



Agenda Item
4.3

Meeting	SPA People Committee
Date	31 May 2023
Location	Video Conference
Title of Paper	Fair Work Annual Assessment
Presented By	John MacLean, Workforce Governance Lead
Recommendation to Members	For Discussion
Appendix Attached	Yes Appendix A – Draft Fair Work Annual Assessment

PURPOSE

The purpose of paper is to discuss the inaugural Fair Work Annual Assessment for policing.

Members are invited to discuss the contents of this paper.

1. CONTEXT

- 1.1 The strategic ambitions for Fair Work are set out in the [Fair Work Convention's Framework](#) (2016). In response to this, the Scottish Government set out the actions it will take forward to achieve this agenda in its [Fair Work Action Plan](#). Fair work is defined as work that offers effective voice, fulfilment, opportunity, respect and security.
- 1.2 In 2021 the Scottish Government published [Fair Work First: guidance to support implementation](#) which provides specific good practice examples of how to implement Fair Work.
- 1.3 Key agreements reached through SLB and the SPA People Committee were:
 - That Fair Work needs to be embedded into strategic development and delivery (i.e. mainstreamed into People Strategy).
 - A joint PS/SPA annual assessment against the Fair Work First Criteria to progress via internal Police Scotland governance prior to going to People Committee (with this being led by SPA Workforce Governance in collaboration with stakeholders similar to People Strategy Evaluation approach).

2. ANNUAL ASSESSMENT

- 2.1 The Scottish Government Guidance outlines the need to embed Fair Work considerations as part of the budget setting process stating there is a need to:
 - Identify Fair Work First priorities.
 - Monitor and provide evidence of progress towards meeting the Fair Work First criteria as part of sponsorship/funding arrangements.
 - Consider further action the body could take to enhance their Fair Work approach.
 - Describe how organisation is meeting and/or intends to advance Fair Work First Criteria and timescales for doing so as part of agreement of annual priorities with relevant Scottish Government policy/sponsorship teams.
 - Agree priorities in collaboration with the appropriate workforce representatives.
 - Include a jointly agreed short statement on the external facing website highlighting the commitment to advancing the Fair Work First Criteria.
- 2.2 The key priorities for the first annual assessment are to:

- Establish an initial baseline in relation to the delivery of Fair Work.
- Establish an effective annual assessment process that is streamlined, adds value and is supported by all stakeholders (e.g. P & D SMT, PS Executive, People Committee, Unions and Statutory Staff Associations).
- Ensure that areas for development are built into People Strategy refresh planning.
Support an ability to coherently outline choices that require to be made in terms of prioritisation based on any resourcing/funding limitations.

3. COLLABOARTIVE APPROACH WITH WORKFORCE REPRESENTATIVES

- 3.1 It was agreed that the annual assessment would be progressed in collaboration with the Statutory Staff Associations and Trade Unions. Carrying out the assessment in collaboration was a key factor that Statutory Staff Associations highlighted would influence their willingness to sign up to the Fair Work Statement.
- 3.2 As part of this collaborative approach, engagement took place to inform the initial drafting of the assessment. This was followed by seeking specific views on the content of the draft report resulting in updates that have been incorporated into the assessment.
- 3.3 Discussions have been very positive and following the incorporation of relevant feedback stakeholders have committed to endorse the Fair Work Assessment along with the Fair Work Statement.
- 3.4 The working intention is that the Fair Work Statement will be formally published alongside the People Strategy on the basis that the annual assessment and People Strategy development work will provide assurances to Statutory Staff Associations and Trade Unions that there is a genuine commitment to Fair Work, with delivery of this being embedded into to the People Strategy and supporting delivery plans.

4. EMBEDDING FAIR WORK INTO STRATEGIC PLANNING AND DELIVERY

- 4.1 Work is ongoing to map the proposed areas for development against the relevant strategies and implementation plans. In addition the People and Development SMT are actively assessing areas of high/medium/low priority as well as those areas where there are barriers to delivery due to capacity/funding. That said, many of the areas for development align with existing and planned activity

5. FINANCIAL IMPLICATIONS

- 5.1 There are financial implications in this report.
- 5.2 Fair work will impact a number of areas including those which are non-financial and relate to organisational workforce policy decisions and processes.

Work is ongoing as to how best to monitor the ways in which existing budgets align with Fair Work practice, and any further financial implications will be considered as part of the annual budget setting process where appropriate.

6. PERSONNEL IMPLICATIONS

- 6.1 There are personnel implications in this report.
- 6.2 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.

7. LEGAL IMPLICATIONS

- 7.1 There are no legal implications in this report.

8. REPUTATIONAL IMPLICATIONS

- 8.1 There are no reputational implications in this report.

9. SOCIAL IMPLICATIONS

- 9.1 There are no social implications in this report.

10. COMMUNITY IMPACT

- 10.1 There are no community implications in this report.

11. EQUALITIES IMPLICATIONS

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

12. ENVIRONMENT IMPLICATIONS

- 12.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the contents of the Fair Work Annual Assessment.

Introduction

The Joint Statement for Fair Work, which was agreed with statutory staff associations and trade unions, confirms that consideration of Fair Work First principles and evidence of progress towards it will be assessed on an annual basis. This report marks policing in Scotland's first annual assessment of the delivery of Fair Work with the intention of providing a structure to support continuous improvement in embedding Fair Work into policing.

This assessment has been progressed jointly by the Scottish Police Authority (the Authority) and Police Scotland in collaboration with the Association of Scottish Police Superintendents, Scottish Chief Police Officers Staff Association, Scottish Police Federation, UNISON and Unite.

