SCOTTISH POLICE AUTHORITY
ÙGHDARRAS POILIS NA H-ALBA

Agenda Item 8

Meeting	**Authority Meeting**
Date	**30 November 2023**
Location	**COSLA, Edinburgh**
Title of Paper	**People Strategy & Strategic Workforce Plan**
Presented By	**Katy Miller, Director of People and Development**
Recommendation to Members	**For Approval**
Appendix Attached	**Appendix A: People Strategy** **Appendix B: People Implementation Plan** **Appendix C: Strategic Workforce Plan** **Appendix D: Strategic Workforce Plan Implementation Plan**

PURPOSE

The purpose of this paper is to present Police Scotland's refreshed People Strategy 2024-2027, Strategic Workforce Plan, and their respective implementation plans for approval.

1. BACKGROUND

1.1 In 2018, Police Scotland published its first People Strategy (2018-21), and, in line with good practice, Police Scotland has refreshed the strategy for 2024-2027.

1.2 Our previous Strategic Workforce Plan (SWP) covered the period 2021-2024 and was developed using the Six Steps Methodology to Integrated Workforce Planning. Whilst comprehensive and robust, the delivery of it was predicated on an additional investment of £55.4m.

2. REFRESH OF THE PEOPLE STRATEGY

2.1 The previous People Strategy aimed to empower, enable and develop our people. Aligned to the previous long-term strategy, it set out our plans to support our people to deliver 'excellence in service and protection' and build a modern workforce to meet future demands placed on Scottish policing.

2.2 The strategy was supported by significant levels of activity and regular reporting on progress took place throughout the delivery period of the strategy. An evaluation was undertaken with the SPA and reported to the People Committee in June 2021. It summarised the areas delivered, work ongoing, and identified considerations and opportunities to be taken into account in the refreshed People Strategy. Implementation of the first People Strategy was marked by a series of unprecedented events, many of which placed additional demands upon policing and necessitated swift adaptation. Where and how we work has changed significantly, alongside the expectations and requirements of our people.

2.3 A key feature of the refreshed People Strategy (see Appendix A) is its role in setting the strategic direction across all key areas that impact on our people. The refreshed strategy also reflects and accommodates the people-related impacts within Police Scotland's other enabling strategies to enable colleagues to best serve the public. The strategy sets out an overarching and evidence-led approach to the support and development of our workforce and aims to inform a series of strategic documents and implementation plans across associated areas. These documents will explain in greater detail the commitments of the service and timescales for delivery and where appropriate the specific evidence base underpinning those commitments.

[1] 2018-2021 People Strategy Implementation Evaluation Report

2.4 The strategy has been developed across three strategic outcomes which align to the objectives set out under Outcome 4 of the Joint Strategy:

- We prioritise wellbeing and keep our people safe, well equipped and protected.
- We support our people to be confident leaders, innovative and active contributors and influencers.
- We support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging.

2.5 Ambition set out within the People Strategy will guide areas such as leadership development, learning and development, pay and reward, align with Policing Together in relation to culture and values, and will ultimately inform our strategic planning to build a future workforce for the service.

2.6 Police Scotland's People Strategy has been developed collaboratively through internal and external stakeholder engagement work and feedback during the draft process. The draft People Strategy was shared with key stakeholders from 29 June onwards for initial feedback and comment by mid-July.

2.7 Groups who received a copy of the draft included:

- Police Scotland Executive Team
- Scottish Police Authority (Board and Officials)
- People and Development
- SEMPER Scotland
- Disability and Carers Association (DACA)
- Christian Police Association (CPA)
- Scottish LGBTI Police Association
- Scottish Women's Development Forum (SWDF)
- Scottish Police Muslim Association (SPMA)
- Association of Scottish Police Superintendents (ASPS)
- Scottish Police Federation
- Unison
- Unite the Union

2.8 All feedback was carefully reviewed and considered, incorporating it where appropriate into the latest version of the draft People Strategy. A later draft was shared with stakeholders on 17 October to capture additional comments or feedback, which have been reflected in the version presented for approval. An accompanying implementation plan has been developed in tandem and is attached for approval at appendix B.

3. REFRESH OF THE STRATEGIC WORKFORCE PLAN (SWP)

3.1 The refreshed SWP (see Appendix C) articulates our workforce model looking towards 2027 and identifies and prioritises steps which can be taken which are deliverable within our current, and projected, budget. At the time of this SWP being developed, Police Scotland has a £19m forecast overspend (2023/24) and this is a key determinate in developing and prioritising actions identified in the implementation plan.

3.2 The development of this plan took a top-down strategic view, which is intended to be iterative in nature, such that it will be reviewed and adjusted in response to external and internal dynamics. It is intended that the strategic themes identified will be delivered at an organisational-wide level and integrated into People Plans at a divisional/functional level.

3.3 The underpinning principles in developing our Strategic Workforce Plan 2024-2027 were:

- We are cognisant of our budget position and the plan must reflect our projected budget position.
- The plan has been developed using a 'top down' methodology, identifying the critical strategic themes which we need to address to ensure our workforce can deliver on our strategic commitments.
- The plan will be iterative in nature, to reflect the continual drivers of change (both internal and external).
- The strategic themes identified can be meaningfully translated into an action plan against which progress can be measured and evidenced.

3.4 Engagement took place across the executive, Trades Unions and with statutory and diversity staff associations, with feedback taken into account as the working draft developed, along with the feedback of key colleagues and SPA representatives. The SWP was also discussed at a workshop with Members of People Committee on 20 September and feedback from Members included that they were pleased with our engagement approach so far, with some areas continuing to be the focus of ongoing engagement discussions.

4. ENGAGEMENT AND GOVERNANCE

4.1 Development and engagement activity for both the Strategy and Implementation Plan was supported and overseen by a monthly People Oversight Board and a fortnightly Project Group.

4.2 The Strategy and SWP have been considered and approved by existing governance arrangements in Police Scotland. The documents were also discussed at an extraordinary People Committee on 14 November.

4.3 At People Committee it was acknowledged that the SWP and accompanying plan will be subject to further iterations given the financial and organisational context in which they have been drafted.

4.4 To enable effective oversight and assurance it is recognised that there is a need to develop high level Priority Management Indicators aligned to the refresh of the Performance Framework that can be utilised to evidence the impact of the implementation of the strategy. This will track strategic impact following implementation of the People Strategy and Strategic Workforce Plan to be reported as part of a suite of service level Priority Management Indicators; monitoring the change and impacts expected for colleagues. Police Scotland performance lead will work with SPA officers to refine Priority Management Indicators aligned to the refresh of the Force Performance Framework to go live in the new financial year and will update on progress to the SPA People Committee in February 2024.

4.5 With this recognition, subject to minor amends which have been undertaken following Member feedback, Members were content to endorse the People Strategy and SWP to table at SPA Authority meeting for approval.

5. FINANCIAL IMPLICATIONS

5.1 Financial implications have been fully considered in the development of the People Strategy and implementation plan. Delivery of key activity is dependent on resourcing and financing being agreed.

6. PERSONNEL IMPLICATIONS

6.1 Both the strategy and SWP are enablers to ensure the organisation and its people are structured, empowered, and enabled to deliver the best service they can within the finance and resourcing constraints available.

7. LEGAL IMPLICATIONS

7.1 There are no legal implications in this report.

8. REPUTATIONAL IMPLICATIONS

8.1 Police Scotland's reputation is dependent on the service it provides and trust it maintains across our communities within Scotland. The strategy and SWP are designed as enablers to our service delivery and successful delivery of these will positively impact our reputation.

9. SOCIAL IMPLICATIONS

9.1 There are no social implications in this report.

10. COMMUNITY IMPACT

10.1 The impact of Police Scotland is dependent on the service it provides and trust it maintains across our communities within Scotland. The strategy and SWP are designed as enablers to our service delivery and successful delivery of these will positively impact our community impact.

11. EQUALITIES IMPLICATIONS

11.1 EDI is embedded in this area of work. All appropriate assessments are in the process of being signed off. Mitigating actions will be undertaken and inclusive, accessible engagement will continue to take place.

12. ENVIRONMENT IMPLICATIONS

12.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to approve the People Strategy and Strategic Workforce Plan.

Police Scotland

People Strategy

2024-27

POLICE SCOTLAND
Keeping people safe
POILEAS ALBA

SCOTTISH POLICE AUTHORITY
ÙGHDARRAS POILIS NA H-ALBA

Contents

Chief Constable's foreword 3

Strategic alignment 5

Our journey so far. 7

Case for change – Why do we have a new People Strategy? 9

Introduction. 9

Plan on a page 12

Objective 1: We prioritise wellbeing and keep our people safe, protected and well-equipped 13

Objective 2: We support our people to be confident leaders, innovative active contributors and influencers 17

Objective 3: Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging 21

Demonstrating progress 26

Chief Constable's foreword

I am pleased to present Police Scotland's People Strategy for 2024-2027. This represents our commitment to achieving the people focused outcome in our **Joint Strategy for Policing 2023: Policing for a safe, protected and resilient Scotland**, to ensure our people are supported through a positive working environment, enabling them to serve our communities.

