

Question 1(a)(i)

Candidate A

a)i)	Police Scotland is owned by the Government whereas a plc is owned by share holders.
	Police Scotland is controlled by the government with powers delegated to the police senior management team whereas a plc is controlled by a board of directors who are appointed by share holders.

Candidate B

a.i)	-The Police Scotland is owned by the government where as a public limited company is owned by share holders.
	-The Police Scotland is controlled by the government at the council or the local council where as a plc is controlled by a board of directors.

Candidate C

1a)	Police Scotland's ownership and control is	
	is owned by the government whereas a	
	public limited company is owned by shareholders	
	A public limited company makes money from	
	profit & sales whereas police Scotland make	
	money from taxes. Police Scotland's aim	
	is to provide a service for the public whereas	
	a public limited company's aim is to make	
	profit.	

Question 1(a)(ii)

Candidate A

1(a)(ii)	An objective that Police Scotland could have about Human Resources is to have a strong Corporate Social Responsibility (CSR). This would mean that they should care about the impact they are having on the planet and be a good corporate citizen, for example, paying staff more than the living wage.
	An objective they could have relating to finance is to, as they are doing now as shown in Exhibit 2, keep their actual budget and expenditure lower than the forecasted expenditure. This would ensure that they would have money to spend elsewhere.
	An objective Police Scotland may have related to marketing is to look to be a helpful citizen through their social media (as shown in Exhibit 3).

Candidate B

a)(ii) (Human Resources of the Police Scotland is)
One function of the Human Resources of the Police Scotland is to provide recruit good and capable employees.
Another function of the Human Resources of the Police Scotland is to maintain good relations within the employees.
One function of the HR Finance Area of the Police Scotland is to provide a budget budget for each department to work with.

Another function of the finance area of the police Scotland is to create a report of money spent on resources.
One function of the Marketing area of the Police Scotland is to maintain a good image of the Police Department.
Another function of the Marketing area of the Police Scotland is to spread awareness of crimes happening and providing resources to avoid getting involved in a crime (i.e. fraud).

Candidate C

1.ii)	-Marketing is used ^{aim's} to advertise the scottlands police service and to make people aware of what they do and to make people aware that they can become a police-officer.
	-The Police of scottlands aim in finance is to stay within budget
	- the objective of human resources of Police scotland is to make sure that staff are safe and well are happy with there job.

Question 1(b)(i)

Candidate A

b)(i) One roles of the Chief constable would be to lead and guide all the constables of their departments.
Another role of the Chief constable would be to motivate the employees under him to do their best work.
One more role of the Chief constable would be to keep unity in the employees under him.
Another role of the Chief constable would be to be a role model to the employees under them.

Candidate B

bi.	The Chief Constable will have to command instructions to other employees so that no one is confused on what they are doing on a task or aims/objectives for Police Scotland.	
	The Chief Constable will also need to co-ordinate with employees so that everyone is to aiming for the same targets.	
	The Chief Constable will need to inspire and motivate employees to work to which will result in them working hard harder & reaching their objectives quicker.	
	The Chief Constable will need to organise resources for employees to get their tasks done & reach their goals.	

Candidate C

b)	1) One role of the chief constable is planning which will include ensuring everything has been thought out such as strategies and ensure there are steps to make this happen.
	Another role is commanding which includes instructing employees such as senior police officers to carry out tasks in order to ensure everything is carried out accordingly.
	Another role is organising which is includes ensuring everything is set in place so that plans can go according to plan.

Question 1(b)(ii)

Candidate A

ii)	One benefit of police Scotland operating as a tall organisational structure is there are more promotion opportunities available. This will encourage staff to work harder and increase productivity.	
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	One cost of police Scotland operating as a tall structure organisation is information takes longer to be passed down through levels. This means it may take longer for decisions to be made.	
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Candidate C

(ii) One benefit of police Scotland's tall structure is that there is more support from managers for employees. Also there is more opportunity for promotion. One cost of a tall structure may mean that police Scotland's wage (especially managerial wage) costs are higher meaning more money/funding has to be put towards this.	
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Question 1(c)

Candidate A

C. A lack of the latest technology can	
make communication harder. This means	
lower performance in policing which can	
lead to dissatisfied feedback. A political	
change such as Brexit can cause more	
money to be spent. This means less of	
the budget can be used for improving	
the service. Environmental factors such as	
adverse weather conditions can bring the	
need for quick decisions which can make	
upper management feel overworked or stressed.	
Social factors such as a change in an area's	
adherence to the law can free up time	
for officers which can spend more time on	
more important matters regarding the police	
department itself.	