Defining Fair Work

The strategic ambitions for Fair Work were set out in the Fair Work Convention's [Fair Work Framework](#) (2016). It set out a vision for people in Scotland to have a world-leading working life where Fair Work drives success, wellbeing and prosperity for individuals, organisations and for society. The framework outlined five dimensions of Fair Work, which are effective voice, opportunity, security, fulfilment and respect. The Scottish Government has since published the [Fair Work First Guidance](#), which outlines good practice examples to help support employers in thinking about steps that can be taken to deliver Fair Work.

Background to Annual Assessment

Fair Work First Guidance outlines the need to

- Identify Fair Work First Priorities
- Monitor and provide evidence of progress towards meeting the Fair Work First Criteria as part of sponsorship/funding arrangements
- Consider further action that could be taken to enhance Fair Work
- Describe how organisations are meeting and/or intend to advance Fair Work and timescales for doing so as part of agreement of annual priorities with relevant Scottish Government policy/sponsorship teams
- Agree priorities in collaboration with appropriate workforce representatives

This annual assessment provides the framework to deliver the requirements of the Fair Work First Guidance. In the spirit of continuous improvement it is recognised that the assessment process will require to evolve and mature over time in order to ensure it is meaningfully aligned to and supports the budget setting processes.

The key priorities for the first annual assessment are to:

- Establish an initial baseline in relation to the delivery of Fair Work

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- Establish an effective assessment process that is streamlined, adds value and is supported by all stakeholders
- Ensure that agreed areas for development are built into People Strategy refresh planning and delivery
- Support an ability to start to coherently outline choices that require to be made in terms of prioritisation based on any resourcing/funding limitations.

In future years the focus will be on ensuring the annual assessment process:

- Is properly embedded into budget setting and organisational prioritisation decisions
- Continually informs strategic planning and delivery
- Is supported by appropriate measures to track progress over time.

The evidence used for this assessment included a review of all relevant reports submitted internally within Police Scotland as well as to the Authority People Committee alongside engagement with key stakeholders within Authority/Police Scotland and staff associations and trade unions. This evidence has been considered against the Fair Work Dimensions and Fair Work First Criteria and good practice within the [Fair Work First Guidance](#).

Fair Work Statement

The [Fair Work First Guidance](#) encourages the development of a jointly agreed statement with staff associations and trade unions highlighting a commitment to advance fair work.

This agreed statement is being launched alongside the publication of the first annual assessment

Scottish Police Authority (the Authority), Police Scotland, Associations of Scottish Police Superintendents, Scottish Chief Police Officers Staff Association, Scottish Police Federation, UNISON and Unite are committed to advancing the principles of Fair Work First to achieve positive outcomes for our workforce and will strive towards continuously improving on these areas by embedding these principles into our strategic development, planning and delivery.

Fair Work is work that offers all individuals an effective voice, opportunity, security, fulfilment and respect. It balances the rights and responsibilities of our people and the organisation and in turn it generates benefits for the workforce, policing and society as a whole. We believe Fair Work can boost creativity, realises untapped potential and increases productivity.

We are committed to supporting a positive working environment and ensuring resources, talents and skills of all our people are maximised. We will continue to strive towards mainstreaming equality, diversity and inclusion into all we do within policing. It is essential that we ensure our policies, procedures and activity translates into positive behaviours and outcomes and there is a commitment to ensure impact can be effectively measured to support an effective assessment against the Fair Work principles.

Consideration of Fair Work First principles and evidence of progress towards the Fair Work First criteria will be assessed on an annual basis at the People Committee with this assessment contributing to the annual budget setting process. This assessment will be progressed in collaboration with statutory staff associations and trades unions, including attendance and contribution to discussions at the People Committee.

The Authority/Police Scotland will include Fair Work and Living Wage award criteria in all appropriate procurement contracts where they are relevant.

Structure of Assessment

As the Fair Work Statement highlights, there is a need to understand the impact of activity in order to establish if the commitment to Fair Work is making a difference. The need to effectively measure impact is something that cuts across all dimensions of Fair Work and therefore is addressed upfront.

The remainder of the assessment is structured based on the five dimensions of Fair Work. This includes defining each dimension, providing definitions of what is required to embed Fair Work as defined by the [Fair Work Employer Support Tool](#), with this then being supported by outlining key successes and key areas for development. The Employer Support Tool outlines five levels of delivery of Fair Work, which are Commencing, Aspiring, Developing, Improving and Embedding. The intention of the proposed areas for development are to provide a route map to support continuous improvement and embed Fair Work into everything we do.

The final section of the report considers approaches to mainstreaming the proposed areas for development into strategic planning as well as considering steps to explicitly identify any barriers to progress related to resourcing/funding.

Prioritisation and Assessment of Impact

“It is essential that we ensure our policies, procedures and activity translates into positive behaviours and outcomes and there is a commitment to ensure impact can be effectively measured to support an effective assessment against the Fair Work principles.” (Fair Work Statement)

A clear commitment to Fair Work is evident through the breadth of current and planned activity intended to support a positive working environment. The challenge to date, which is also evident through this annual assessment, is the ability to measure and track the impact of this activity on positive outcomes.

The joint Authority/PS People Strategy Evaluation, presented to People Committee in June 2022, highlighted the need to use management information and other

evidence to develop insights and planned actions to support the future delivery, and outcome focused measurement, of the refreshed People Strategy. The evaluation also highlighted the benefits these measures would have in supporting outcome focused reporting to boards and committees.

The ability to measure progress and impact is key to supporting decisions on prioritisation based on investment/resources available as well as providing an evidence base where current investment/resources create challenges for the delivery of Fair Work.

The [Workforce Management Information Development and Improvement Plan](#), presented to the Authority People Committee in February 2023, demonstrates a commitment to seek to address the issues highlighted above. The intention is that progress is made in these areas as part of the work to develop a refreshed People Strategy and supporting implementation plan, which will better enable future Fair Work Annual Assessments to effectively measure the extent to which commitment and activity translates into positive Fair Work outcomes.

