



<b>Meeting</b>	<b>SPA People Committee</b>
<b>Date</b>	<b>28 February 2023</b>
<b>Location</b>	<b>Video Conference</b>
<b>Title of Paper</b>	<b>HMICS Review of Strategic Workforce Planning – Improvement Plan &amp; developing the next SWP</b>
<b>Presented By</b>	<b>Tom McMahon, Director of Strategy and Analysis Peter Blair, Head of Strategic Workforce Planning</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Appendix A - Improvement Plan</b>

## PURPOSE

The purpose of this paper is to update on planned next steps to address the actions raised in the HMICS Review of Strategic Workforce Planning and our proposal to bring the full development plan for the second Strategic Workforce Plan to SPA People Committee in summer 2023.

Members are invited to discuss the contents of this report and appendix.

## 1. OVERVIEW

- 1.1 Our people are our most important resource and it is recognised that the success of Scottish policing in keeping communities safe will be driven by their capabilities, capacity, commitment, engagement and energy. New threats and demands mean that we must create a sustainable, diverse, multi-skilled and experienced workforce that can be distributed and operate effectively in a public, private and virtual space. At the same time, we must change the workforce mix to better address the evolving needs and complexities of our diverse communities and make more efficient use of our resources.
- 1.2 The development and successful implementation of a Strategic Workforce Plan (SWP) is how this will be achieved. This plan will set out clearly our commitments to action to improve the capability and capacity of the police workforce and it will enable scrutiny and challenge around pace and delivery. The delivery of change across our workforce will be based on the commitments within this plan. Effective strategic workforce planning must enable Police Scotland to deliver a policing service within a defined budget and to prioritise resources to meet current and predicted service demand, need and expectations.
- 1.3 The development of our first Strategic Assessment of the Police Scotland Workforce will provide a comprehensive evidence base and observations from which we can make clear commitments to action and improvement in the next SWP in 2024.

## 2. FURTHER INFORMATION ON THE SUBJECT

### **Executive leadership of Strategic Workforce Planning delivery**

- 2.1 Since April 2022, work to improve the SWP evidence base and workforce data as well as responding to the HMICS Assurance Review of Strategic Workforce Planning (August 2022) has been led by the Director of Strategy & Analysis. However as we now move to formalise planning for the development and delivery of the next SWP over the coming year, Executive leadership of delivery will transfer to our People & Development function. The Director of P&D will assume responsibility for delivery plan development and oversight which will be reported to People Committee in the coming months. The new Director of P&D is undertaking a review of work in progress across the SWP function and will keep the SPA People

Committee sighted on the development of the plan for the next SWP. This plan will be shared with SPA officers in July 2023. The Director of Strategy & Analysis will continue to lead on the development and annual refresh of the Workforce Strategic Assessment (STRA) going forward.

- 2.2 Police Scotland's second SWP (2024 – 27) will be developed collaboratively during 2023 at a time of continued challenges around budget availability. The SWP will be a 3 year plan of action and implementation that sets out the various different workforce related work-streams and associated delivery timescales that respond to our workforce insights and wider evidence base. Regular updates will be provided to SPA People Committee on the SWP development plan during 2023 and milestone delivery within the second SWP itself from April 2024.

**Ensuring alignment with overall strategic direction**

- 2.3 When the current Strategic Police Priorities (SPPs) were agreed in December 2019 the Scottish Government set out that they would remain in place for a period of 6 years, with a plan to consult with the SPA, Police Scotland and local authorities, the key partners specified within the Act, at the 3 year midpoint.
- 2.4 The Scottish Government published and laid in Parliament the updated SPPs on 26 January 2023. The revised SPPs are as follows:
- Crime and Security – prioritises prevention, detection, investigation, equality and human rights to support positive criminal justice outcomes; responds to threats, and maintains public order, both locally and nationally. (Unchanged).
  - Confidence – continues to inspire public trust by being ethical, open, transparent person-centred and trauma informed; maintains relationships and engages with local communities, to build a positive reputation at a local, national and international level.
  - Partnerships – works collaboratively with key sectors to keep communities safe, sharing a collective responsibility to deliver preventative services that improve outcomes for individuals and communities, increase resilience and address vulnerability.
  - Sustainability – adapts resources and plans for both current and future social, economic and financial circumstances considering equalities perspectives and the environmental impact of policing and its operations.
  - People – values, supports, engages and empowers a diverse workforce to lead and deliver high quality services, with a focus