This strategy sets out our plan to support our people to meet the current and future demands placed on policing in Scotland.

At times of crisis policing is often the service of first and last resort. Each day our people step forward with compassion and professionalism to meet wellbeing, crime and safety issues, often making difficult decisions under pressure to protect the public.

There are many challenges facing us right now and more will undoubtedly continue to present themselves in the future.

However, we will remain positive about the future by prioritising and organising our resources more efficiently and effectively to deliver within our budget. As we go forward we will examine our structures, capabilities and resource mix to drive efficiencies and deliver an organisational model to meet the needs of our communities.

Under my leadership as Chief Constable for Police Scotland, the wellbeing of officers and staff is vital. Our people are our greatest asset, and it is critical they receive the support and resources they need.

As a service, we must ensure our people are safe, protected and well-equipped to carry out their everyday duties. We can only achieve our objectives if our people are well and motivated to serve the people of Scotland.

Delivering enhanced learning and development opportunities will become a priority to upskill our officers and staff to ensure they can deliver policing now and in the future. By improving our recruitment and promotion processes, we will identify and support future leaders who will drive our organisational values and deliver change.

It is vital our people feel they can be brave and courageous; we want to empower them to do the right thing in all circumstances. We will embed a culture of individual leadership, encouraging everyone to take ownership of their work and make decisions where appropriate.

Finally, we must ensure everything we do as an organisation is carried out with inclusivity and diversity in mind.

Having considered Sir Iain Livingstone's reasons behind his statement released in May 2023, I agree that Police Scotland is institutionally discriminatory. People with different backgrounds and experiences, including our dedicated officers and staff, have not always received the service or support they need. I am committed to Police Scotland becoming an anti-discriminatory service and will ensure we are collectively identifying and addressing discriminatory policies, processes and behaviours where they exist.

I will personally model the values and behaviours I expect to see in others to lead positive change across the service to empower, enable and develop our people.

We know there are improvements to be made to improve the working lives of our people. However, despite the challenges we face, we are committed to listening, responding and investing in the tools, resources and support our people need to continue to serve the communities of Scotland.

Jo Farrell
Chief Constable

Strategic alignment

Our strategic outcomes provide a clear route from the Scottish Government's outcomes and priorities, including the Justice Strategy, through Police Scotland's strategies, plans and performance reporting, enabling us to demonstrate alignment and clearly articulate our ambitions and progress.

Our refreshed People Strategy aligns to Outcome 4 within the Joint Strategy for Policing (2023), *Policing for a safe, protected and resilient Scotland* which aims to ensure our people are supported through a positive working environment, enabling them to serve the public. It also aligns to our wider strategic framework.

Policing Together Strategy

The Policing Together Strategy identifies strategic outcomes for the service which cover values, understanding, inclusive culture, and representation

Joint Equality Outcomes for Policing 2021-2025

The Joint Equality Outcomes for Policing 2021-2025 are aligned to the Joint Strategy for Policing (2023) and focus on workforce insights, leadership, officer and staff retention, and recruitment and progression

Wider Strategic Direction

Our strategy will reflect and accommodate the people related impacts within our suite of enabling strategies including Cyber, Public Contact and Engagement, DDICT, Estates, Fleet and Environment

Annual Police Plan

Our Annual Police Plan commits us to the delivery of an updated People Strategy during the period 2023-24

Learning and Development Strategy

Our Learning and Development Strategy will inspire and empower our people to lead and succeed in serving the communities of Scotland

Strategic Workforce Plan

The SWP will identify the officer, staff and skills profile needed to serve our communities and to ensure best value

Our journey so far

Since the launch of our first People Strategy in 2018, the policing world, and indeed the wider working world as well as society, has gone through considerable changes.

Police Scotland has introduced several internal programmes and initiatives to support our people, including but not limited to the introduction of MyCareer and our Competency and Values Framework, the launch of our Policing Together Strategy and our Violence against Women and Girls Strategy, and different approaches for gathering insights from colleagues and the public.

Significant pressures have been felt by individuals, communities and across the workforce due to the Covid-19 pandemic and the ongoing cost of living crisis.

As a result, individuals' priorities have changed, agile working arrangements have been introduced, and expectation has increased that employers enable better work/life balance policies for their people.

Additionally, there have been reviews into policing that have highlighted the need for more focus on people, their wellbeing and development, by both internal and external sources.

The graphic over leaf outlines the various events, external reviews, strategies and policies which supported a refreshed People Strategy.

2018

We launched our People Strategy – Empower, Enable and Develop Our People (2018-2021).

Your Wellbeing Matters programme launched providing advice and support to employees on psychological, physical, financial and social matters.

2019

Our Staff Pay and Reward Modernisation (SPRM) Programme harmonised terms and conditions across all staff roles.

The Chief Constable's Commitments were introduced to support and enable officers and staff. These are renewed annually and have included work around leadership, EDI, wellbeing and flexible working.

2020

The COVID-19 pandemic changed working practices, patterns and policies to keep colleagues and their families safe.

Our Competency and Values Framework (CVF) was introduced to support all policing professionals and sets out nationally recognised behaviours and values, which will provide a consistent foundation for a range of local and national processes.

Independent review by Lady Angiolini commissioned by the Scottish Government into Police Scotland's Complaints Handling, Investigations and Misconduct Issues.

2020 Cont.

HMICS Thematic Inspection of Training and Development Phase 1 report highlighted areas of improvement regarding leadership training, continuous professional development and talent management, as well as appraisal and promotion processes.

The introduction of the Accelerated Leadership Pathway (ALP) provides a pathway for officers to develop and demonstrate capability in operations, specialisms and corporate services.

2021

In April, Police Scotland and the SPA published updated Joint Equality Outcomes for 2021-23.

HMICS Thematic Inspection of Training and Development Phase 2 highlighted significant progress since the first report was published, however it also raised areas for improvement in relation to the recruitment, retention, development and promotion of under-represented groups.

The 'Your Voice Matters' survey provided an opportunity for all staff and officers to express their thoughts, ideas and opinions, including improving the working environment, welfare, opportunities and the service they deliver.

Police Scotland helped to facilitate the UN COP26 Climate Changes Conference, the biggest conference held in the UK to date.

2022

We launched the Policing Together Programme to provide a focal point and platform for information, guidance and resources, accessible to all officers and staff.

A change in Police pension regulations has resulted in a loss of experienced officers across all ranks.

The cost of living crisis has created additional and significant pressures, not only on the level of service required to protect those most at risk but on the personal lives of officers and staff.

2022 Cont.

Baroness Casey independent review into the standards of behaviour and internal culture of the Metropolitan Police Service following levels of public concern following the murder of Sarah Everard by a serving Met officer.

Introduction of My Career, the new appraisal system which allows our people to shape their future career at Police Scotland. It's underpinned by the CVF. It was trialled in 2020 and rolled out in 2021.

A hybrid working approach has been introduced, to support individuals, managers and teams to work in ways that are most effective for them.

2023

Our Violence against Women and Girls (VAWG) Strategy was launched in 2023 as part of our commitment towards creating a society where women and girls can live free from all forms of violence, abuse, exploitation and harassment.

Your Leadership Matters (YLM) is designed to help create confident leaders by developing and embedding key leadership behaviours that align with our values and Policing Together.

HMICS thematic inspection to assess whether Police Scotland has a healthy organisational culture and ethical framework and whether the appropriate values and behaviours are consistently lived across the organisation.

2023 Cont.

The Sex Equality and Tackling Misogyny Working Group published findings from an internal survey inviting colleagues to share their experiences of issues they have encountered in the workplace.

Our Equality, Diversity, Inclusion and Human Rights Independent Review Group (IRG) established by Police Scotland in 2021, have published their first of two interim findings reports to update on the progress to date.

It has been publically recognised and acknowledged that institutional discrimination exists within Police Scotland. We are committed to championing equality and becoming an anti-racist organisation.

External reports/reviews | Internal initiatives | Societal change/events

Case for change – Why do we have a new People Strategy?

Introduction

The previous People Strategy was launched in 2018 with the vision to empower, enable and develop our people. Aligned to the previous long term strategy, it set out our plans to support our people to deliver 'excellence in service and protection' and build a modern workforce to meet the future demands placed on Scottish policing.