Proposed Areas for Development

The proposed areas for development to assess progress and impact include:

- Ensuring the People Strategy is supported with outcome focused measures/KPIs to better enable outcome focused reporting
- 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.

Voice

Defining Voice

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.

Staff Association and Trade Union Involvement

Embedding Fair Work - Defined

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We fully support the involvement of our recognised statutory staff associations and trade unions and provide facility time for representatives who play an active and important role in decision-making (including negotiation of pay and conditions through a collective bargaining agreement).

Theme	Successes
TU/SA reps at Boards/ Committees	<ul style="list-style-type: none">• Invited to key governance/decision making forums• Have ability to engage with executive representatives outwith formal structures
Policy/ Procedure Development	<ul style="list-style-type: none">• There is a positive structured approach to ensure stakeholders can influence the development of new/revised policy/procedure• Statutory staff associations and trade unions are defined as mandatory stakeholders with diversity staff associations also involved in the process
Collective Bargaining	<ul style="list-style-type: none">• Formal Collective bargaining arrangements are in place• Constructive and effective forum to negotiate officer terms and conditions via the Police Negotiating Board (PNB) Technical Working Group• Collective bargaining supported the negotiation of a single pay and grading model and terms and conditions for Authority/Police Scotland staff• The PNB has supported a wide range of positive terms and conditions agreements as part of and outwith pay negotiations
Encouraging Staff Association/ Trade Union membership	<ul style="list-style-type: none">• Information is provided as part of probationer/staff induction
Facility Time	<ul style="list-style-type: none">• Facility time provided to full-time and part-time staff association and trade union representatives• Time is provided to diversity staff association representatives

High Level Assessment

It is positive that workforce representatives are invited to attend internal committees/boards to contribute views. However, it has been indicated that there are occasions where some workforce representatives are not invited to newly established forums/working groups. This demonstrates the need for a more systematic approach to ensuring appropriate attendance via agreed statutory stakeholder points of contact.

Whilst involvement and attendance at boards/committees/forums is welcomed it was highlighted by workforce representatives that the concerns raised and associated organisational response is not always effectively recorded in order to support fully informed decision making. In addition it was highlighted that there is room to enhance greater voice at the development stage of new or revised

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programmes/policies/practices in order to deliver the statutory right to meaningful consultation.

In terms of formal mechanisms for workforce representative consultation/engagement, discussion with trade union representatives suggests the need to ensure joint clarity on the overall purpose of the Staff Joint Negotiating Consultative Committee (JNCC) including what should and should not be progressing through this channel and when. With regards to both JNCCs it is felt that there is a need for improvement in becoming a more effective forum for receiving and resolving escalated issues of dispute. The view being that issues raised are often not addressed or are passed over to other governance structures to seek resolution.

There was positive comment on the structured consultation process related to new/revised policies and procedures where feedback is explicitly responded to highlighting areas taken on board, areas not taken on board and why. However trade unions did highlight that the loss of a policy working group had removed the ability to have more detailed two way dialogue, outwith formal JNCC structures, to resolve ongoing issues and jointly consider future policy/procedure developments.

A key area of focus for unions in relation to the JNCC is ensuring a clear and effective role in seeking to work collectively to reach agreement on key policy/procedure through consultation (e.g. Disciplinary, Grievance, Capability, Attendance Management and Leave). UNISON are keen to support a culture where consultation is seen as an enabler to positive mutual outcomes rather than being seen as being one part of the governance process that requires to be complied with.

It is important to recognise that collective bargaining arrangements exist for officers and staff in Scotland and have resulted in pay agreements and significant positive changes to terms and conditions to support Fair Work since the creation of the Authority/Police Scotland. Staff Associations highlighted that whilst the PNB can provide some challenges it is seen to be significantly more desirable than the Independent Pay Review Body that is in place for police officers in England and Wales.

Concerns were raised by workforce representatives that the ability to meaningfully negotiate has historically been hampered by the fact that negotiating parameters can be significantly restricted based on the budget provided to policing. Staff Associations also highlighted that it is fundamental to Fair Work that officers are protected from receiving a lower negotiated pay settlement compared to other sectors due to an inability to strike or take other forms of industrial action.

With regards to negotiation of terms and conditions it is important to recognise that collective bargaining has resulted in the negotiation of a single pay and grading model and terms and conditions following a variety of different legacy provisions being inherited when the Authority/Police Scotland were created. When it comes to police officer negotiations on terms and conditions themselves the partnership working demonstrated within the PNB Technical Working Group is regularly recognised as a highly effective forum by the Independent Chair of the PNB. That

said the annual challenges associated with pay negotiations are seen by many to impact and interrupt the full ability to make progress via the working group.

A key component of Fair Work is for the employer to encourage workforce representative membership. It is positive to note that the Scottish Police Federation are able to attend and provide an input to all new police officer probationers. With regards to staff it is felt that further consideration could be given to how the Authority/Police Scotland take further steps to raise awareness of and encourage trade union membership. UNISON are keen that consideration includes opportunities to encourage membership through an employee's career and not only at the recruitment stage.

With regards to facility time many stakeholders were satisfied with the facility time provided, although the main issue raised from a trade union perspective was the extent to which there can be challenge in providing facility time to those that are not full time representatives.

Proposed Areas for Development

Areas for development include:

- 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
- the need to have a joint understanding of the types of things that are intended to go to the Staff JNCC and when
- exploring improved approaches to facilitating trade union/staff association voice at development stage of new/revised programmes/policy/practice
- considering the reinstatement of a policy working group to create space, outwith formal JNCC structures, to resolve issues and consider future policy developments
- The commissioning of independent research/engagement with key policing stakeholders to fully consider rationale/benefits/risks to provision of pay indexation for police officers
- 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
- 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
- Considering further steps to encourage trade union membership
- Ensuring greater clarity in the approach to provision of facility time for those who are not full-time representatives

Meaningful Dialogue with Workforce

Embedding Fair Work - Defined

We systematically engage in meaningful dialogue with workers, we measure the effectiveness of this and we can identify where it works well and how we can improve it.

