunity, security, fulfilment and respect

11. LEGAL IMPLICATIONS

11.1 There are no legal implications in this report.

12. REPUTATIONAL IMPLICATIONS

12.1 There are no reputational implications in this report.

13. SOCIAL IMPLICATIONS

13.1 There are no social implications in this report.

14. COMMUNITY IMPACT

14.1 There are no community implications in this report.

15. EQUALITIES IMPLICATIONS

15.1 There are equality implications in this report.

15.2 Fair Work includes a focus on equality, diversity and inclusion and therefore forms part of the annual assessment

16. ENVIRONMENT IMPLICATIONS

16.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the detail of the report and endorse the mainstreaming of Fair Work reporting into thematic People Committee Reporting and progress reporting against the People Strategy and Strategic Workforce Plan.

APPENDIX A – DETAILED ASSESSMENT OF PROGRESS AGAINST AREAS FOR DEVELOPMENT

ASSESSMENT OF IMPACT

Area for Development	Progress Update	Position
Ensuring the People Strategy is supported with outcome focused measures/KPIs to better enable outcome focused reporting	<p>Strategic Dashboards have been implemented, which provide data insight aligned to the six outcomes within People Strategy/SWP.</p> <p>As part of iterative approach to improvement there is ongoing need to:</p> <ul style="list-style-type: none"> • Ensure full alignment between dashboards and workforce metrics contained within Performance Framework • Ensure other sources of evidence are considered alongside workforce metrics (e.g. the need to align survey results to strategic outcomes) • Build capacity/capability within HR to support continuous improvement in translation of data/evidence into meaningful insight/action • Outline/develop plans to address system related gaps/barriers preventing effective outcome focused measurement/reporting. 	Ongoing and part of People Committee Reset work
Ensuring the evidence supports decisions on prioritisation and that the same evidence is used to demonstrate where current investment/resources create challenges for the delivery of Fair Work.	<p>The plan to evolve Strategic Dashboards includes a focus on ensuring</p> <ul style="list-style-type: none"> • key data and insights outline area of strategic significance • extent current action being taken is having an impact • extent planned strategic activity will seek address issues emerging from the data/insight 	Ongoing and part of People Committee Reset work

VOICE

Area for Development	Progress Update	Position
Staff Association and Trade Union Involvement		

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The implementation of a system for Committees/Board to clearly record areas of disagreement/steps taken to mitigate and rationale for proceeding to ensure fully informed executive decisions	<p>Significant progress has been made within the Staff JNCC to support sub-group discussions that ensure full JNCC considers and focuses on areas of agreement/disagreement</p> <p>With regards to Committees/Boards the template allows for an assessment of current position following TU/SA engagement.</p>	Complete and considered as part of BAU continuous improvement
The need to have a joint understanding of the types of things that are intended to go to the Staff JNCC and when	Through establishment of JNCC Sub-groups and ongoing discussion there is now shared clarity on the types of things that are intended to go to the Staff JNCC and when. A monthly JNCC planning session has been established with the trade unions to ensure continued clarity in this area.	Complete and considered as part of BAU continuous improvement
Exploring improved approaches to facilitating trade union/staff association voice at development stage of new/revised programmes/policy/practice	<p>Firstly, a Strategic Engagement Forum has been established which will ensure regular engagement between TU/SAs and the Executive Team in relation to key strategic issues such as policing transformation.</p> <p>In December 2024 an updated Organisational Change procedure was published following consultation with TUs to set out a clear approach to early engagement. This has been delivered through the setting up of a JNCC Organisational Change sub-group, which ensures proposals only progress to JNCC when all questions and issues raised by the TUs have been adequately addressed.</p>	Complete and considered as part of BAU continuous improvement
Considering the reinstatement of a policy working group to create space, outwith formal JNCC structures, to resolve issues and consider future policy developments	Following the Fair Work Annual Assessment in 2023 the decision was taken to reinstate the Policy Working Group.	Complete and considered as part of BAU continuous improvement
The commissioning of independent research/engagement with key policing stakeholders to fully consider	This research was concluded and published by Fraser of Allender in May 2025.	Complete and considered as part of BAU