Much has changed within policing and wider society since then and we must consider the opportunities and challenges our people will continue to face in an uncertain and increasingly complex environment.

People Strategy 2024-27: How we identified our priorities

We carried out extensive research and engagement work to identify the issues the new Police Scotland People Strategy will address to improve the experience of our officers and staff at work.

We considered the information our people have shared with us across a number of recent internal surveys, including Your Voice Matters and the recent Exit Surveys completed by people upon leaving the service.

We met with the Scottish Police Federation, the Association of Police Superintendents Scotland (ASPS), trade unions and a range of diversity and inclusion staff associations (DISAs) in order to learn more about the experiences and issues our people face, using these insights to help shape the strategy.

We reviewed the Fair Work First guidance and areas for development set out within the Fair Work Annual Assessment. To ensure the strategy meets the five elements of fair work – effective voice, opportunities, security, fulfilment and respect – we incorporated recommendations throughout as well as setting out how we will achieve this in more detail within the accompanying implementation plan.

We researched how other organisations support their staff as well as the developments within wider society which impact on the working and private lives of our people. We did so to determine how best we can meet the needs of our people so they can continue to deliver effective policing services across Scotland.

To ensure alignment to Police Scotland's wider strategic direction, we shaped the new People Strategy around the three people focused strategic objectives outlined in the Joint Strategy for Policing 2023:

- Objective 1: We prioritise wellbeing and keep our people safe, protected and well-equipped
- Objective 2: We support our people to be confident leaders, innovative active contributors and influencers
- Objective 3: Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging

Our people are our greatest asset and will be key to driving success over the next three years. We will ensure colleagues feel supported, empowered and included during their working day and at all stages of their career. This strategy will outline the actions we will take as a service to achieve our vision:

"Our people are supported through a positive working environment, enabling them to serve the public"

The challenges and opportunities each outcome intends to resolve to meet this vision are described in more detail below.

Objective 1: We prioritise our wellbeing and keep our people safe, protected and well equipped

We must ensure our people are supported to deliver crucial policing services to people and communities across Scotland. Prioritising their safety is critical as we work to ensure all of our officers and staff have the tools needed to support their physical and mental wellbeing now and across their careers.

Uniform, equipment and procedures will meet needs of our people as they carry out challenging roles, whether in urban, rural or island communities. We will consider the evolving nature of the demands policing faces to ensure the right people, with the right skills are in the right place.

The concept of Fair Work First is embedded into strategic development and delivery. This initiative will assist us in developing role profiles that prioritise strategic development, planning and delivery whilst ensuring our people are given job fulfilment, opportunity, respect, security and an effective voice within the organisation. Recommendations are reflected across the strategy and implementation plan.

Objective 2: We support our people to be confident leaders, innovative active contributors and influencers

The nature of the service we deliver and the role we perform in society brings significant responsibility, and an increasing requirement for all of our people to demonstrate leadership qualities as they carry out their duties.

The findings of the Your Voice Matters survey identified an opportunity to further develop our leaders and were considered in the development of Your Leadership Matters. Whilst the survey showed that people felt their relationships with line managers were generally positive, there was still an opportunity to enhance levels of supportive leadership, with a particular focus on wellbeing and creating a positive working environment.

In recent years, His Majesty's Inspectorate of Constabulary in Scotland (HMICS) have carried out a number of inspections into policing, including the phase 1 and 2 reports on training and development. These highlighted areas for change, including recommendations to improve leadership training, continuous professional development, talent management and the recruitment, retention, development and promotion of under-represented groups. Whilst it has been recognised that progress has been made since the publication of the reports, we must remain committed to making changes across the organisation that support our people to lead, develop and grow throughout their careers.

We will equip our people with the skills and knowledge to enable a supportive and collaborative working environment where all views, ideas and experiences are valued. As we shift towards becoming a learning organisation, we will identify and support talent as well as provide enhanced development opportunities for all our people.

Objective 3: Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging

In recent years high-profile reporting focused an intense and critical spotlight on culture within UK policing. Numerous reports highlighted discrimination, a lack of transparency and an unwillingness to face scrutiny or demonstrate accountability in the face of valid criticism.

This is evident within the organisation; according to the Your Voice Matters Survey 2021, almost 20% of colleagues who identify as having a minority ethnic background had experienced derogatory comments about their ethnicity, compared with less than 3% of respondents with a white ethnic background.

As set out by the Chief Constable's statement in 2023, institutional discrimination exists within Police Scotland, and we are committed to championing equality and becoming an anti-discriminatory organisation. It is no longer enough to just promote our values; we must actively demonstrate our commitment towards fairness, respect, integrity and Human Rights in our interactions with the communities we serve and the colleagues we work alongside each day.

Plan on a page

Our Vision

Our people are supported through a positive working environment, enabling them to serve the public

Strategic Objectives

Objective 1
We prioritise wellbeing and keep our people safe, protected and well-equipped

Objective 2
We support our people to be confident leaders, innovative active contributors and influencers

Objective 3
Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging

Our Commitments

- We have a coordinated approach to health, safety and wellbeing which meets the full needs of our people.
- Our Total Reward approach is fair, transparent and recognises achievement.
- Our people have the uniform, equipment and skills they need to keep themselves and the communities they serve safe.

- We support our people to be effective leaders.
- Our officers and staff have equitable access to career development opportunities.
- We have a person-centred recruitment process.
- We support the delivery of the Learning and Development Strategy.
- Enhanced colleague engagement and feedback mechanisms support problem solving and communication across the service.

- We are an inclusive workplace where our policing values are demonstrated across our day-to-day activities.
- Our recruitment, induction and promotion processes meet the needs of all under-represented groups.
- We understand and can meet the needs of our people.
- We support our people through organisational change.

Objective 1: We prioritise wellbeing and keep our people safe, protected and well-equipped

Overview

Our people are the driving force behind the success of policing in Scotland. The challenges they face are relentless. In recent years they have kept the public safe during the Covid-19 pandemic and facilitated a series of major national and international events.

To continue to meet complex demands, we will provide our officers and staff with the support they need. Colleagues face physical, mental and emotional demands every day. As a service, we will ensure they are safe, protected and well-equipped.

Wellbeing

Policing is a role unlike any other. As they carry out their duties our people frequently encounter challenging and distressing situations which can impact negatively on their health. Mental health issues remain the most common cause of long-term absence within our organisation. It is vital we prioritise the complete wellbeing of our people, taking into consideration their physical and mental health.

The first step is to listen to our colleagues and make changes. We will use data and insights provided by the Your Voice Matters survey, recommendations from the HMICS Wellbeing and Culture audits, and absence insights to understand the experiences of our people and provide the support they need. Secondly, we are committed to ensuring our Employee Assistance Programme and Occupational Health schemes provide effective and timely support to our people. Work will take place to ensure we offer our officers and staff the best support available.

The violence our officers and staff experience during their duties is unacceptable. In the Your Safety Matters Assault Pledge, we commit to ensuring the violence our colleagues face is addressed in the same manner as violence against other members of the public. We will continue to work with diversity staff associations, trade unions, the Lord Advocate and the Cabinet Secretary for Justice to reduce the violence and abuse our people encounter.

We will collaborate with the Scottish Police Recreation Association and Police Mutual to assist colleagues in improving their lifestyles and physical wellbeing. In addition, CopStrong, Police Scotland's functional strength and conditioning programme which encourages our people to build and maintain operational fitness to reduce the chance of injury, will continue to evolve to include role-specific programming, nutritional advice and guidance.

Alongside the physical wellbeing of our people, we will ensure the mental aspects of having been subject to violence or encountering traumatic incidents are acknowledged and our people are provided with the support they need.

Established processes such as the TRiM and Wellbeing Champions are invaluable resources and can assist in identifying the early signs of health issues.

Whilst all of our officers and staff can experience trauma, there are roles within Police Scotland which are more likely to be impacted. These place additional demands upon colleagues, and we must ensure they have access to support. We will implement mandatory Resilience Assessments for these roles and consider how best to provide ongoing support. We cannot predict when someone might be negatively impacted by their experiences, therefore we will explore how to offer support to people throughout their careers and beyond.

We will ensure colleagues' health and wellbeing are supported throughout their career journeys. These journeys may incorporate periods of ill-health, physical and mental issues, the taking on of caring responsibilities, and issues such as the menopause. We must understand the experiences of those living with these and design services which address different needs.

Colleagues must feel supported to prioritise their own wellbeing and a healthy work-life balance. In many public sector organisations, people often feel they cannot take leave when they need to. We will create an environment where officers and staff are confident in declaring themselves unwell for work and that they use annual leave for relaxation and recuperation. The Your Voice Matters survey highlighted that unnecessary bureaucracy and other administrative obstacles led to reduced wellbeing and engagement. We must ensure our processes empower our colleagues rather than inconveniencing them.