We actively encourage workers to contribute their views. We have a defined process for managing feedback and reviewing ideas. We can identify the difference this makes to decisions taken, business performance and wellbeing and we share this information with workers.

We promote openness and the sharing of ideas and have evidence that this is well established across our organisation, with many examples of different and dissenting voices that are listened to and respected. We can identify benefits arising from a respectful culture that embraces diversity of viewpoints.

Theme	Successes
Surveys	<ul style="list-style-type: none">• Survey in place with supporting national/local implementation plans• Reviewed/improved approach to Exit Surveys implemented with further plans to improve approach
Engagement	<ul style="list-style-type: none">• Recent large-scale colleague engagement on sexism and misogyny, grievance and the future introduction of body worn video• Existence of Chief's Forum – intranet discussion board where officers/staff can put questions to Chief Constable/Exec Team• Engagement via 'It's the Little Things' campaign to locally identify/invest in small but important improvements to work environment

High Level Assessment

The existence of an implementation plan for the staff survey is positive, however there is concern that lack of tangible progress against the plan could undermine confidence/willingness of the workforce to participate in future surveys. Workforce representatives highlighted a concern that resourcing limitations could be having an adverse impact in addressing long-standing and engrained issues regularly identified through surveys. Now that an approach is in place to carry out subject specific large-scale surveys it is important to ensure appropriate alignment and a holistic approach to surveying and staff engagement. This needs to be considered alongside the other existing forms of direct engagement in order to consider further steps that can be taken to encourage and facilitate the sharing of ideas to inform improvements.

As highlighted in the Prioritisation and Assessment of Impact section, it is currently difficult to assess the impact of activity on decision making, organisational performance, workforce wellbeing and the way information is shared.

Areas for development include:

- Clearer organisational ownership/oversight of delivery of tangible progress ahead of next staff survey (with supporting communication to demonstrate progress)
- 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
- Further focus on encouraging participation in exit survey process to increase ability to identify lessons/trends.
- Ensuring approach, outcome and responses to Staff Surveys and other large-scale officer/staff engagement are aligned and complementary
- Considering improvements in approaches to encourage and facilitate proactive sharing of ideas from officers/staff for the benefit of continuous improvement

Management Capability to Engage

Embedding Fair Work – Defined

Our management are effective in making time and creating space and place where conversation and challenge are dealt with respectfully and they are continually developed based on employee feedback.

A consistent approach to performance management is well embedded in our organisation. Feedback from our staff suggest that our managers are largely effective in objective setting and we continue to monitor this in terms of deadlines being met, quality of outputs as expected and a good level of job satisfaction amongst workers.

Theme	Successes
Management Approach	<ul style="list-style-type: none"> • Implementation of MyCareer to support structured approach to performance discussions and constructive feedback • Implementation of Engagement Essentials Toolkit • Ongoing development of People Managers Development Programme • Investment and plans to deliver leadership training to middle managers (Your Leadership Matters – Phase 2)

High Level Assessment

It is recognised that there has been a lack of investment in leadership development since the creation of Authority/Police Scotland and this is now being addressed. It is important that the impact of this increased focus and investment is evaluated to specifically assess the extent it enhances capability around constructive, respectful and meaningful dialogue between management and their teams. This also includes considering the extent to which MyCareer provides a framework to support management in clearly outlining realistic and reasonable performance expectations. This includes considering impact of not having objective setting as part of the process. MyCareer is considered again under the Opportunity dimension as a career development tool.

As part of discussions with workforce representatives it was highlighted that management can struggle to prioritise people considerations alongside operational considerations due to capacity challenges.

It is important that measures/KPIs relating to management capability to progress meaningful dialogue and address concerns are identified in order to track progress and impact. An important outcome of this work, highlighted by ASPS, is the importance of ensuring psychologically safe spaces for officers and staff in the workplace.

UNISON highlighted that responsibility to create a positive working environment does not solely rest with managers with reference made to Chartered Institute of Personnel and Development (CIPD) Professional values and purpose:

“The fundamental purpose of the people profession is to champion better work and working lives. Creating roles, opportunities, organisations and working environments that help get the best out of people, delivering great organisational outcomes, in turn driving our economies, and making good, fair and inclusive work a societal outcome.”

Proposed Areas for Development

Areas for development include:

- Ensuring evaluation and review of MyCareer considers the extent it has helped allow management to set out realistic reasonable performance expectations
- 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
- Seeking to identify/remove unnecessary barriers impacting on management capacity to prioritise people considerations alongside operational considerations

Opportunity

Defining Opportunity

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.

Equal Opportunity in Recruitment and Progression

Embedding Fair Work – Defined

- We have made positive progress towards agreed diversity and equality targets. We monitor and evaluate our policies and practice on an ongoing basis in order to support continuous improvement.
- We regularly assess the effectiveness of our recruitment and selection policy and practices and have evidence to show that these are having a positive impact on diversity and equality within the business and our business is more diverse as a result.

Theme	Successes
Equality Outcomes	Joint Equality Outcomes were published in 2021. These outcomes focused on workforce insight, leadership, recruitment, retention and progression. Progress against these outcomes is published here.

High Level Assessment

The commitment to progressing EDI in policing is significant and a clear priority for executive leaders in policing, which is supported by a wide range of positive activity. Progress has been made in the gathering and development of data and insights although there is recognition that further improvements can and will be made in this area. Key enablers for further progress are the Police Scotland Policing Together Strategy and supporting implementation plan along with the Authority’s own EDI Action Plan. There is significant commentary on progress made in relation to EDI through the Joint Mainstreaming and Equality Outcomes Progress Report, which will not be repeated in this report. During discussions with UNISON it was highlighted that the work in relation to development and progression needs to ensure appropriate consideration of part-time/flexible workers.