- on workforce development, equality, inclusion and overall wellbeing.
- Evidence – uses evidence to innovate and develop services which address the current and emerging needs of individuals and local communities, and ensure that resources, capacity, insight and skills are in the right place to deliver outcomes.
- 2.5 The SPA / Police Scotland Joint Strategy for Policing is required to be updated following review of the SPPs, where there are substantive changes. Consultation on the refreshed strategy begins in February 2023 and finalisation is expected in May 2023. The second SWP will take account of the direction set in that Joint Strategy and will make commitments to action around workforce change and development to fulfil that strategic direction, not least around ensuring the right balance between civilian and officer roles across the workforce and ensuring that police officers do not occupy roles which are best fulfilled by civilians.
- 2.6 Since the first Police Scotland People Strategy was developed in 2018, where and how we work has changed significantly, alongside the expectations and requirements of our people. As work progresses to refresh the People Strategy in the weeks ahead (with delivery expected in Summer 2023), continued flexibility for colleagues as well as organisational agility to respond to challenges and opportunities on the horizon will be critical, as well as understanding and providing effective organisational responses to the evolving demographics within society.
- 2.7 During 2022, Police Scotland developed Policing Together – our first Equality, Diversity and Inclusion strategy. Policing Together articulates work underway to develop a culture which reflects the values of integrity, fairness, respect and commitment to upholding human rights.
- 2.8 The refreshed People Strategy will in part reflect the priorities set out within Policing Together, particularly as it relates to delivering a supportive and inclusive organisational culture our people need to flourish and thrive with the knowledge they are welcome and valued for their true and authentic selves. It will also be critical for the refreshed strategy to reflect and accommodate the people related impacts within Police Scotland's other enabling strategies – Cyber, Public Contact and Engagement, DDICT, Estates, Fleet and Environment - to enable colleagues to best serve the public.

### **SWP Alignment to Budget Strategy**

- 2.9 With the publication of Scottish Government's indicative budget for 2023/24 it is clear that Police Scotland will be required to adapt the size and shape of its workforce to ensure financial sustainability.
- 2.10 Steps are being taken now to recalibrate our operating model in the short term to enable and maintain service delivery with fewer people. Emergent governance through the Resource Prioritisation Groups (Tactical and Strategic) will enable agile decision making to quickly align available resources to priorities based on threat, risk, harm, demand and need.
- 2.11 Police Scotland's approach to the development of its first Strategic Workforce Plan (SWP 2021-24) saw an approach which generated a requirement for additional workforce resourcing in the order of a £40m (approx.) uplift in officer and staff budget across the organisation. The development of the second Strategic Workforce Plan will see a clear focus both on supporting effective prioritisation and supporting enhanced governance around workforce investment, ensuring that the SWP is the core reference point for the strategic allocation and prioritisation of investment in our people – and that affordability remains an ongoing consideration.

### **Inspection Activity**

- 2.12 Outside of Scotland, His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) included an assessment of the effectiveness of forces activity to identify and plan to address workforce capability gaps in their recently published evaluation of Force Management Statement (FMS) returns in England & Wales. This reflected that these self-assessments are improving, with a better understanding of demand, but no single FMS is uniformly strong. Almost all forces needed to show a deeper understanding of workforce skills and how they use and develop them, but often the focus is on headcount rather than on meeting changing needs & future demands. HMICS in Scotland have undertaken benchmarking which suggests that there is no one best practice example of strategic workforce planning in UK policing. Our commitment is to learn from good practice and the recommendations of HMICS to undertake a process that fulfils the needs and expectations of the public, our organisation and its workforce.

2.13 Police Scotland’s first Strategic Workforce Plan (2021-24) was published in March 2021 having been developed throughout 2020. This plan, its development process and the mainstreaming of the approach across business areas has been reviewed by HMICS in their recent inspection, published in August 2022. The Improvement actions discussed in this paper are drawn from these recommendations.

2.14 This HMICS inspection assessed the Police Scotland approach to strategic workforce planning under four headings:

- **Appropriateness** of the overall approach and methodology used in the development of the SWP (and supporting divisional and workstream plans) and the resulting quality of the plans.
- **Alignment** of the SWP within the overall strategic planning framework and governance: including with strategic plans, strategic assessment, demand analysis, transformation portfolio and Target Operating Model.
- **Application** - Examine how the SWP (and supporting processes) are used to support strategic tasking and co-ordination, medium to longer term resource planning and operational change programme/projects to maintain the required level of operational policing capacity with the right skills mix to cope with demand on policing.
- **Anticipation** - Consider how well the SWP reflects projections for demand on policing services in the future (and Target Operating Model) in terms of securing a sustainable policing model.