By utilising technology, incorporating automation and simplifying our governance procedures these aspects of our working lives will become straightforward and easier.

A 2022 Police Federation of England and Wales survey found one in ten officers regularly struggled to afford essential items. In particular, the impact of the cost-of-living crisis has disproportionately affected lower paid colleagues. Financial welfare is a neglected aspect of wellbeing, and financial issues are known to be a significant cause of poor mental health. We will encourage our people to invest in their financial wellbeing, signposting them to advice and support to ensure people can be supported to make informed choices to suit their circumstances.

Pay and reward

Our effectiveness as an organisation depends on a culture which makes our people feel motivated, valued and rewarded. We will continue to ensure we identify, attract and retain the best talent for policing in Scotland whilst ensuring best value, exploring potential models and approaches for the future.

We will develop our Total Reward approach to enhance our employment packages, better acknowledging the achievements of our people, whilst ensuring we promote monetary and non-monitory rewards including salaries, pensions, terms and conditions, leave and other available benefits.

In addition, Police Scotland has made a commitment towards advancing the principles of Fair Work First to achieve positive outcomes for our workforce, ensuring the resources, talents and skills of our people are maximised.

Skills for the future and Strategic Workforce Planning

The increasing impact of cyber-enabled and dependent crime will necessitate increasingly specialised skills and roles, evidenced in the 1150% rise in demand in two years on Cyber Investigators to assist local officers in investigating crypto currency. There has also been a 13.4% increase in online sexual abuse and exploitation from 2019 to 2020, necessitating expertise in improving technology such as that within the Child Abuse Image Database.

We will take a strategic perspective on workforce planning, ensuring we can compete to attract the best people with the right skills and aptitudes to careers within Police Scotland. To do so we will expand upon our partnerships with academia and the private sector, delivering innovative ways to bring people into policing during both early and established careers.

Future versions of the Strategic Workforce Plan (SWP) will support the delivery of a future focused policing service operating in a changing and complex environment, analysing the wider labour market to identify challenges and opportunities.

Critical to this work is ensuring that officers and staff are where they need to be within the organisation. We need to have the right people with the right skills in the right place. We will carefully examine which roles can and should be civilianised, enabling a wider range of people access to a policing career and allowing more of our officers to return to front line and operational policing roles.

We will also expand existing approaches, pioneered by the Chief Data Office, such as the introduction of a Graduate Apprenticeship Scheme and Apprentice Data Scientist roles, and look for areas within the organisation where we can introduce similar initiatives to ensure we are prepared for future challenges.

Our policing volunteers also play a crucial role in bringing policing services to our communities. We will continue to ensure that roles including special constable are attractive to potential candidates, and that those contributing to policing on a volunteer basis are recognised for their commitment and skills.

Employment policies and procedures

We will ensure employment policies and their implementation are fair and transparent, and that all relevant documents are accessible. Policies and procedures including maternity, parental leave, adoption, grievances and misconduct significantly affect the lives and wellbeing of colleagues. We will ensure these are fair and address the needs of our people.

As we review and develop our policies and procedures, we will pursue early and meaningful engagement to give voice to our people. We will take account of changing workforce demographics and ensure our policies and procedures seek to address the under representation of groups including women and minority ethnic groups. We will develop an annual plan to review these policies so we can respond to issues as they emerge and provide responsive guidance.

The use of agile working has allowed us to communicate quickly and efficiently whilst reducing our environmental impact. Our use of technology has increased opportunities for colleagues in island, rural and remote areas. Whilst many working patterns and arrangements will be role or location-specific, we will identify new and effective ways of working to ensure colleagues are able to balance employment with a healthy and fulfilled personal life.

Our Strategic Assessment of the Workforce highlighted the need for increasing use of and investment in technology for hybrid and remote workplaces. We will continue to carry out meaningful engagement to explore how we can help colleagues achieve this balance, whilst providing the best possible services for the communities of Scotland.

Equipment

We will ensure our people are safe, well equipped, protected and have access to the tools and procedures they need as they undertake their duties. As the roles and responsibilities our people carry out continue to increase in volume and complexity, it is vital the provision of uniform, equipment, fleet and estates meets changing needs. Key to this will be speeding up the roll-out of body worn video, ensuring both the safety our people and the communities they serve.

The particular role profiles of officers and staff working in island and remote communities mean our people in these locations are often required to perform a number of policing roles in critical and major incidents. We will ensure suitable training, equipment and access to technology are provided so our people can provide services in these locations.

Likewise, the provision of physical and IT infrastructure is crucial in ensuring that all our people have the physical and digital tools they need. Delivery of our Digital, Estates and Fleet Strategies, and Enabling Policing of the Future Programme will support this, as will support from our Continuous Improvement team.

Our commitments

- We have a coordinated approach to health, safety and wellbeing which meets the full needs of our people.
- Our Total Reward approach is fair, transparent and recognises achievement.
- Our people have the uniform, equipment and skills they need to keep themselves and the communities they serve safe.

Objective 2: We support our people to be confident leaders, innovative active contributors and influencers

Overview

Our people work in high pressure, dynamic environments where they are required to demonstrate leadership and sound judgement amid challenging circumstances.

We must equip them with the skills, knowledge and support to do so effectively, as well as ensuring people have the capacity to lead. We must also keep pace with societal change and remain flexible towards future developments.

Opportunities to develop and diversify professional skill sets to meet both emerging and future demand will be critical to our effectiveness, as will our ability to identify and support future leaders who demonstrate and align with our policing values.

Leadership

Leadership is a quality everyone can demonstrate, from taking responsibility whilst leading pieces of work; providing support or advice to colleagues on a day-to-day basis; or interacting with the public and partners as representatives of the organisation. Leadership is not limited to colleagues in traditional supervisory or management roles, and we will encourage individual leadership by rewarding those who use their initiative and show independent thinking.

Leadership development is vital to the growth and effectiveness of our organisation, and we must invest in our people to ensure they are supported to lead, better reflecting both our policing values and the Competency Values Framework.

By treating colleagues as individuals, we build trust by being open and honest. Mutual respect is established by ensuring everyone's input and ideas are valued and in an inclusive environment where all views and experiences are embraced.

It is critical our supervisors and managers have the skills and tools necessary to build teams underpinned by our values. In line with recommendations from HMICS we will ensure those in management or supervisory roles are provided with enhanced leadership training beyond specialist role requirements.

The Your Leadership Matters (YLM) leadership programme will continue to play an essential role in developing and embedding leadership behaviours and connecting them to values. YLM will contribute to building and maintaining our strong bond of confidence with the public we serve.

The launch of our People Management Development Programme (PMDP) represents a significant investment in our leaders.

It will help managers to foster a positive working environment and be more effective in their roles, equipping people with the knowledge, practical skills, and tools vital to leadership roles. It will provide people managers with the ability and confidence to put the core leadership behaviours they learn in Your Leadership Matters into practice.

Our leaders play a pivotal role in driving forward Policing Together and ensuring Police Scotland is a supportive and inclusive organisation underpinned by our values. We remain committed to ensuring all officers and staff receive training and support on these issues on an ongoing basis and will deliver enhanced provision for those in supervisory and managerial roles.

Nurturing talent

We will create the culture and mechanisms to accurately identify and nurture talented individuals through a mix of effective recruitment and enhanced development opportunities.

Managing talent is key to improving performance in the workplace, whilst ensuring we remain an inclusive and diverse workplace. We will identify and make best use of our people's skills and build upon their existing aptitudes to best support of our organisational objectives. This will be essential as we develop our approach to both strategic workforce planning and succession planning, ensuring we have the right people in the right place at the right time.

The Accelerated Leadership Pathway (ALP) is one of Police Scotland's exclusive Talent Management programmes. It aims to identify and develop police officers who have the potential to become future senior officers.

Other opportunities include Stage 5 of the Police Leadership Programme, a development course for senior leaders designed to equip future chief officers to lead policing operations and organisations locally, regionally and nationally, and the Police Leadership Development Programme (PLDP), a certified promotion qualification for Constables to Sergeant.

Currently there is a disparity in talent management programmes between officers and staff. To ensure we deliver a fair and inclusive working environment, it is essential all our people have access to development and promotion opportunities. To do so we will explore options to create development schemes for police staff colleagues, similar to those in other public sector organisations.

The creation of clear progression pathways will allow colleagues to engage with our Continuous Professional Development (CPD) programme. We will take a collaborative approach to CPD with partners, providing opportunities for secondments, placements, shared learning, and training.