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rationale/benefits/risks to provision of pay indexation for police officers		continuous improvement
Progressing a collaborative and strategic approach to pay and reward to the benefit of the organisation and individuals whilst seeking to minimise annual pay negotiation challenges	<p>Annual pay negotiations continue to be challenging with police officer pay negotiations having to be resolved via arbitration for 2024/25.</p> <p>To support a collaborative and strategic approach to pay and reward all organisations within the Police Negotiating Board for Scotland (SPA, PS, SG and Statutory Staff Associations) jointly commissioned the Fraser of Allender Institute to progress research into pay and benefits. This is anticipated to concluded in the coming months.</p>	Ongoing and part of Year 2 of the People Strategy
Considering the merits of setting up a Staff JNCC sub-group that seeks to mirror the partnership approach adopted within the PNB Technical Working Group in relation to terms and conditions	A JNCC Terms and Conditions Sub-Group has now been established with trade unions.	Complete and considered as part of BAU continuous improvement
Considering further steps to encourage trade union membership	This will be considered as part of the planned review of Joint Recognition Agreement in 2025/26.	Ongoing and part of Year 2 of the People Strategy
Ensuring greater clarity in the approach to provision of facility time for those who are not full-time representatives	This will be considered as part of the planned review of Joint Recognition Agreement in 2025/26.	Ongoing and part of Year 2 of the People Strategy
Meaningful Dialogue with the Workforce		
Clearer organisational ownership/oversight of delivery of tangible progress ahead of next staff survey (with supporting communication to	With annual surveys now in place since 2024/25 there is greater clarity in relation to ownership and communication of progress in between surveys. Identified improvement from the survey has informed the development of the three-year business plan. With the response to the survey being mainstreamed into the business plan the approach to ownership/oversight is simplified and clearer.	Complete and considered as part of BAU continuous improvement

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demonstrate progress)	In terms of communication the annual rhythm of surveys now allows for an approach that ensures clarity on the steps taken following the previous survey prior to the new survey.	
Carrying out an evidence-based assessment of legitimate barriers to delivery of issues raised through previous staff surveys and extent resourcing/funding are the cause	The survey results have informed the development of the business plan. This plan considers fundamental issues associated with policing demand, capacity and workforce wellbeing and therefore ensures a strategic response to issues raised through the survey.	Complete and considered as part of BAU continuous improvement
Further focus on encouraging participation in exit survey process to increase ability to identify lessons/trends.	With an updated publication of the leaver's procedure exit surveys are now provided by default as opposed to by request.	Complete and considered as part of BAU continuous improvement
Ensuring approach, outcome and responses to Staff Surveys and other large scale officer/staff engagement are aligned and complementary	All surveys now carried out by same Strategy and Insight Team within Police Scotland.	Complete and considered as part of BAU continuous improvement
Considering improvements in approaches to encourage and facilitate proactive sharing of ideas from officers/staff for the benefit of continuous improvement	Procurement has commenced in relation to a colleague engagement platform, which has a focus on organisational learning.	Ongoing and part of Year 2 of the People Strategy/ SWP
Management Capability to Engage		
Ensuring evaluation and review of MyCareer considers the extent it has helped allow management to set	<p>The MyCareer cycle concluded on 31st March 2025, ahead of the new annual cycle commencing 1st April 2025.</p> <p>71.% of the workforce engaged in the MyCareer process during the year (74% of officers and 67. %</p>	Ongoing and part of Year 2 of the People Strategy/ SWP