**HMICS Recommendations**

2.15 The HMICS review made 10 recommendations. These are shown below.

<b>Recommendation 1</b>	The Scottish Government, SPA and Police Scotland should collectively cease to use 17,234 officers as a target and focus instead on developing a workforce based on the skillset and mix required to meet the current and future challenges for policing in Scotland.
<b>Recommendation 2</b>	Police Scotland should redesign its workforce planning approach requiring a set of design principles and parameters to facilitate meaningful involvement of senior staff to

	deliver a consistent design and planning approach.
<b>Recommendation 3</b>	Police Scotland should establish a clear model and plan for producing a Target Operating Model and set out a route map for its delivery through business planning and change activity.
<b>Recommendation 4</b>	The SPA and Police Scotland should review governance arrangements and processes, and clearly define how workforce planning decisions will be made and who will oversee their implementation.
<b>Recommendation 5</b>	Police Scotland should strengthen the links (at all levels in the force) of tasking and co-ordination to workforce planning, fully adopting the demand response model to demonstrate how changes in threat, risk and demand translate directly into tactical and resource decisions.
<b>Recommendation 6</b>	Police Scotland should develop a unified and expanded data science capability within the Demand and Productivity Unit.
<b>Recommendation 7</b>	The SPA and Police Scotland should progress the development of future scenarios and use them to support the production of a longer-term vision as part of the new Joint Strategy due in 2023.
<b>Recommendation 8</b>	Police Scotland should focus on two main areas of activity: <ul style="list-style-type: none"> <li>• Develop a strategic assessment of the workforce and a refreshed delivery plan to address the gaps and issues we have identified for consideration by the SPA (by April 2023)</li> <li>• As part of that delivery plan, develop a revised methodology to deliver the next iteration of the SWP in April 2024.</li> </ul>
<b>Recommendation 9</b>	Police Scotland should develop a roadmap for delivery of strategic SWP objectives and a programme for workforce change.
<b>Recommendation 10</b>	The SPA and Police Scotland should put in place measures to monitor progress against the areas for development outlined in this

	assurance review, ensuring regular reporting at the SPA People Committee to allow assessment of progress.
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**Analysis of Recommendations**

- 2.16 Recommendation 1 – The position on 17234 FTE officers is accepted from both an SPA and Police Scotland perspective and will be articulated within strategic documents moving forward. The future development of the workforce is picked up in the actions around subsequent recommendations and areas for development. This is low risk.
- 2.17 Recommendation 2 – This action is accepted. Work to develop a set of design principles and parameters that involve senior staff will be picked up in the refresh activity described below in the improvement plan around the development of the next iteration of the workforce plan. There is however significant activity planned in terms of Priority Based Budgeting that may impact on the design of the refresh methodology and the delivery of this recommendation. Careful design of the approach will therefore be required to ensure the extent of this recommendation is met. Until this takes place there is a medium risk attached to the delivery of this recommendation.
- 2.18 Recommendation 3 – This action is accepted. This is medium risk.
- 2.19 Recommendation 4 – This action is accepted. New structures already in place will in the main fulfil the requirements of this recommendation. This is low risk.
- 2.20 Recommendation 5 - This recommendation is accepted and it is anticipated will be delivered within the stated timescales. Work is already ongoing in this respect with the Strategic Assessment of Workforce due to be published shortly. This is low risk.
- 2.21 Recommendation 6 – This recommendation is accepted. Work is already underway in this area that will improve data analysis and provision. The recruitment and retention of data scientists remains challenging and as such there is an inherent risk around this recommendation. That said, significant progress can still be achieved regardless of that resource. This is medium risk.
- 2.22 Recommendation 7 – This recommendation is accepted. The development of STRA and the Workforce STRA will contribute



significantly to the development of future scenarios that will be considered in the SWP. This is low risk.

2.23 Recommendation 8 – This recommendation is accepted and is on track for delivery. This is low risk.

2.24 Recommendation 9 – This recommendation is accepted. There is currently a high volume of organisational activity ongoing within Police Scotland managed through the newly formed Resource Prioritisation Group, Change Board, Senior Leadership Board and various project Boards. Work is ongoing to understand interdependencies with his activity and bring this work together into a programme of workforce change. Whilst this is complex it is considered achievable and is low risk.