We will provide opportunities for our people to experience different ways of working by enabling them to participate in cross-sector training and development programmes which will support future leadership opportunities and facilitate closer collaboration across the public sector.

A broader approach to talent management will come from MyCareer, which will support people to create learning goals and track their performance through regular reviews to identify strengths and areas for improvement. This will provide a gateway for future development, recruitment and promotion.

Our recruitment services are people's first point of contact with Police Scotland. It is essential we deliver the best possible service to applicants and ensure their experience of Police Scotland is positive.

Recruitment must support all participants in the process so the right people for the right role are identified, expert guidance is provided and the system itself is efficient and user-friendly.

We will explore new and alternative access routes into policing careers to ensure we are attracting talent from all backgrounds, cultures and experiences as well as deliver the right skills mix for the organisation.

We will better utilise our volunteers across the service to support policing, recognising the benefits they can bring to the organisation. This includes access to a wide range of skills, experience and knowledge, as well as new ideas and approaches to improve the service.

Learning and development

Our Learning and Development strategy will be published in Spring 2024 and will set out our future vision for training provision across the service. By placing learning and development at the heart of the organisation we will invest in our people, support the delivery of our strategic priorities and meet the needs of our partners and the communities we serve.

We are committed to fostering a learning culture and will utilise the feedback and recommendations we receive constructively to develop and improve the services we provide to the public and our partners.

It is critical we put skills and knowledge obtained through learning and training into practice. We will explore how we can shift towards outcomes-focused learning, ensuring mechanisms are in place to engage with our people and gauge the effectiveness of learning provision in driving improvements to service delivery.

The strategy will deliver a positive learning environment for our people, where they feel encouraged, supported and inspired. To ensure we provide high quality training for our people, we will explore the future delivery of a blended learning approach and improved national reach. This will provide our people with more opportunities to learn and engage, increased flexibility and improved accessibility.

The strategy will also look at how we can maximise the benefit of learning technology for the design and delivery of learning and explore where we can use this to support individual and business needs.

Performance and feedback

We will support our people to identify and achieve their career goals, as well as enable them to perform effectively in their current role. The introduction of My Career as an online appraisal system supports this, helping individuals to take control of their career, including opportunities to help enhance existing skillsets and gain relevant experience for future roles or promotion.

We recognise everyone has different aspirations, motivations, and long-term career goals. As such, we will continue to promote My Career as a way of recognising everyday performance in a way that enables everyone to make the most out of their career. As well as preparing colleagues for promotion, we will support people to make lateral career moves to encourage growth and development by learning new skills across the organisation.

The use of positive feedback should be adopted by all colleagues and is important for encouraging motivation, improving confidence and showing we value each other's work. We will highlight where there has been good work to develop performance and strengthen organisational culture by creating a more supportive and collaborative workplace.

Where performance is not meeting the standards expected, we need to understand why. In all workplaces, people are required to have difficult conversations with colleagues. We must enable, support and train line managers to deal with these situations with compassion and confidence.

To do so, we must ensure they are provided with the appropriate policies and procedures to address and manage consistent performance issues. We will ensure line managers understand our Performance, Conduct and Standards of Professional Behaviour Toolkit and support them to apply these resources when necessary.

We will utilise probationary periods appropriately for both officers and staff to ensure that we address performance issues early and to set expectations around appropriate behaviour.

Culture of innovation and improvement

Our people have ideas and insights as to how we could improve our services. To develop an empowering and supportive work environment it is critical everyone's opinions are valued and recognised, that everyone can take ownership and responsibility for their work and is engaged in decision making processes.

To deliver this we will establish mechanisms for colleagues to suggest changes and improvements, encouraging them to share solutions to solve problems. Better use of feedback from internal surveys and improving how officers and staff can communicate with the executive team are some of the options we will explore to ensure our people can share their views, experiences and suggestions effectively.

Our commitments

- We support our people to be effective leaders.
- Our officers and staff have equitable access to career development opportunities.
- We have a person-centred recruitment process.
- We support the delivery of the Learning and Development Strategy.
- Enhanced colleague engagement and feedback mechanisms support problem solving and communication across the service.

Objective 3: Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging

Overview

Police Scotland must reflect, represent and serve all our communities, whilst ensuring our values of integrity, fairness, respect and a commitment to upholding human rights remain at the heart of all we do.

All our people should feel supported, know they relate to the organisation's values and demonstrate appropriate behaviours in their daily work.

We will continue to address institutionalised discrimination in the service, working together to support delivery of the Policing Together strategy.

Culture, values and behaviour

Police Scotland's values are fundamental to what we do and how we do it. Living our values is integral to our efforts to improve the culture within our organisation which in turn will improve the services we deliver to the people and communities we serve. Demonstrating our values is vital to securing public trust and confidence.

In the rolling Police Scotland exit survey, colleagues leaving the organisation often feel they have been supported to carry out their duties in line with the organisation's values.

However, it is also reported they have been subjected to behaviour from internal colleagues inconsistent with these values. This coupled with other factors demonstrates further work is needed.

To be a truly inclusive organisation, we must improve how colleagues are treated and perceived, by both their immediate colleagues and senior leaders. The sense of not feeling valued is complex but, as highlighted by exit survey data, can include not feeling valued by the organisation, contributions going unrecognised, lack of opportunity for progression or development, and poor financial remuneration.

The introduction of a 'strategic dashboard' can help with this, allowing us to define the central values adopted within the organisation. From this, we can determine what is driving the overall values and behaviours within the organisation, making changes where necessary.

Our recruitment approach is evolving towards values-based recruitment, where interviews are focused on behaviours and values rather than traditional competencies and actions. This will help to ensure everyone coming into Police Scotland or progressing understands and works towards our values.

Evidencing how we demonstrate our values will become a pre-requisite of all our processes including recruitment and promotion.

In addition to values-based recruitment, we will see a move towards values-based learning. This ensures learning can be applied to the everyday working environment, and that our people are equipped to deal appropriately with colleagues and the public. Our upcoming Learning and Development strategy will set out in more detail how we will deliver this. We are determined to ensure our people always act with integrity and professionalism in both their working and personal lives.

We have reviewed our vetting approaches to ensure everyone applying to, or working within, Police Scotland is subject to a robust process. This includes re-affirmation vetting for new probationary constables, a review of probationary conduct approaches and improved transparency in relation to conduct process outcomes. We will continue to evaluate these measures and enhance them as necessary.

Police officer conduct is governed by the Police Service of Scotland (Conduct) Regulations 2014 and measured against our 10 Standards of Professional Behaviour. We will establish appropriate and meaningful consequences for those who fail to demonstrate our values, learning from previous failings and incorporating external recommendations.

It is down to the organisation to ensure appropriate consequences are in place for those who disregard the values of Police Scotland, and to sufficiently support victims of any untoward police behaviour. Where legislative change is required, we will support this.

We are committed to openness and transparency and will continue to welcome external scrutiny and assessment through various initiatives including publishing misconduct information, our continued commitment towards anti-discrimination and anti-racism, and the publication of the Professional Standards newsletter.

Supporting Policing Together

Our People Strategy will uphold and complement our Policing Together strategy, published in 2022. Policing Together aims to drive improvements to how policing in Scotland reflects, represents and serves communities, as well as ensuring the values of integrity, fairness, respect and a commitment to upholding human rights lie at the heart of all we do.

The People Strategy will also support the delivery of Police Scotland and the Scottish Police Authority's revised Joint Equality Outcomes, which demonstrate a shared commitment to achieving equality goals.

Progress has been made towards achieving outcomes relevant to the People Strategy, including:

- Introduction of a mandatory online EDI learning module. This training covers the moral, ethical and legal requirements in relation to EDI. This encourages colleagues to consider their values in terms of EDI and how we behave.
- Three new community advisors have been engaged from protected groups to help educate staff about their communities, increasing knowledge of protected groups and working towards a more inclusive workplace.

- The introduction of the MyCareer appraisal system ensures leaders have regular positive and constructive conversations with all their team members about their achievements, wellbeing and development plans. This ensures work is in keeping with the Competency and Values Framework.

The outcomes reflected in Policing Together are a 'golden thread' throughout all relevant strategies within Police Scotland and are a strong driver behind the commitments in the People Strategy. A dedicated executive lead has been appointed to oversee and drive forward the Policing Together initiative and to ensure the organisational direction is in line with equality, diversity and inclusion.

We have publicly recognised and acknowledged that institutional discrimination exists within Police Scotland. This does not mean individual officers and staff are discriminatory, but that such discrimination exists institutionally in the policies, processes and procedures which are in place within our organisation and has a direct impact on our services.

It is our duty to provide effective policing for all according to their specific needs and circumstances. To do so we must identify and remove any barriers to achieving this. As a service, we must maintain and build confidence with all communities by addressing gaps and challenging bias, whether unconscious or not.