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out realistic reasonable performance expectations	<p>of staff) however only 47% completed the process (49.7% Officers and 43.5% of Staff.)</p> <p>In preparation for refocusing the performance management approach following the review, audit and evaluation conclusions of year 1 and 2 of MyCareer, it was recently agreed that the refreshed CVF (launched via the College of Policing in 2024) and the College of Policing Leadership Standards will be adopted by Police Scotland. Phase 2 of the MyCareer journey will deliver simpler tools and approaches to set performance expectations for all; have robust feedback tools and ensure that personal development plans are supporting the delivery of a thriving workforce</p>	
Ensuring evaluation and review of the impact of Engagement Essentials, People Managers Development Programme and Your Leadership Matters in supporting management capability to provide meaningful dialogue	<p><u>People Manager Development Programme</u></p> <p>Recent evaluation data showed:</p> <ul style="list-style-type: none">-91% of respondents believe the learning outcomes were clearly defined and met.-86% of respondents believe the training is relevant to them and their role.-85% of respondents believe they will be able to apply the skills, knowledge, and understanding gained in the workplace.-71% of respondents say they feel more confident and competent after attending the training. <p><u>Your Leadership Matters</u></p> <p>YLM phase two continues, with complete participation of 77% of mid-level leaders and 69% of eligible first-level leaders. This latter figure is likely to increase following completion of the combined close & consolidation 'Amplify Your Impact' sessions which completes programme delivery. In terms of the 3 core 'Summit' elements delivered by L&T which are now complete:</p> <ul style="list-style-type: none">-73% rated the events as 'good or better' 85% of survey respondents agree they understand what is expected in role modelling the YLM leadership behaviours-73% of respondents agreed that they can apply what they have learned.	Ongoing and part of Year 2 of the People Strategy/ SWP

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Seeking to identify/remove unnecessary barriers impacting on management capacity to prioritise people considerations alongside operational considerations	A key focus of the 2030 Vision and Three-Year Business plan is to build frontline capacity and improve employee welfare and wellbeing, ensuring our diverse workforce is more supported in doing their best work each day.	Ongoing and part of Three-Year Business Plan
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OPPORTUNITY

Area for Development	Progress Update	Position
Equal Opportunity in Recruitment and Progression		
The need to clearly articulate data gaps, plans to address these and any system limitations causing difficulty to gather/use/report data and insights	An annual report in relation to Recruitment and Promotion has been introduced that provides useful data and insight in relation to recruitment and progression. This includes EDI considerations. Further work in this area is being considered as part of the People Committee Reset work.	Ongoing as part of People Committee Reset Work
Taking further steps to ensure meaningful insight can be drawn from all forms of workforce survey results disaggregated by protected characteristics, where possible	The initial workforce survey included results disaggregated by protected characteristic. The approach to survey ensures the capability to continue this approach to reporting.	Complete and considered as part of BAU continuous improvement
Ensuring pay gap reporting is supported with insight on causes and proposed action to seek to address gaps	Pay gap reporting was supported with meaningful insight within the recent Equality and Diversity Employment Monitoring Reports. This insight informed the development of Equality Outcomes for 2025/2029.	Complete and considered as part of BAU continuous improvement
Ensuring the improved approaches to data gathering allow for an ability to more effectively articulate the impact of policy/activity	A new method of evaluating and measuring policies' influence and impact has been implemented. This is based on the Audit and Assurance Framework and aims to show how at each level within the organisation, our governance, products and activities serve to advance sustained change.	Complete and considered as part of BAU continuous improvement.