Collaboration and partnership working with and amongst statutory workforce representatives and diversity staff associations will be vital in order to maximise positive outcomes for all.

Proposed Areas for Development

Areas for development include:

- The need to clearly articulate data gaps, plans to address these and any system limitations causing difficulty to gather/use/report data and insights
- Taking further steps to ensure meaningful insight can be drawn from all forms of workforce survey results disaggregated by protected characteristics, where possible
- Ensuring pay gap reporting is supported with insight on causes and proposed action to seek to address gaps

- Ensuring the improved approaches to data gathering allow for an ability to more effectively articulate the impact of policy/activity
- Implementation of accessible recruitment procedures that have been appropriately impact assessed and ongoing assessment of promotion processes to ensure appropriately inclusive
- Continued focus on working in partnership and supporting collaborative working across Statutory Staff Associations, Trade Unions and Diversity Staff Associations in relation to EDI

Investment in Training and Development

Embedding Fair Work - Defined

We offer a range of training and development opportunities aligned to our current and future operational requirements and to the profile and needs of our workforce in order to support Continuous Professional Development (CPD), job transition and career progression. We systematically evaluate the effectiveness of our training plans and can report on their effectiveness and any improvements needed.

Theme	Successes
Training and Development	<ul style="list-style-type: none">• Clear acceleration in intent and investment in training and development through leadership training, CPD and formal and informal training opportunities including mentoring and coaching• Clear organisational recognition of the need to progress a sustainable model for learning and development that aligns more clearly to delivery of organisational priorities and needs through a Learning and Development Strategy• Implementation and use of Evaluation and Review Framework to support a systematic and effective approach to evaluation and continuous improvement of programmes• Adapting delivery of training and development as a result of COVID-19

High Level Assessment

Policing, along with Staff Associations and Trade Unions, recognises there has been underinvestment in leadership development and non-technical training since the creation of the Authority/Police Scotland. It is clear that progress over recent years has taken significant strides to address this and a further key milestone in this journey will be the delivery of the Your Leadership Matters Phase 2 programme, which will see leadership training provided to first line and middle managers (over 5,000 officers and staff). This is also supported by extensive CPD, formal training and development and options in relation to coaching and mentoring. In addition commitments in relation to a new Learning and Development Strategy that better seeks to address organisational need, current and future skills gaps and prioritisation aligned to strategic plans and strategies is a welcome development.

A key area of interest for statutory staff associations and trade unions is the organisational and management approach to grievances where there is a view that the focus is on progressing these like criminal investigations rather than focusing on resolution. Engagement with Police Scotland has confirmed the development of the People Managers Development Programme will cover training and support for managers in relation to grievances. There is a keenness from workforce representatives to be involved in the development of this training to ensure it meets the intended outcome.

The approach to evaluation and review of programmes has matured in recent years and there is clear commitment and intent to continuously improve the approach to measuring the impact of these programmes in terms of uptake, participant feedback and the delivery against intended outcomes.

Policing successfully responded to training delivery challenges posed as a result of COVID-19, which has created opportunities for greater flexibility in the way that training and development is delivered in the future. Key considerations now involve seeking the appropriate balance between virtual and face to face training. Achieving the right balance is an area of significant interest to the workforce representatives.

Proposed Areas for Development

Areas for development include:

- 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
- 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
- Ensuring steps are taken to embed in-house leadership development capability following Your Leadership Matters Phase 2
- Ensuring the right balance in future delivery of blended learning approach

Clear Career Paths and Understanding and making best use of Skills and Potential

Embedding Fair Work - Defined

- We are committed to an inclusive approach to talent management that optimises career progression for all and is explicitly committed to ensuring no hidden barriers to progression with regular monitoring and evaluation of outcomes
- We regularly update our knowledge about the skills and experience of our workers as part of our talent management approach and CPD discussions between managers and workers and this has positively impacted on staff retention.

Theme	Successes
Career development and Progression	<ul style="list-style-type: none">• Implementation of Accelerated Leadership Pathways (ALP) talent management programme to identify officers who can demonstrate potential to become future Chief Officers• The development and implementation of a new appraisal system (MyCareer), which is intended to be used as an additional talent identification tool outwith the Accelerated Leadership Pathways programme• Provision of variety of programmes to support officers in preparation for and following promotion. More detail is available in latest Leadership and Talent Update.

High Level Assessment

The implementation of MyCareer is an important milestone to support a systematic approach to career development conversations in policing. Following initial mixed reviews from workforce representatives the 12 month evaluation, with support of stakeholder feedback, will be vital in resolving any initial issues to ensure continuous improvement. Some feedback from workforce representatives suggested that senior leaders in policing should be more explicitly outlining and demonstrating the importance of MyCareer conversations.

The ALP is tangible evidence of a focus on talent management for police officers. The development of MyCareer sought to recognise that this programme is only accessible to a small number of people by setting out an intention to be a talent identification tool for officers and staff outwith the ALP. Any evaluation of MyCareer should consider the extent to which it is delivering against this objective. Aligned to this it is positive to note recent commitments to consider the progression of a Talent Management Framework along with a focus on succession planning in a recent update on [People and Development activity](#) at the Authority People Committee. This work should consider and recognise the view from trade unions that the focus on succession planning, talent management and career paths currently feels primarily police officer focused.

During discussions with UNISON a view was provided that work in relation to workforce mix should include consideration of the potential detrimental impact in relation to career development and progression if police officers are working in management roles that could be carried out by members of police staff.