Understanding and recognising that institutional discrimination exists within Police Scotland is a step in the right direction in providing our people with the confidence that we can collectively lead change within the service and across society.

An online survey has been completed to provide an opportunity for all colleagues to anonymously share their views and thoughts on institutional discrimination. Starting a conversation enables the service to continue to listen to colleagues; their perceptions, observations, lived/living experiences will provide insight into how we can deliver change.

Valuing difference

It is essential Police Scotland's workforce reflects and respects the diversity of our communities. We must ensure we appreciate the value of this diversity in our everyday work.

The Scottish Government has proposed a range of legislation in relation to equality, diversity and inclusion. We are committed to ensuring we continue to monitor these proposals and will make adaptations to our services, processes and policy in line with legislative change. As such we will monitor developments including:

- The Learning Disability, Autism and Neurodiversity Bill, which aims to protect the rights of people with learning disabilities and autistic people.
- Baroness Kennedy led the Misogyny and Criminal Justice Working Group, which proposed recommendations for reform of the criminal law which was then subject to public consultation and further consideration by the Scottish Government. The group's report defines what is meant by misogyny, and the ways in which it can come to fruition, aiming to tackle the issue of misogyny within society.
- The Human Rights Bill which proposes incorporating international human rights standards already signed and ratified by the UK into domestic law in Scotland, along with additional provisions.

- Scottish Government's Hate Crime Strategy, which aims to 'tackle hate crime and build community cohesion by ensuring the law is fit for 21st century Scotland and, most importantly, affords sufficient protection to those that need it'.

Police Scotland's workforce is represented by several statutory bodies and trade unions. In addition, a range of diversity and inclusion staff associations (DISAs) cover a wide range of diverse characteristics including faith, LGBTI+, race, disability and gender. We will work with the groups who represent our people to ensure our policies and practices are based on feedback from those with lived experience.

We also recognise the opportunity to connect more widely with groups across policing and the public sector, and through partnership working build strong professional relationships to share best practice and implement further improvements in diversity and inclusion.

We must make sure that inclusive language is used wherever possible across our organisation to ensure colleagues feel represented and supported. Non-gender-neutral terminology, policing jargon, and documents which do not meet accessibility guidelines have the potential to alienate current and prospective employees and should be avoided.

We will provide our people with the tools and resources they need to perform well in their roles, ensuring those in managerial roles are equipped to provide effective support. As an organisation we have been working to improve EDI training, including for those who have not received any comprehensive diversity training since joining the organisation.

The organisation will make the adaptations necessary to accommodate physical disabilities, sensory impairments, neurodivergence and mental health conditions. Our physical buildings must meet these needs, whilst offering flexible working options to ensure roles at Police Scotland are open and accessible to everyone.

We recognise there is inconsistency in the way in which equality and diversity data is currently presented. We will record data more consistently and make sure it is clear and accessible to colleagues and better supports decision making. We will consult our stakeholders to ensure our products are relevant and useful, removing duplication across reporting products and streamlining reports. We will work to improve proactive monitoring to discover relevant insights.

Recruitment and retention

Policing was traditionally seen as a vocation and a job for life, however increasingly this is no longer the case for many colleagues. It is important we retain our people, but we can only do that by ensuring Police Scotland is somewhere they want to work and contribute to. Retaining the best of our workforce is critical to stability, sustainability, and developing our service.

We have made progress in relation to producing better quality equality and diversity data, particularly in relation to recruitment and promotion processes, including 'dashboard insights'. Where possible, we will further anonymise our recruitment process, removing the potential for unconscious bias.

We are undertaking a national campaign to position Police Scotland as an employer of choice together with sustained national marketing activity developed to improve the diversity and quantity of application levels. Additionally, the Recruitment team will continue to work with wider strategic projects including Policing Together and work on tackling sexism and misogyny to ensure policies and practices continue to be scrutinised appropriately.

Police Scotland is dedicated to proactively attracting and supporting applications from people from under-represented groups. For example, we will consider how best to support neurodivergent individuals in the recruitment/induction/promotion processes, ensuring we consider individual needs and how best we can accommodate these fairly.

We will include neurodiverse and minority groups in evaluation processes, gathering insights to ensure these processes are as inclusive and accessible as possible. We will introduce an anonymised recruitment method to eliminate bias within the hiring process.

Organisational change and colleague engagement

Police Scotland has evolved significantly since its establishment and will continue to do so as we work to improve the support we provide to colleagues, collaborate more effectively with our partners and serve the public. However, change can be unsettling and a source of significant anxiety for our people.

As well as encouraging colleague engagement and feedback around organisational change, we must offer appropriate support when change happens. This might involve extra managerial support for those who are neurodivergent, or extra learning and development opportunities to ensure colleagues are best equipped for any changes.

As Police Scotland looks to the future, we must start considering how we adapt. The organisation is increasingly shifting towards the use of technology such as automation, artificial intelligence and virtual reality. We must prepare colleagues for these new ways of working and opportunities for role enrichment.

To support people in adapting to these changes we will look to introduce additional training and development opportunities. Support will be customised to suit the changes made and in line with inclusivity, ensuring any advancements are accessible to all colleagues.

Our commitments

- We are an inclusive workplace where our policing values are demonstrated across our day-to-day activities.
- Our recruitment, induction and promotion processes meet the needs of under-represented groups.
- We understand and can meet the needs of our people.
- We support our people through organisational change.

Demonstrating progress

Governance and performance

The accompanying People Strategy Implementation Plan will guide work across the life cycle of the strategy to improve the working lives of our people.

We have designed the implementation plan to focus upon the actions, milestones and timelines to which we will hold ourselves to account. This framework describes how we monitor and measure performance against our objectives, and how we evidence the impact of our People Strategy on our people.

We will use data to inform the governance and performance management of our strategy. Delivery and impact will be monitored through appropriate governance frameworks within Police Scotland and oversight from the Scottish Police Authority.

The outcomes and commitments described in this strategy will feature throughout our planning framework. The Annual Police Plan and accompanying Deputy Chief Constable and Deputy Chief Officer Plans will contain activities to develop our people and ensure their wellbeing. Our Local Policing Plans for 2024-27 will address the welfare of our people at a local level, whilst divisional People Plans will drive activity within specific business areas.

Ongoing engagement and insight

Police Scotland has developed a well-established approach to involve our colleagues in how we design our services. The Your Voice Matters survey gives everyone the chance to share their opinions on a range of issues. It provides an opportunity to improve our working environment, welfare, development opportunities and the service we provide to the public.

In addition, colleagues can take questions directly to the Chief Constable and the Executive Team in The Chief's Forum. Questions are considered at the Strategic Leadership Board and published on the internal intranet. On a more localised level, colleagues are encouraged to engage with their line managers and colleagues.

Ongoing engagement with stakeholders, staff associations and trade unions will be invaluable as we seek to implement and evaluate the People Strategy. Through past and ongoing conversations with partners, we will ensure our approach supports their needs and ambitions for the service.

12717-23-AR

Police Scotland People Strategy Implementation Plan 2024-27

POLICE SCOTLAND
Keeping people safe
POILEAS ALBA

SCOTTISH POLICE AUTHORITY
ÙGHDARRAS POILIS NA H-ALBA

Contents

Contents 2
Chief Constable's Foreword 3
Plan on a page 4
Objective 1: We prioritise wellbeing and keep our people safe, protected and well-equipped 5
Objective 2: We support our people to be confident leaders, innovative active contributors and influencers 12
Objective 3: Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging 20
Governance and Performance 26
Equality, diversity and inclusion 27

Chief Constable's Foreword

Our People Strategy for 2024-2027 represents our commitment to achieving the people focused outcome in our Joint Strategy for Policing 2023: Policing for a safe, protected and resilient Scotland, to ensure our people are supported through a positive working environment, enabling them to effectively serve our communities.

The strategy, alongside this accompanying implementation plan, will guide delivery of a programme of activities to ensure we do everything we can to support our people, meeting the current and future demands placed on policing in Scotland.

This plan sets out how we will achieve the ambitions laid out in our People Strategy. It comprises goals for the coming years and activities that are already underway within the organisation. We have carefully considered how the People Strategy links into other key pieces of work such as Strategic Workforce Planning (SWP), Policing Together and the future Learning and Development Strategy.

At times of crisis policing is often the service of first and last resort. Each day our people step forward with compassion and professionalism to meet wellbeing, crime and safety issues, often making difficult decisions under pressure to protect the public.

There are many challenges facing us right now and more will undoubtedly continue to present themselves in the future. However, we will remain positive about the future by prioritising and organising our resources more efficiently and effectively to deliver within our budget. As we go forward we will examine our structures, capabilities and resource mix to drive efficiencies and deliver an organisational model to meet the needs of our communities.