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	This has been used to evaluate the effectiveness of Grievance Procedures through JNCC.	
Implementation of accessible recruitment procedures that have been appropriately impact assessed and ongoing assessment of promotion processes to ensure appropriately inclusive	<p><u>Recruitment</u></p> <p>A new staff recruitment and selection procedure was implemented in December 2023, which was impact assessed. An EqHRIA has also been carried out in relation to the officer recruitment process.</p> <p><u>Promotion</u></p> <p>Two feedback surveys have been developed designed to gather feedback from assessors and candidates to understand their experience of the promotions process. To date, feedback from assessors has been overwhelmingly positive with the vast majority providing ratings of 'excellent' or 'good'. Although overall feedback from candidates has been very positive, some negative ratings have been received with regards to lack of communication from local divisions. In addition, some candidates felt that more detailed communication on what to expect at assessment would be helpful to better understand what assessors are looking for. In response, we have delivered promotion workshops with senior leaders from across Police Scotland, along with SPF and Association of Scottish Police Superintendents (ASPS) representatives. This has enabled us to discuss feedback around promotion and gather suggestions to improve candidate and assessor experiences.</p>	Complete and considered as part of BAU continuous improvement
Continued focus on working in partnership and supporting collaborative working across Statutory Staff Associations, Trade Unions and Diversity Staff Associations in relation to EDI	A Collaboration Group has been set up that includes Statutory Staff Associations, Trade Unions and Diversity Staff Associations.	Complete and considered as part of BAU continuous improvement
Investment in Training and Development		

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Ensuring the Evaluation and Review Framework is used to support a maturing outcome focused approach to evidencing effectiveness/areas for improvement for learning and development programmes	<p>The role of Quality Assurance will be re-defined as part of the 'Governance & Prioritisation' theme within the L&D 3 Year Plan. This will encompass the scope and volume of evaluation of L&D products.</p> <p>Currently, both reaction and workplace evaluations are undertaken as BAU activity. QA Audits are also undertaken on an ongoing basis.</p>	Ongoing and part of L&D 3 Year Plan
Ensuring Fair Work principles are embedded into the development and delivery of the Learning and Development Strategy with a strong focus on understanding and addressing current and future skills gaps	<p>One of the themes within the L&D 3 Year Plan is to 'Identify Role Requirements'. This activity is focussed on identifying the essential training requirements for all roles/ranks across the organisation and ensuring that these are reflected on role profiles. This will, in turn, enable the identification of skills gaps where officers/staff have not yet undertaken essential training for the role.</p> <p>The L&D Plan also focusses on 'Governance & Prioritisation'. As part of this, we will review governance and approval processes for new training required to address skills gaps. In the interim, processes are embedding at a strategic level in this respect. Training assessed as 'essential' for all officers and staff (not role-specific) was agreed earlier this year and this will be updated through the Strategic Learning & Development Governance Board as and when new products are launched.</p>	Ongoing and part of L&D 3 Year Plan.
Ensuring steps are taken to embed in-house leadership development capability following Your Leadership Matters Phase 2	Leadership Development is now delivered in-house across a number of programmes. Review and options scoping are ongoing to enhance the core offering to fulfil People Strategy and SWP commitments and mitigate strategic risk relating to leadership development. This may include potential opportunities to buy-in or provide bespoke leadership development activities, for example from UK College of Policing. Any such proposals will be progressed through the normal governance routes.	Complete and considered as part of BAU continuous improvement
Ensuring the right balance in future	The L&D3 Year Plan includes a theme on Virtual Instructor Led Training. This activity is focussed on reviewing the existing delivery format of our	Ongoing and part of L&D 3 Year Plan.

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delivery of blended learning approach	training courses and ensuring that the most appropriate and efficient format is in place. Namely, whether the course can be delivered 100% through e-learning, a blended delivery or if face to face (online or classroom) is most appropriate dependent on the subject being trained.	
Clear Career Paths and Understanding and Making Best Use of Skills and Potential		
MyCareer evaluation to have particular focus on understanding how/if it is supporting the identification and development of talent	MyCareer has been in place for two years and has been monitored on an ongoing basis for uptake, and improvement opportunities. The evaluation and review work will consider the extent this supports management capability to set out realistic reasonable performance expectations and approaches to meaningful dialogue.	Ongoing and part of Year 2 of the People Strategy/SWP
Considering how/if senior leadership could more explicitly place a greater focus on the importance of MyCareer	The planned review will include explicit consideration of this.	Ongoing and part of Year 2 of the People Strategy/SWP
The development of a systematic approach to talent management and succession planning for officers and staff at all levels, which are appropriately impact assessed to ensure no hidden barriers to progression	As part of year 1 of the People Strategy research was carried out in relation to the development of a talent framework. This research will be used to support the development and implementation of a Talent Framework and Toolkit as part of Year 2 of the People Strategy Implementation Plan.	Ongoing and part of Year 2 of the People Strategy/SWP