Proposed Areas for Development

Areas for development include:

- MyCareer evaluation to have particular focus on understanding how/if it is supporting the identification and development of talent
- Considering how/if senior leadership could more explicitly place a greater focus on the importance of MyCareer

- 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

Security

Defining Security

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.

Pay and Contractual Entitlements

Embedding Fair Work - Defined

- We systematically review the effectiveness of our policies in consultation with workers. We train our managers on policy and procedures related to employee rights. We have evidence that these policies are routinely used by both managers and workers, ensuring genuine access and a consistent standard is met.
- We understand how pay impacts on important business outcomes like staff retention, productivity and health and wellbeing. We are open and transparent about our pay policy. We are committed to pay progression underpinned by robust job evaluation, and we have assessed pay for any systematic gaps and implemented change in response
- We have used the adoption of the real living wage to improve pay rates across the board. We annually review our pay policy to ensure that wages reflect the true costs of living

Theme	Successes
Pay and conditions	<ul style="list-style-type: none"> • Delivery of a key principle of Fair Work by ensuring all officers and staff receive at least the real living wage • Open and transparent with regards to publication of pay entitlement based on grade/rank and service • Publication of Police Officer Handbook, Staff Manual of Terms and Conditions and procedures on the Policy Hub ensuring

	<p>clarity for the workforce and managers in relation to terms and conditions</p> <ul style="list-style-type: none">• Implementation of single job evaluation and pay and grading system for Authority/Police staff• Pay provision beyond statutory minimum for officers and staff in relation to sickness and leave.• Access to local government and public pension schemes.• Refer to Collective Bargaining Section in 'Voice' Section
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High Level Assessment

First and foremost it is important to recognise that all officers and staff are paid above the real living wage and that several terms and conditions go well beyond the statutory minimum. As at April 2022 the minimum hourly rate for staff was 20% higher than the real living wage with the starting salary for police officers 36% higher. Discussion with workforce representatives has highlighted potential future concerns in relation to the closing of pay differentials, particularly for middle management roles. This relates to the potential unintended consequences of higher pay for lower earners, which could impact on pay structures and the attractiveness of progression to middle management roles.

With regards to pay transparency it is positive that pay related to grade and rank is readily accessible, however UNISON are looking for further transparency in relation to the reporting of arrangements in relation to market supplements and temporary arrangements where staff are paid at a higher salary.

Whilst changes have been made to pension schemes in recent years they are still generous, for example in the Police Pension Scheme officers pay 13.46% of their salary whilst the employer contribution on an officer's behalf is 29.4%. For staff, member contributions range from 5.5% to 12.5% (depending on earnings) with the employer contribution varying depending on which regional pension scheme staff are in with this ranging from 17% to 25%, which equates to an overall employer contribution of £42.5 million for staff pensions in 2022/23. Officers and staff are also provided with sick leave, annual leave and family friendly leave which is often well above the statutory minimum.

In recent years significant steps have been taken to clearly articulate officer and staff terms and conditions through the Police Officer Handbook, Staff Manual of Terms and Conditions and procedures on the Policy Hub. In addition policing is transparent in relation to its pay provision through publication of salaries linked to all grades and increments. Understanding how pay impacts retention, productivity and health and wellbeing is something that should be considered as part of the proposal to progress a collaborative and strategic approach to pay and reward (see Voice section under Staff Association and Trade Union Involvement)

Police officer terms and conditions are provided through police regulations and therefore are often complex to understand and vary from staff terms and conditions. The development of a simplified guide through the Police Officer Handbook was a

significant step forward, however given the complexity, consideration should still be given as to whether further training inputs are required to support management understanding of complex and varying terms and conditions.

Policing is unique in the sense that managers and their staff can often have completely different terms and conditions given the variation between police regulations and staff terms and conditions. Therefore ensuring managers have an understanding of both sets of conditions is essential.

The policy hub provides guidance to individuals and managers on people policies and procedures to help support the delivery of Fair Work. The procedures on the policy hub relate to procedures owned by People and Development and consideration could be given to ensuring signposting to other people related procedures, which are owned by other departments i.e. Professional Standards Department. As highlighted in the Fair Work Statement there is a need to ensure that policies and procedures translate into positive behaviours and outcomes and therefore it is important to develop measures/KPIs and supporting processes to support the assessment of impact.

In relation to Job Evaluation it is noted that consultation is ongoing in relation to a Pay Procedure, which seeks to outline the business as usual approach to Job Evaluation.

Proposed Areas for Development

Areas for development include:

- Consideration of training inputs to support management understanding of terms and conditions, exploring the potential to do this in partnership with statutory staff associations and trade unions
- Ensuring people policies/procedures are supporting with outcome focused measures/KPIs to better enable assessment of impact and any need to review
- Ensuring the policy hub is able to sign post to all people related procedures, including those owned by the Professional Standards Department
- 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.

Secure Contracts

Embedding Fair Work - Defined

Our organisation provides all workers with contractual hours which are agreed, predictable and sufficient to earn a decent living; and we keep under review our employees' experience of different contracts to ensure that these arrangements remain mutually beneficial. In addition we are committed to not using fire and rehire practices.

Theme	Successes
Secure Contracts	<ul style="list-style-type: none">Continued no compulsory redundancy policy and a no redundancy position for police officersGuaranteed minimum hours for all officers and staffPositive commitment to look at the possibility of a four day working week for staff and a reduced working week for officersRegulations and policy in place to maximise predictability, whilst recognising unpredictable nature of policing with compensation provided where appropriate.Provision of flexi-time for staff to maximise flexibilityRecent introduction of flexi-time for Inspecting and Superintending Ranks

High Level Assessment

Aswell as pay and terms and conditions, contract security is another well advanced area for policing in relation to Fair Work. Aswell as job security, a key part of this dimension is predictability of work pattern. For police officers a positive step was taken in 2017 where a [Police Negotiating Board agreement](#) was reached, which fully clarified:

- Officers must have a duty rosters for at least 3 months and must be provided not later than one month before it is due to start
- The reasons that a duty roster can be altered with the need for full consideration of wellbeing, operational and practical circumstances

During discussions with trade union representatives it was highlighted that whilst positive agreements have been reached in relation to areas such as short notice shift variation, it is important to keep an eye on the application of terms and conditions to ensure they are being implemented as intended. Recognising potential resource constraints it is important to consider what proportionate steps could be taken to ensure the right systems and controls are in place to adequately ensure appropriate and accurate provision of terms and conditions. This is particularly important given that some provisions can be quite complex.