Under my leadership as Chief Constable for Police Scotland, the wellbeing of officers and staff is vital. Our people are our greatest asset, and it is critical they receive the support and resources they need.

As a service, we must ensure our people are safe, protected and well-equipped to carry out their everyday duties. We can only achieve our objectives if our people are well and motivated to serve the people of Scotland.

Delivering enhanced learning and development opportunities will become a priority to upskill our officers and staff to ensure they can deliver policing now and in the future. By improving our recruitment and promotion processes, we will identify and support future leaders who will drive our organisational values and deliver change.

It is vital our people feel they can be brave and courageous; we want to empower them to do the right thing in all circumstances. We will embed a culture of individual leadership, encouraging everyone to take ownership of their work and make decisions where appropriate.

Finally, we must ensure everything we do as an organisation is carried out with inclusivity and diversity in mind.

Having considered Sir Iain Livingstone's reasons behind his statement released in May 2023, I agree that Police Scotland is institutionally discriminatory. People with different backgrounds and experiences, including our dedicated officers and staff, have not always received the service or support they need. I am committed to Police Scotland becoming an anti-discriminatory service and will ensure we are collectively identifying and addressing discriminatory policies, processes and behaviours where they exist.

I will personally model the values and behaviours I expect to see in others to lead positive change across the service to empower, enable and develop our people.

We know there are improvements to be made to improve the working lives of our people. However, despite the challenges we face, we are committed to listening, responding and investing in the tools, resources and support our people need to continue to serve the communities of Scotland.

Jo Farrell
Chief Constable

Plan on a page

Our Vision

Our people are supported through a positive working environment, enabling them to serve the public

Strategic Objectives

Objective 1
We prioritise wellbeing and keep our people safe, protected and well-equipped

Objective 2
We support our people to be confident leaders, innovative active contributors and influencers

Objective 3
Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging

Our Commitments

- We have a coordinated approach to health, safety and wellbeing which meets the full needs of our people.
- Our Total Reward approach is fair, transparent and recognises achievement.
- Our people have the uniform, equipment and skills they need to keep themselves and the communities they serve safe.

- We support our people to be effective leaders.
- Our officers and staff have equitable access to career development opportunities.
- We have a person-centred recruitment process.
- We support the delivery of the Learning and Development Strategy.
- Enhanced colleague engagement and feedback mechanisms support problem solving and communication across the service.

- We are an inclusive workplace where our policing values are demonstrated across our day-to-day activities.
- Our recruitment, induction and promotion processes meet the needs of all under-represented groups.
- We understand and can meet the needs of our people.
- We support our people through organisational change.

Objective 1: We prioritise wellbeing and keep our people safe, protected and well-equipped

Description	Police Scotland has a duty to keep our people safe. We will ensure that colleagues' physical and mental wellbeing is safeguarded at all stages of their policing careers.

Police Scotland must ensure officers and staff are supported in keeping people and communities safe across Scotland. Their safety and wellbeing are crucial as we seek to ensure they have the tools to support their physical and mental wellbeing throughout their policing careers.

Officers and staff need to feel valued and fulfilled in their careers. We will seek to ensure concepts including Total Reward and Fair Work are taken forward, and we attract and retain the best talent for policing in Scotland.

We will also ensure our workforce and their skills are fit to meet the challenges of changing policing demand. An increased focus upon cyber-enabled and cyber-dependent crime, and opportunities to engage in partnerships with academia and the private section will result in a workforce designed around current and future trends.

We must ensure uniform, equipment and procedures meet the needs of our people in a dynamic and changing policing environment. Whether in urban, rural or island settings, we must ensure our colleagues have the right skills and equipment to serve their communities.

Our commitments

No.	Commitment	Lead	Actions	Milestones	Strategic Alignment	Resource/ Finances	Timeline (indicative for Fair Work activities for now)	Measures for success
1	We have a coordinated approach to health, safety and wellbeing which meets the full needs of our people	Director of People and Development	Develop, implement and embed a Health and Wellbeing action plan	Develop a Health and Wellbeing Communications and Engagement Strategy Develop an external partner forum Adopt a person-centred approach to all support pathways and programmes i.e. EAP, OH, TRiM, Wellbeing Champions Embed Your Wellbeing Assessments within existing people management support Evaluate and review how Impact Assessments are carried out within the organisation Pilot the Mental Health Support Service Programme Develop our Mental Health approach, with a key focus upon Royal Foundation commitments and standards Work with HMICS colleagues to deliver the HWB review Develop the Health and Wellbeing LTD approach Deliver and evaluate the Lifelines Facilitator programme Support the development and delivery of the health and wellbeing focuses within the PMPD and PLPD	People and Development Health and Wellbeing	Within existing resources / financial provisions.		**From 2023/24 Performance Framework** Percentage of working days lost for police officers and police staff Annualised working days lost for police officers and police staff Percentage of work days lost due to Psychological Disorders for police officers and police staff Percentage of work days lost due to respiratory conditions for police officers and police staff Assault of emergency workers (police officer/police staff)– number of offences Identify repeat victims of assaults on officers/staff % of assaults leading to injury From Strategic Dashboards (Pending Investment) Your Wellbeing Assessments – monthly / quarterly over two years: • Number requested • Number returned • HWB status (RAG) • Shift in HWB status • Onward referral - & by type of support provided

No.	Commitment	Lead	Actions	Milestones	Strategic Alignment	Resource/ Finances	Timeline (indicative for Fair Work activities for now)	Measures for success
								EAP utilisation – monthly / quarterly over three years: • Number of calls • Number of mental Health Assessments • Number of onward referrals • Occupational Heath utilisation – monthly / quarterly over three years: • Number of management referrals • Referrals by division / department • Reason for referral • TRiM data – quarterly over three years: • Number of assessors • Number of referrals • Number of interventions • Trauma specific support provided • Absence - officers and staff; LTA & STA, monthly over three-years • Officers with duty modifications – monthly over 12 months (focus on those with a Disability – developing measure)
			Relaunch the Wellbeing Champion programme	Issue communications to existing cadre of champions regarding the relaunch of the programme Continue our recruitment drive to attain a ratio of one Wellbeing Champion for every hundred colleagues Evaluate and evidence the role of champions within the organisation	P and D Health and Wellbeing	Within existing resources/financial provisions.		

No.	Commitment	Lead	Actions	Milestones	Strategic Alignment	Resource/ Finances	Timeline (indicative for Fair Work activities for now)	Measures for success
			Improve the provision of occupational health services for officers and staff	Design and deliver an occupational health function that supports our people throughout their careers Implement robust contract management measures	Fair Work Rec 50	Within existing resources/financial provisions.		**From 2023/24 Performance Framework** YVM Survey – Survey Data over two years old • Experienced Workplace Incivility • Emotional Energy • Fatigue • Physical Wellbeing • Job Satisfaction • Life Satisfaction • Disturbed Sleep • Insufficient Sleep From Strategic Dashboards (pending investment) Your Wellbeing Assessments – monthly / quarterly over two years: • Number requested • Number returned • HWB status (RAG) • Shift in HWB status • Onward referral - by type of support provided EAP utilisation – monthly / quarterly over three years: • Number of calls • Number of mental Health Assessments • Number of onward referrals Occupational Heath utilisation – monthly / quarterly over three years: • Number of management referrals • Referrals by division / department • Reason for referral
			Ensure our people have the support they need when they seek to raise issues in the workplace	Implement communications plan for the Raising an Issue Workplace survey Continue to expand the pool of mediators available to officers and staff Monitor and evaluate demand and delivery of mediation services	P and D Health and Wellbeing			
			Implement Working Together protocol	Engage with staff associations and trade unions to establish how membership might be encouraged	Fair Work Rec 10	Within existing resources/financial provisions.		
			Encourage officers and staff to prioritise their financial wellbeing and give them the tools to make informed financial decisions	Work with financial partners to provide officers and staff with written and online guidance to assist them with making financial decisions		Within existing resources/financial provisions.		
			Equip line managers to assist their employees in prioritising a healthy work-life balance	Provide guidance to line managers to enable officers and staff to support leave requests as required.		Within existing resources/financial provisions.		