SECURITY

Area for Development	Progress Update	Position
Pay and Contractual Entitlements		
Consideration of training inputs to support management understanding of terms and conditions, exploring the potential to do	Will be considered as part of the implementation and progression of a modern reward framework.	Ongoing and part of Year 2 of the People Strategy/SWP

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this in partnership with statutory staff associations and trade unions		
Ensuring people policies/procedures are supported with outcome focused measures/KPIs to better enable assessment of impact and any need to review	The new policy assurance methodology is intended to demonstrate behavioural impact and trends over the medium and long term. Much of our activity has been informed by peoples lived experience and 'how things feel'. The impact indicators included within the framework are intended to make it easier to review progress on a series of logical and manageable statements rather granular analysis of statistics that may or may not be influenced by other factors.	Ongoing and part of People Strategy Year 2
Ensuring the policy hub is able to sign post to all people related procedures, including those owned by the Professional Standards Department	New intranet includes link to all procedures alongside the policy hub.	Complete and considered as part of BAU continuous improvement
Ensuring arrangements are in place to transparently report circumstances where market supplements are provided along with temporary arrangements where staff are paid at a higher salary.	Following agreement with the Trade Unions this information will now be reported via the JNCC Terms and Conditions Sub-Group.	Complete and considered as part of BAU continuous improvement
Secure Contracts		
Considering what proportionate steps, if any, can be taken to ensure the right systems and controls are in place to adequately ensure appropriate provision of terms and conditions.	Will be considered as part of the implementation and progression of a Modern Reward Framework.	Ongoing and part of Year 2 of the People Strategy/SWP
Putting in place monitoring	Will be considered as part of the implementation and progression of a Modern Reward Framework.	Ongoing and part of Year 2

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arrangements in relation to inspecting and superintending ranks flexi-time provision to support future workforce planning		of the People Strategy/SWP
Ensuring an effective process is in place meaning on-call arrangements for federated and superintending ranks are carried out only for those designated roles determined through consultation and agreement with SPF and ASPS	Will be considered as part of the implementation and progression of a Modern Reward Framework.	Ongoing and part of Year 2 of the People Strategy/SWP

FULFILLMENT

Area for Development	Progress Update	Position
Job Design and Autonomy		
Ensuring work on the Target Operating Model, organisational design and culture seek to embed the consideration of Fair Work ensuring jobs are designed to support the successful delivery of policing through jobs that support autonomy, job satisfaction, retention and productivity	<p>A key aspect of the 2030 Vision which has informed the development of the Target Operating Model is the need for a thriving workforce. This has ensured a specific focus within the Business Plan on the following areas as part of transformation:</p> <ul style="list-style-type: none">• A focus on being an anti-racist, anti-discriminatory organisation• Increasing frontline capacity• A co-ordinated approach to health, safety and wellbeing• Supporting our people to be effective leaders, with equitable access to development opportunities• Shaping training and development to reflect future skills needed	Ongoing and part of Three-Year Business Plan work alongside People Strategy and Strategic Workforce Plan
Considering how this work can be progressed with a focus on measuring the impact of job design and autonomy	The SWP year 2 plan includes a commitment to review officer and staff role profiles, which will be a key starting point in moving along this work.	Ongoing and part of Year 2 of the People Strategy/SWP