The introduction of flexi-time for inspecting and superintending ranks is a positive development both in terms of providing the facility to work flexibly aswell as management information to inform workforce planning where it outlines evidence of excessive working hours.

A live issue for statutory staff associations is the need to ensure police regulations are followed by having an effective process in place to ensure on-call arrangements align to a list of designated roles determined through consultation and agreement with SPF and ASPS.

Proposed Areas for Development

Areas for development include:

- 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.
- Putting in place monitoring arrangements in relation to inspecting and superintending ranks flexi-time provision to support future workforce planning
- 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

Fulfilment

Defining Fulfilment

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.

Job Design and Autonomy

Embedding Fair Work - Defined

- All jobs are specifically designed and reviewed in line with job design principles that highlight the link between intrinsically rewarding work and positive outcomes for individuals (such as job satisfaction) and for the organisation (such as improved staff retention and productivity).
- Our workplace practices rely on a high degree of trust and collaboration, enabling our workers to structure tasks and delivery approach, and we can identify how this has positively impacted on the quality of outputs, productivity and staff wellbeing.

High Level Assessment

Work in relation to a Target Operating Model and Organisational Design principles and parameters are key in supporting the delivery of Fair Work in relation to Job Design and Autonomy. The HMICS Assurance Review of Strategic Workforce Planning highlighted the need to establish a clear model and plan for producing a Target Operating Model with clarity on consistent design principles. This work needs to embed Fair Work principles to ensure progress in relation to organisational design has a focus on autonomy, job quality, job satisfaction, retention and productivity. It is

important that organisational design is considered alongside organisational culture in relation to empowerment and autonomy. It is recognised that this is an area that will likely be covered as part of the upcoming HMICS Inspection of Culture.

Key to job design and autonomy will be the need to proactively consider wellbeing and psychosocial risks and stress at work as part of the design process. The European Agency for Safety and Health at Work state psychosocial risks arise from poor work design, organisation and management, with the following examples provided that should seek to be avoided through the organisational design and development stage:

- Excessive workloads
- Conflicting demands and lack of role clarity
- Lack of involvement in making decisions
- Poorly managed organisational change

Proposed Areas for Development

Areas for development include:

- 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
- Considering how this work can be progressed with a focus on measuring the impact of job design and autonomy on wellbeing, retention and productivity

Respect

Defining Respect

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, adoption and genuine engagement with respect as a key organisational value, communication, training managerial and supervisory approaches to conflict resolution.

Flexible and Hybrid Working

Embedding Fair Work Defined

We have systems and procedures in place to manage a comprehensive range of flexible working arrangements from day one of employment and which monitor the impact these have on wellbeing and performance.

Theme	Successes
Flexible Working	<ul style="list-style-type: none">• Procedure aligns well with Fair Work principles where the organisational position is one that starts with 'yes' and moves to 'no' where there are justifiable reasons• Procedure encourages discussion of applications as well as trial periods to test workable solutions for all• Procedure includes ability to request short term changes to working patterns to cope with a change in domestic circumstances, undertake caring responsibilities, treatment or training.• Applications can now be made electronically allowing more robust data collection to help improve monitoring, identifying any trends or barriers and increase transparency
Hybrid Working	<ul style="list-style-type: none">• Hybrid Working Guidance introduced

High Level Assessment

The flexible working policy position in policing is strong and with a greater ability to monitor data associated with flexible working applications this should allow a greater ability to understand the extent to which the policy translates into positive outcomes.

Fair Work First guidance encourages the highlighting of flexible working and family friendly policies in job adverts. Upon review of existing job adverts consideration could be given to whether more prominence should be given to advertising current flexible working and family friendly policies.

Hybrid Working Guidance was published in 2022 with a positive focus on the benefits of hybrid working for the individual and organisation. This was a significant step forward, however it is key that the impact of this approach is regularly monitored to understand the extent to which it is delivering on the intended outcome.

Proposed Areas for Development

Areas for development include:

- Ensuring the improved data capability in relation to flexible working is appropriately considered on an ongoing basis to inform continuous improvement
- Consideration of approaches to raising awareness of flexible working and family friendly policies in job adverts

- Ensuring hybrid working guidance/practice is reviewed to ensure it is meeting individual and organisational need

Dignity at Work

Embedding Fair Work - Defined

Dignity at work is a core value within our organisation. Everyone is clear on what behaviours are unacceptable and managers are trained to identify and address negative behaviours before they become an issue and we have seen a reduction in disciplinary actions as a result.

Theme	Successes
Setting expectations	<ul style="list-style-type: none">• Respect is a clear organisational value in policing• Setting clear expectations of behaviour and conduct via Policing Together Values Campaign to ensure clear understanding of what constitutes unacceptable behaviour ensuring officers/staff have confidence to challenge behaviours• Commitment to develop People Managers Development Programme

High Level Assessment

Fair Work highlights the importance of respect being a key organisational value, providing validation of the importance of including respect as a key organisational value for policing. The Policing Together Values Campaign is a strong and positive campaign to fully clarify acceptable and unacceptable behaviours. This is also being supported by the development of a People Managers Development Programme to provide managers with key skills to support issues in relation to grievance and performance. Workforce representatives have highlighted the importance of this work in ensuring officers and staff are comfortable to raise concerns.