2.25 Recommendation 10 – This recommendation is accepted. The processes to manage this recommendation are already in place within Police Scotland and the SPA. This is low risk.

### **Areas for Development**

2.26 The review identified 15 areas for development. These are shown below.

1.	Police Scotland should reconsider the requirements of the gap analysis element of workforce planning and revise its approach to involve other key functions.
2.	Police Scotland should develop an improvement plan to address data availability and quality in its people datasets.
3.	The SPA and Police Scotland should further develop the approach to benefits definition, management and reporting, in order to evidence their realisation and re-allocation.
4.	Police Scotland should define the purpose of the new People Strategy (or equivalent) and its relationship to supporting implementation frameworks, policies or plans (including the SWP, training and development, recruitment and retention, equality and diversity strategies etc.).
5.	Police Scotland should consider how it integrates risk identification and management into its next iteration of workforce planning.
6.	Police Scotland should undertake to develop specific service level standards which will facilitate the link between demand and resource requirements.
7.	Police Scotland should consolidate current national workstreams, with clear milestones and timelines, to address

	operational policy and practice issues which are monitored and supported by the SWP Unit.
8.	The SPA and Police Scotland should review their use of the available people information to develop a more focused escalation report with required actions identified.
9.	When developing a delivery programme for workforce change, Police Scotland should review the overall transformation portfolio to ensure appropriate prioritisation and alignment
10	Police Scotland should develop a comprehensive approach to SWP stakeholder engagement, involvement and communication, ensuring that staff associations and unions are able to engage on both group and individual bases.
11.	Police Scotland should review the relative roles and resourcing of the service design and organisational design functions, to ensure both alignment with the strategy function and optimum capability and capacity within the force.
12.	Police Scotland should develop a new approach to SWP engagement with operational policing, requiring a more facilitated and supportive style involving a range of support functions.
13.	Police Scotland should seek further clarity on People and SWP partner roles and responsibilities, skills required, their reporting lines and how they work together.
14.	Police Scotland should consider the future design and plans for the SWP function, reflecting CIPD guidance, and addressing the areas for development and next steps we have set out in this report.
15.	Police Scotland should include the training review as part of the SWP refresh.

2.27 Actions associated with the above Recommendations and Areas for Development have been prepared, consulted on with colleagues and agreed in order to ensure that the next SWP development process is conducted effectively. These actions are shown in Appendix A.

2.28 Regular updates on progress in achieving these actions will allow for internal monitoring and subsequent reporting to SPA and HMICS. This will be governed internally by Corporate Finance and People Board and SPA People Committee.

### **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 report and appendix.

**Appendix A – Improvement Plan - Actions**

Where an action relates to an Area for Development this is shown as AFD

Recommendation	Actions	Action Owner	Function	Due Date
1.The Scottish Government, Scottish Police Authority and Police Scotland should collectively cease to use 17,234 officers as a target and focus instead on developing a workforce based on the skillset and mix required to sustain policing in Scotland	1.1 Police Scotland’s position on the size of its police officer workforce is determined by available budget. Work is underway to recalibrate our operating model to maintain the delivery of services with a smaller officer establishment. HMICS & SPA will be kept sighted and updated on this work as it progresses. Police Scotland will seek to ensure the appropriate balance of staff and officer roles across the workforce and ensure that police officers do not occupy roles which are best fulfilled by civilians.	Director of Strategy and Analysis	Strategy and Analysis	May 2023
2. Police Scotland should redesign its workforce planning approach requiring a set of design principles and parameters to facilitate meaningful involvement of senior staff to deliver a consistent design and planning approach.	2.1 The Resource Prioritisation Groups (Tactical and Strategic) will in due course work with reference to clear organisational design principles and parameters to guide and prioritise workforce change and recalibration of Police Scotland’s operating model.	Joint Chairs of RPGT	RPGT	September 2023
	2.2 Agree collectively with DCCs / DCO at RPGS the level of engagement and involvement of senior officers as part of the SWP refresh process.	Head of SWP	Strategy and Analysis	September 2023
	2.3 Establish clearly how responsibilities and expectations of the Strategic Workforce Planning function align with and support delivery of short term operating model recalibration and medium & longer term re-design and efficiency activity (SERR) and de-conflict as necessary.	Head of SWP	Strategy and Analysis	September 2023