Candidate B

c) Political factors such as a new law or change in law by the government could mean that police Scotland may have to operate

in a different way or increase training for officers. The laws made during covid meant that more officers were recruited to make sure covid restrictions were adhered to. Also an increase on technology spending. This means that the communication between police all over Scotland may have been stronger and more funding has gone to them making their budget bigger.

Technological impacts such as an increase on funding in communication technology means that communication between police officers and stations around Scotland is much clearer and faster making them more responsive.

	to change.	
	• Social factors such as news headlines may impact the public's opinion on the police which means	

	that they could build a bad reputation through this.	
	• Environmental factors such as climate change could impact the way the police works as an encouragement to be more eco friendly called that and their climate strategy could mean that the police force may change the way they travel by turning to electric cars. This may mean that they will have to invest in the cars and also more charging ports.	

Candidate C

QUESTION	MARGIN
<p>C) The external factor of the Scottish economy impacted police Scotland greatly in recent years due to the exit of Britain from the European Union and the COVID-19 pandemic. Officers' workload greatly increased as the government passed rules such as the stay-at-home order. This meant more staff were required and so funding from the government must be increased to allow for recruitment. This impacts police Scotland as they must take time to recruit and train new officers whilst keeping up with the increased workload.</p>	

<p>The external ^{social} factor of crime rate has an impact on the police. If the crime rate is low, the police workload is reduced which leaves more time for them to focus on other issues and strategies such as climate change. The</p>	
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	external social factor of the rise in	
	social media usage has an impact on	
	police workload as more people online means	
	more cyber crimes which is more work	
	for the police. Increased social media	
	usage also gives more opportunity for the	
	police to interact with the public.	

	The external environmental factor of the	
	weather has an impact on the police.	
	As they spend time dealing with more	
	road traffic accidents when the weather is	
	bad. This means they have less time to	
	deal with their other duties and must	
	prepare for bad weather.	

Question 1(d)(i)

Candidate A

ENTER NUMBER OF QUESTION		DO NOT WRITE IN THIS MARGIN
	<p>d) One advantage of an application form is that people sections can create the form candidates can give them useful information about themselves that may be valuable to the job but is not required in the criteria. However, a disadvantage of this is that candidates may have a CV that was produced by someone else - it could be misleading or inaccurate.</p> <p>One advantage of an interview is that the interviewers can see how the candidate performs under pressure. However a disadvantage is that the interviewers may have a bias for example if they know the candidate or the questions may be subjective.</p> <p>One advantage of an Assessment centre is that the assessors are able to see how candidates perform at specific tasks related to the job they are applying for. However one disadvantage.</p>	

ENTER NUMBER OF QUESTION		DO NOT WRITE IN THIS MARGIN
	However one disadvantage is that	
	candidates may feel uncomfortable	
	performing certain tasks.	

Candidate B

1d.	One advantage of using Assessment centres is that it allows Police Scotland see candidates do a variety of different tasks & see how they react in certain conditions	
	Another advantage of using Assessment centres is that it allows a large group of candidates to be assessed at the same time which saves time.	
	An advantage of using interviews is that you get to see what their personality is like & if they are suitable for the job.	
	A disadvantage of interviews is that it can be stressful getting asked lots of questions so some answers may not be true as they want to do the interview quickly.	

	An advantage of a Standard Entrance Test	
	is that it allows Police Scotland to see	
	all their skills based on these tests.	
	A disadvantage of a Standard Entrance	
	Test is that candidates may be better at	
	other skills such as better at literacy and	
	this puts them at a disadvantage as they	
	need to pass all 3 to go to the next stage.	
	A disadvantage of an application form is	
	that it can be time consuming to fill it	
	out.	

Candidate C

ENTER NUMBER OF QUESTION		DO NOT WRITE IN THIS MARGIN
1	<p>(a) One advantage of ^{things methods} methods Police</p>	
	<p>(i) Scotland uses to select suitable candidates is that the application form allows them to get all of the basic information about each candidate and check their suitability for the job. However, a disadvantage is that some candidates may not be very good at writing well thought out and detailed answers, they may do better speaking about themselves in person but however may not get to that stage as a result of their application. Another advantage of vetting is that it allows any candidates who are unsuitable and don't match the criteria to be disregarded - criminal record - and therefore no more time is wasted. However a disadvantage is that the candidate may be well suited to the job but are being discriminated against due to their past. Another advantage is the Standard Entrance Test (SET) this means that everyone is on a level playing field and are able to do their best and whoever gets the best</p>	

ENTER NUMBER OF QUESTION		DO NOT WRITE IN THIS MARGIN
	score gets through. Another advantage	
	is the Assessment Centre, this allows	
	candidates to put their skills into situations	
	and show that they are suitable for the	
	job role.	