A key next step will be to review the current Equality, Diversity and Dignity Policy/Procedure to ensure a clear and up to date focus on dignity at work for the Authority/Police Scotland. In addition it is positive to note plans to develop and improve the work to report and identify trends and issues associated with grievances.

Proposed Areas for Development

Areas for development include:

- 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

- Progress monitoring approaches in relation to dealing with unacceptable behaviours with a focus on compliance with procedures and identification of organisational lessons and trends.

Health, Safety and Wellbeing

Embedding Fair Work Defined

We regularly review identified risks related to the health, safety and wellbeing of our workers and can report positive improvements.

Theme	Successes
Health and Safety	<ul style="list-style-type: none"> • Regular Fire Risk Assessment Process in place • Regular audit/inspection of estates • Organisation wide risk register in place • Implementation of Annual Assurance Model providing structure to escalate issues/concerns at divisional/department level • Positive recent introduction of risk review reporting to Health and Safety Board • Clear commitment to risk assessment in Health and Safety Policy • Existence of Health and Safety Strategic Action Plan with regular reporting to Health and Safety Board. • Your Safety Matters (an end-to-end strategic review of all issues related to the prevention of violence and abusive behaviour against police officers and staff)
Wellbeing	<ul style="list-style-type: none"> • Health and Wellbeing Programme Review has provided direction to inform future provision with a focus on support/resilience as well as proactive prevention • Creation of Health and Wellbeing Advisory Group to include workforce representation • Positive response to recent issues related to the Ill Health Retirement Process • PNB Strategic Commitment to support the ability to take re-rostered rest days.

High Level Assessment

During the People Strategy Evaluation it was highlighted that there has been a lot of positive activity to support workforce wellbeing, with the need for this to be supported by approaches that seek to proactively minimise the negative impact of working practices. The Your Safety Matters work is a clear example of a positive focus in this area. The Health and Wellbeing Programme Review evaluation has also now taken place and highlighted the importance of prevention work. Ensuring an ability to

measure the impact of the developing action plan will be key to help understand if the actions support delivery of intended outcomes. Workforce representatives highlighted the ability to take annual leave, TOIL and re-rostered rest days as key measures to indicate the wellbeing of the workforce.

In 2022 a [public commitment](#) was made to work in partnership with staff associations and other partners to work to consider areas that cause unnecessary demand on policing and its workforce with an aim to fully review working and management practices and the demands placed on officers to ensure they receive re-rostered rest days in a timely manner. The ability to ensure officers take their re-rostered rest days in a timely manner continues to be an issue, however it is positive to see attempts to work with external partners and staff associations to seek to increase the ability for officers to receive adequate rest.

For some time a main cause of sickness has related to psychological illness and Police Scotland responded by carrying out a review to identify themes/trends. This was a positive step and should provide valuable evidence and insight to feed into the broader action planning stage for the Health and Wellbeing Programme Review.

During discussions with workforce representatives, concerns were raised about the current occupational health provision, outlining the importance of the upcoming tendering process in seeking to resolve existing issues.

With regards to Health and Safety, there is a comprehensive approach to the review of related Health and Safety risks with clear oversight from Executive Leadership. There is a recognition of the need to ensure risk assessments are embedded across the organisation and steps are being taken to ensure this is the case under the Health and Safety Strategic Action Plan. UNISON recognised that there are two separate governance structures considering health and safety in one and wellbeing in the other. During discussions UNISON highlighted the importance of ensuring a co-ordinated and holistic consideration of health, safety and wellbeing seeking an assurance that both issues aren't seen as separate and unrelated.

Whilst there is are mechanisms in place to identify risks, there are challenges in being able to address all the risks identified. In 2022, through the [Authority/Police Scotland Pre-Budget Scrutiny Submission](#) to the Criminal Justice Committee it was confirmed there is a requirement for £463 million of capital to improve the conditions and equipment for the wellbeing of officers and staff. Whilst there has been a focus on health and safety requirements and basic repairs of the estate it continues to be highlighted that building continue to deteriorate. Therefore there are concerns that the current levels of capital funding are having a negative impact on the wellbeing, working environment and equipment available to officers and staff.

Proposed Areas for Development

Areas for development include:

- Confirmation of wellbeing measures/KPIs to support assessment of the impact of activity.

- Development and delivery of clear organisational plan to address re-rostered rest day banks
- 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
- Meaningful workforce representative involvement in identifying the organisational need for future occupational health provision.
- Taking further steps to ensure health and safety risk assessments are embedded across policing
- Ensuring consideration of extent to which current approaches allow for co-ordinated and holistic organisational approach to health, safety and wellbeing.

Alignment to Strategic Plans and Delivery

This annual assessment has identified key areas for development and rather than create a separate Fair Work action plan the required areas for development are being mainstreamed into existing and developing strategies and implementation plans.

This work will include a recognition that all areas for development cannot be progressed at once with the need for appropriate prioritisation. This work will also highlight areas that simply cannot be progressed due to resourcing/funding challenges in order to support a strategic discussion as part of future Government Spending Review discussions to ensure that Fair Work is at the centre of any discussion in relation to the policing budget.

Conclusion

It is clear that policing has delivered a significant amount in line with Fair Work principles in recent years. There is a recognition of the need to enhance the approach to measuring and reporting the impact of this activity to demonstrate that commitment and activity is actually translating into positive outcomes.

This annual assessment provides a route map to ensure Fair Work is embedded into the ways of working within policing. The next annual assessment will demonstrate the extent to which the areas for development within this annual assessment have been embedded into strategic planning and delivery and will also allow for the ability to track progress. Fair Work First guidance has a strong focus on continuous improvement and therefore it is recognised that there will be a need to prioritise activity recognising not all areas for development identified can progressed at once.

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