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	2.4 Undertake a high level skills gap assessment reflecting the current core capabilities required for each rank/role and drawing on the Strategic Assessment of Police Scotland’s Workforce to identify future capabilities for development. <i>AFD 1</i>	Head of Learning and Development	Professionalism and Assurance	September 2023
	2.5 Undertake a risk identification exercise based on the findings of the STRA and the Strategic Assessment of Police Scotland’s Workforce <i>AFD 5</i>	Head of Risk	Strategy and Analysis/ Professionalism and Assurance	September 2023
	2.6 Ensure that Police Scotland Learning and Development strategy is considered during SWP refresh process in 2023. <i>AFD 15</i>	Head of SWP	Strategy and Analysis	June 2023
	2.7 Develop a comprehensive approach to SWP Stakeholder engagement involvement and communication, ensuring that staff associations and unions are able to engage on both group and individual bases <i>AFD 10</i>	Head of SWP	Strategy and Analysis	June 2023
	2.8 Develop a new approach to SWP engagement with operational policing, requiring a more facilitated and supportive style involving a range of support functions. <i>AFD 12</i>	Head of SWP	Strategy and Analysis	June 2023

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	2.9 Develop a People Strategy with a clear definition of its relationship to supporting implementation frameworks, policies or plans (including the SWP, learning and development, recruitment and retention, equality and diversity strategies etc.). <i>AFD 4</i>	Head of Strategy, Insight and Engagement	Strategy and Analysis	June 2023
	2.10 Establish clarity on People and SWP partner roles and responsibilities, skills required, their reporting lines and how they work together. <i>AFD 13</i>	Head of SWP	Strategy and Analysis	June 2023
3. Police Scotland should establish a clear model and plan for producing a Target Operating Model and set out a route map for its delivery through business planning and change activity.	3.1 After the short term recalibration of Police Scotland’s operating model (by April 2023), work will continue through RPGT & RPGS to deliver an organisation wide Target Operating Model (TOM) that is affordable, maintains services and prioritises resources towards threat, risk, harm, demand and need and works as a clear reference point for resource prioritisation decisions.	Head of Service Design / Head of Organisational Design	CDIO / Director of People & Development	September 2023
	3.2 Establish a route map from current state to delivery of the organisation wide Target Operating Model and set out the necessary investment in and prioritisation of change to achieve this.	Head of Service Design / Head of Organisational Design / Head of PMO	CDIO / Director of People & Development	September 2023
	3.3 Develop specific service level standards which will facilitate the link between demand and resource requirements. <i>AFD 6</i>	Head of Service Design	CDIO	September 2023

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4. The SPA and Police Scotland should review governance arrangements and processes, and clearly define how workforce planning decisions will be made and who will oversee their implementation.	4.1 Ensure that RPGT & RPGS take account of agreed SWP to guide investment and resource prioritisation decisions.	PS Governance / SPA Head of Workforce Assurance	Professionalism and Assurance	April 2024
	4.2 Ensure that SPA People Committee and relevant SPA officers are sighted on strategic resourcing decisions taken through RPGT & RPGS prior to implementation.	PS Governance / SPA Head of Workforce Assurance	Professionalism and Assurance	September 2023
5. Police Scotland should strengthen the links (at all levels in the force) of tasking and co-ordination to workforce planning, fully adopting the demand response model to demonstrate how changes in threat, risk and demand translate directly into tactical and resource decisions.	5.1 Ensure alignment between strategic and demand analysis undertaken by DPU & APU and subsequent commitments to action and workforce change progressed by SWP team. Ensuring that the primary evidence base for the Strategic Workforce Plan is the Strategic Assessment of Police Scotland's Workforce is critical.	Head of SWP/Head of DPU / Head of APU	Strategy and Analysis	June 2023
	5.2 Engage with NPCC in respect of wider workforce planning developments within the policing environment and the Strategic Assessment of the Workforce	Head of SWP	Strategy and Analysis	June 2023
	5.3 DPU and Strategic Analysis team to ensure that the Demand Baseline product is taken into account in refreshing the National Strategic Assessment and the Strategic Assessment of Police Scotland's Workforce.	Head of DPU/ Head of APU	Strategy and Analysis	March 2023