Question 1(d)(ii)

Candidate A

1 d	One way would be to ensure that they	
(ii)	comply with the legislation and that	
	all candidates are treated equally -	
	through the Education Act 2010.	
	One way is to make sure it is accessible	
	to all candidates, even if that means	
	making adjustments. Another way is	
	to ensure all recruitment is non bias,	
	that wording in all job adverts is non	
	discriminatory and equal to all.	
	Another way is to ensure all staff	
	throughout the recruitment and selection	
	process have been trained on the legislation	
	to prevent any discriminatory selections	

Candidate B

dii)	<p>A way Police Scotland could ensure that its recruitment and selection process complies with current legislation (Equality Act 2010) is by making sure that there is no discriminatory language in their job adverts, ^{showing} ensuring that anyone is welcome and can apply.</p>	
	<p>Another way Police Scotland can ensure this is by having policies and procedures in place if something was to happen during the recruitment process. They could also make sure that they install ramps and lifts for those disabled individuals to ensure that there is no discrimination and equal opportunity for all.</p>	

Candidate C

Idii	One way Police Scotland can ensure that	
	its recruitment & selection process is managers	
	can't discriminate against anyone for their	
	age, gender, race, religion, pregnancy, sex	
	orientation, marriage or civil partnership, disability.	
	Police Scotland will need to take action if	
	anyone discriminates against another	
	candidate & there are new legislations in	
	place from the Equality Act (2010).	

Question 1(e)(i)

Candidate A

ENTER NUMBER OF QUESTION		DO NOT WRITE IN THIS MARGIN
e)i)	One reason for police Scotland to prepare a budget is to compare predicted and actual figures this means they can see if they stuck to their agreed budget.	
	Another reason for police Scotland to prepare a budget is to check for a deficit this means they could arrange an injection of cash with the government to avoid the deficit.	

Candidate B

ei)	Police Scotland prepare budgets to ensure the organisation does not become illiquid. Cash budgets allow the organisation to compare their predicted expenditure finances with their actual finances and analyse the difference and reasons for that difference. Cash budgets allow the business to predict deficits and make decisions to prevent these deficits. Cash budgets also predict surplus' so the business can plan for when they have the cash to for example invest in new technology.
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Candidate C

e). One reason to prepare cash budgets	
is to see if the scope	
organisation will be in a cash deficit	
which means they can take measures	
to prevent this from happening.	
Another reason to prepare a cash	
budget is so that the organisation	

can predict if they will be in	
cash surplus which would mean they	
can invest the extra cash into other	
departments of the organisation.	

Question 1(e)(ii)

Candidate A

ENTER NUMBER OF QUESTION		DO NOT WRITE IN THIS MARGIN
1.e(ii)	• The increasing expenditure	
	could mean the force must	
	cut some of their existing	
	services to save money.	
	• It could lead to problems	
	with debt and mean the	
	organisation must rely on	
	more money from the	
	government.	
	• Existing staff members	
	could take on additional	
	responsibilities in order to	
	reduce spending	

Candidate B

ii)	Over the next 3 years costs for Police officer costs are increasing. This may be due to increasing staff numbers and employing or recruiting more staff in the police force.
	The police support staff are also increasing which may suggest an increase in the national minimum or living wage which would then require more money being spent on these staff.

Candidate C

ii)	One impact of police Scotland's forecasted increasing expenditure is they may have to make staff redundant.	
	Another impact of police Scotland's forecasted increasing expenditure is they may have to use higher purchase for things like vehicles.	

Question 1(f)

Candidate A

f) One benefit of using social media is that the advertisement reaches a large audience / amount of viewers. However one cost is that these social media ads can be easily ignored - sometimes the actual amount of views may be quite low.
Another one benefit of using social media is that it is easy ^{easy} to setup, operate and modify adverts. as well as being quite . However one cost is that endorse celebrity endorsers / influencers may be needed to help get it gain attention which could be expensive.

Candidate B

1f.	• Social media may allow the force to interact with customers about their services and support. Despite this, negative comments could begin to circulate and tarnish the image of the	
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	Police. Advertising this way allows them to do so 24/7 without a break, meaning more an citizens ^{could} become aware of the information. However, it could become difficult for citizens to identify genuine information amongst fake news, meaning they are distrustful. Social media does however allow Police Scotland to gain greater following through 'follow' and 'like' buttons.	
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Candidate C

1f	<p>One cost to Police Scotland marketing through its social media network is that it costs them money to hire someone to post and interact with the community. Another cost is that it is very time consuming to create posts with informative links when helping the community.</p> <p>One benefit is that they are putting out a good brand image - This shows people that they can go to them for help and advice. Another benefit is that it creates a place for the public to search for informative and trust worthy answers.</p>	
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