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on wellbeing, retention and productivity		
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RESPECT

Area for Development	Progress Update	Position
Flexible and Hybrid Working		
Ensuring the improved data capability in relation to flexible working is appropriately considered on an ongoing basis to inform continuous improvement	Initial analysis has been undertaken, and a short life working group on flexible working applications and flexible working plans is now being put in place to ensure more in-depth review.	Ongoing and part of Year 2 of the People Strategy/ SWP
Consideration of approaches to raising awareness of flexible working and family friendly policies in job adverts	Adverts outline that Police Scotland have guidance in place that allows appropriate roles to be operated on an agile basis. There is also encouragement of applications from those who have an interest in working more flexibly.	Complete and considered as part of BAU continuous improvement
Ensuring hybrid working guidance/practice is reviewed to ensure it is meeting individual and organisational need	The approach to Hybrid working is regularly discussed within the Senior Leadership Board and the current position is that the current guidance, published in 2022 meets organisational need. The focus is currently on ensuring compliance with the guidance and the appropriateness of the current guidance will be continually reviewed as part of BAU processes.	Complete and considered as part of BAU continuous improvement
Dignity at Work		
Review of the Equality Diversity and Dignity policy to ensure fit for purpose and supports dignity at work in a way that complements the Policing Together Campaign	The procedure has been reviewed and updated, which included preparatory work for the introduction of the Worker Protection (Amendment of Equality Act 2010) Act. Further work to review and update this procedure will be considered as part of BAU.	Complete and considered as part of BAU continuous improvement
Progress monitoring approaches in relation to dealing with unacceptable	A new Centralised Case Team is being implemented as part of the restructure of People and Development. This will ensure a focus on improved	Complete and considered as part of

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behaviours with a focus on compliance with procedures and identification of organisational lessons and trends.	reporting related to compliance and organisational learning/trends.	BAU continuous improvement
Health, Safety and Wellbeing		
Confirmation of wellbeing measures/KPIs to support assessment of the impact of activity.	Strategic Dashboards include specific measures related to wellbeing. In addition, the Action Plan has specific reference to evidence/measures for each objective in the Health and Wellbeing Action Plan. In addition, the People Committee Reset will ensure a joint report on Health, Safety and Wellbeing with a specific focus on data, insight and impact.	Complete and considered as part of BAU continuous improvement
Development and delivery of clear organisational plan to address re-rostered rest day banks	In October 2023 a plan was put in place to reduce rest day banks to zero by 31 March 2026. As at Q4 2025/26 the total rest day bank was 28,265 compared to 58,644 in September 2023	Complete and considered as part of BAU continuous improvement
Feeding the outcome (including required actions) of the Long-Term Psychological Absence Review into the developing action plan for the Health and Wellbeing Programme Review	This work informed the development of the Health and Wellbeing Action Plan.	Complete and considered as part of BAU continuous improvement
Meaningful workforce representative involvement in identifying the organisational need for future occupational health provision.	Trade Unions and Statutory Staff Associations were proactively engaged as part of the tender exercise for the Occupational Health Provider.	Complete and considered as part of BAU continuous improvement
Taking further steps to ensure health and safety risk assessments are embedded across policing	The Health and Safety Strategic Plan 2024-2027 includes an objective to monitor that all necessary risk is assessment and mitigations are embedded throughout the organisation. The actions being progressed in line with this include: -Reviewing and updating all generic risk assessments -Creation of new risk assessments	Ongoing and part of Health and Safety Strategic Plan Priorities for 2025/26.

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	<ul style="list-style-type: none">-Identifying those who require training and deliver accordingly-Communication changes effectively through committee and intranet.	
Ensuring consideration of extent to which current approaches allow for co-ordinated and holistic organisational approach to health, safety and wellbeing.	As part of the People Committee Reset a joint report will now be provided in relation to Health, Safety and Wellbeing.	Complete and considered as part of BAU continuous improvement

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