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	<p>5.4 Consolidate current national work-streams within Operation Swann with clear milestones and timelines, to address operational policy and practice issues which are monitored and supported by the SWP Unit.</p> <p>5.4.1 – Rank ratios                      5.4.2 – Modified Duties                      5.4.3 – Remote and Rural                      5.4.4 – Shift Patterns                      5.4.5 – Operational Base levels                      5.4.6 – Workforce mix  <i>AFD 7</i></p>	Director P&D	People and Development	June 2023
	<p>5.5 Add agenda item to local, regional and national tasking meetings regarding SWP and STRA insights around workforce then ensure feedback to SWP team on developments</p>	Head of Analysis and Performance	Strategy and Analysis	June 2023
6. Police Scotland should develop a unified and expanded data science capability within the Demand and Productivity Unit.	<p>6.1 Further develop/invest in demand data such that it better influences the Forces ability to deliver workforce planning for the next iteration of the SWP plan incorporating the Data science strategy</p>	Director of Strategy & Analysis	Strategy and Analysis	June 2023
	<p>6.2 Review and agree an assurance methodology for the use of workforce information to the SPA  <i>AFD 8</i></p>	Head of SWP	Strategy and Analysis	June 2023
	<p>6.3 Develop an improvement plan to further improve the predictive demand forecasting approach</p>	Head of DPU	Strategy and Analysis	June 2023



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7. The SPA and Police Scotland should progress the development of future scenarios and use them to support the production of a longer-term vision as part of the new Joint Strategy due in 2023.	7.1 The National STRA has utilised futures analysis for the first time and horizon scanning continues to inform strategic and demand analysis that underpins the refresh of the joint strategy. This analysis should be used to consider potential scenarios in the development of the SWP.	Director of Strategy & Analysis / SPA Director of Strategy & Performance	Strategy and Analysis	May 2023
	7.2 Engage with Strategy, DPU and APU in relation to the systematic use of insights to inform better planning during the development of the next iteration SWP and ensure that the Strategic Assessment of Police Scotland’s Workforce is a primary reference point and source of evidence, underpinning commitments to action in the SWP itself.	Head of SWP	Strategy and Analysis	June 2023
8. Police Scotland should focus on two main areas of activity: <ul style="list-style-type: none"> <li>■ Develop a strategic assessment of the workforce and a refreshed delivery plan to address the gaps and issues we have identified for consideration by the SPA (by April 2023)</li> <li>■ As part of that delivery plan, develop a revised methodology to deliver the next iteration of the SWP in April 2024.</li> </ul>	8.1 Develop standalone Strategic Assessment of Workforce for consideration by the People Committee. This product will be an ongoing feature of the analytical product suite, refreshed annually and fully revisited every 3 years to support and underpin the development of the SWP.	Head of APU	Strategy and Analysis	March 2023
	8.2 Agree a Development Plan for the next SWP that takes full account of and supports activity underway (reflecting budget settlement for 23/24) to recalibrate current operating model (short term) and co-ordinated activity to redesign functions and drive efficiency (SERR – medium and longer term).	Head of SWP	Strategy and Analysis	July 2023
	8.3 Ensure that the SWP refresh translates Force strategic objectives into a set of clear future workforce requirements	Head of SWP	Strategy and Analysis	July 2023

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	8.4 Articulate future design and plans for the SWP function, reflecting CIPD guidance and addressing the areas for development and next steps set out in the HMICS report. <i>AFD 14</i>	Director of Strategy & Analysis	Strategy and Analysis	July 2023
9. Police Scotland should develop a roadmap for delivery of strategic SWP objectives and programme for workforce change.	9.1 The SWP will set out clearly our commitments and actions planned over the period 2024 to 2027. This will include clear milestones and measures of progress towards delivery to support scrutiny and challenge.	Head of SWP	Strategy and Analysis	April 2024
	9.2 Continue to develop our approach to benefits definition, management and reporting in order to better evidence realisation and re-allocation of resource. <i>AFD 3</i>	Head of Portfolio Management	CDIO	Ongoing
	9.3 Engage with SPA officers and SPA People Committee in relation to development and delivery of SWP products throughout 2023.	Director of Strategy & Analysis / Head of SWP	Strategy and Analysis	Ongoing
10. The SPA and Police Scotland should put in place measures to monitor progress against the areas for development outlined in this assurance review, ensuring regular reporting at the SPA People Committee to allow assessment of progress.	10.1 Action owners to regularly provide updates via 4action app to allow progress to be monitored by Internal audit team.	Head of Internal Audit & Assurance / SPA Head of Workforce Assurance	Prof. & Assurance	Ongoing
	10.2 Agree the frequency of reporting at SPA People Committee where SWP progress in terms of the recommendations within the HMICS report are discussed (quarterly suggested)	SPA Head of Workforce Assurance	SPA	March 2023