No.	Commitment	Lead	Actions	Milestones	Strategic Alignment	Resource/ Finances	Timeline (indicative for Fair Work activities for now)	Measures for success
								• TRiM data – quarterly over three years: • Number of assessors • Number of referrals • Number of interventions • Trauma specific support provided People Direct contacts – volume and themes Exit interview data with limited demography ER cases – grievances, disciplines, ET & capability – bi-annually: • Gender • Category • Officer / staff • Linked mental health absence (before / during / after)
2	Our Total Reward approach is fair, transparent and recognises achievement	Director of People and Development	Progress a collaborative and strategic approach to pay and reward whilst seeking to minimise annual pay negotiation challenges Develop and articulate a Total Reward package for colleagues	Commission independent engagement with key policing stakeholders to consider pay indexation for police officers Improve awareness of the current total reward approach Develop Reward Framework Progress Pay and Benefits Review for officers	Fair Work Rec 36 / SWP	Within existing resources/financial provisions.		No directly identifiable measures
			Review our support for Special Constables and volunteers	Continue to develop and assess the benefits of the Special Constable Benefits Gateway	P and D Health and Wellbeing / SWP	Within existing resources/financial provisions.		

No.	Commitment	Lead	Actions	Milestones	Strategic Alignment	Resource/ Finances	Timeline (indicative for Fair Work activities for now)	Measures for success
				Develop a communications plan around the provision of the Special Constable Benefits Gateway with the Special Constable Volunteer Coordinator Continue to work to ensure that volunteers within Police Scotland are engaged with and benefit from their work				
			Seek to agree with Trade Unions on the development of a staff JNCC sub-group on terms and conditions to ensure meaningful and ongoing negotiation discussions	Carry out a scoping exercise to establish what the benefits of a Staff JNCC sub-group mirroring this approach would be	Fair Work Rec 9	Within existing resources/financial provisions.		
3	Our people have the uniform, equipment and skills they need to keep themselves and they communities they serve safe	Head of Procurement	Continue to carry out scoping exercise of current and anticipated training, uniform and equipment needs	Engage with staff associations and trade unions to assess current and anticipated trends Engage with officers and staff in island and remote areas to understand their specific needs Carry out data collection through exit interview data and Chief's Forum questions to establish gaps in provision	People and Development Health and Wellbeing	Within existing resources/financial provisions.		**From 2023/24 Performance Framework** YVM Survey – Survey Data over two years old • Experienced Workplace Incivility • Emotional Energy • Fatigue • Physical Wellbeing • Job Satisfaction • Life Satisfaction • Disturbed Sleep • Insufficient Sleep Exit survey data
		LTD and Local Policing	Carry out procurement work to provide uniform and equipment for officers and staff whilst obtaining best value		People and Development Health and Wellbeing	Within existing resources/financial provisions.		

No.	Commitment	Lead	Actions	Milestones	Strategic Alignment	Resource/ Finances	Timeline (indicative for Fair Work activities for now)	Measures for success
			We support the delivery of the Strategic Workforce Plan	Creation of Graduate Programmes and associated initiatives to help develop high potential and mitigate existing skills gaps related to career progression. Carry out a scoping exercise to explore effective workforce prioritisation, taking into account strategic priorities and developing trends	Learning and Development/ SWP / Fair Work Rec 2	Within existing resources/financial provisions.		
		EPF / Digital	Develop divisional training plans for officers and staff in island and rural communities	Consultation on and development of refreshed divisional training plans Delivery of plans	Learning and Development	Within existing resources/financial provisions.		
			Prioritise automation and self-service in key areas to reduce unnecessary bureaucracy and empower our people to be more effective	Prioritise key change initiatives that reduce bureaucracy for front line officers and staff	DDICT	Scoping within existing resources/financial provisions. Individual initiatives will be progressed in accordance with financial and change governance.		

Objective 2: We support our people to be confident leaders, innovative active contributors and influencers

Description	Our people work in high pressure, dynamic environments where they are required to demonstrate leadership and sound judgement in the midst of challenging circumstances. We will equip them with the skills, knowledge and support to do so effectively, whilst keeping pace with societal change and remaining flexible towards future developments.

Our leaders have a duty and an opportunity to build and maintain a service and culture founded on our values to improve the experiences of all colleagues, and to better reflect, represent and serve the public.

The nature of the service we deliver and the role we perform in society brings significant responsbility and an expectation everyone in our organisation is capable of demonstrating leadership qualities.

We will equip our people with the skills and knowledge to enable a supportive and collaborative working environment where everyone is encouraged to lead and all views, ideas and experiences are valued and embraced. We must provide our people with access to training that will improve performance and colleauge engagement.

We will effectively manage our talent, enable lateral development as well as upwards progression, and respond to our people as individuals, ensuring we are providing regular feedback on their performance and contributing to their development through discussion and appraisal, including identifying and recording skills.

We are committed to fostering a culture of continuous innovation and improvement and we will identify opportunities to work with colleauges across the organisation to address ongoing challenges, develop our services and promote positive change both internally and externally.

Opportunities to develop and diversify professional skill sets to meet both emerging and future demand will be critical to our effectiveness, as will our ability to identify and support future leaders who demonstrate and align with our policing values.

Our commitments

No.	Commitment	Lead	Actions	Milestones	Strategic Alignment	Resource/Finances	Timeline	Measures for success
1	We support our people to be effective leaders	Director of People and Development	Continue to deliver leadership development programmes to ensure our people are led by competent and confident leaders	Ensure evaluation and review of the impact of People Managers Development Programme and Your Leadership Matters in supporting management capability to provide meaningful dialogue	Fair Work Rec 18 / SWP	Within existing resources/financial provisions.		**From 2023/24 Performance Framework** Your Leadership Matters (YLM) - Attendance at programme & willingness to recommend programme to others. YLM - Results of end of programme evaluation questionnaire, in particular confidence to apply the learning outcomes YLM - Focus groups – to discuss line manager leadership behavioural changes 3 months post-programme **From Strategic Dashboards (Pending Investment)** People Management Development Programme – compliance and evaluation data Police Leadership Development Programme (PLDP) - time to complete, completion rates and speed of promotion to Sgt Accelerated Leadership Pathway (ALP) - demographics of candidates, speed of candidate's promotion to Supt v non-ALP officers (available later this year)

No.	Commitment	Lead	Actions	Milestones	Strategic Alignment	Resource/Finances	Timeline	Measures for success
								Police leadership programme (PLP) – stage 5 (executive leaders (EL)) - pipeline of applicants to be a successful candidate and who then secure an Executive position
			Deliver the People Management Development Programme (PMDP) to people managers across the organisation to enable them to develop the skills, behaviours and confidence to support their teams and create a positive working environment	Finalise the delivery plan for a national launch in Quarter 2 for the People Management Development Programme	People and Development Health and Wellbeing / Learning and Development	Within existing resources/financial provisions.		
			Ensure steps are taken to embed in-house leadership development capability following Your Leadership Matters Phase 2	Carry out divisional engagement to identify YLM Single Points of Contacts and YLM Champions to support the delivery of the First Level Leaders Programme and local consolidation sessions Ensure evidence and insight is aligned to evidence for Policing Together as part of the evaluation process Set up the YLM Influencer Community to support with the YLM leadership behaviours being adopted locally Finalise the YLM Comms Plan with the inclusion of a mechanism to celebrate the YLM behaviours being role-modelled Comms to showcase examples of where YLM behaviours are being lived and recognised as part of providing evidence for L3 and L4 evaluation YLM Design Lead to have greater engagement with critical friends	Learning and Development / Fair Work Rec 28	Within existing resources/financial provisions.		

No.	Commitment	Lead	Actions	Milestones	Strategic Alignment	Resource/Finances	Timeline	Measures for success
				as part of the summit design review process Carry out regular engagement with the YLM Influencers and further refine content based on their feedback				
			Ensure that Leadership and Talent activity delivers against the Policing Together Campaign and will be evaluated in line with the campaign outcomes	Deliver enhanced EDI training provision for those in supervisory and managerial roles Embed evaluation process	Learning and Development / Policing Together	Within existing resources/financial provisions.		
2	Our officers and staff have equitable access to career development opportunities	ACC Policing Together ACC Local Policing North (Sex Equality and Tackling Misogyny (SETM)) Head of Leadership and Talent Head of Learning and Development	Establish what barriers prevent career development opportunities for officers and staff	Analyse exit survey data to establish blockers to career development Carry our engagement with staff associations and trade unions to establish blockers and opportunities	SETM / Policing Together / SWP	Within existing resources/financial provisions.		**From 2023/24 Performance Framework** • YVM Survey – Survey Data over two years old • Experienced Workplace Incivility • Emotional Energy • Fatigue • Physical Wellbeing • Job Satisfaction • Life Satisfaction • Disturbed Sleep • Insufficient Sleep Exit survey data From Strategic Dashboards (Pending Investment) MyCareer - Compliance, people performance organisationally - is it driving improved performance and identification of future leaders (under development for later this year)
			Implement changes to development opportunities for officers and staff	Develop action plan Implementation and review of action plan	Learning and Development	Within existing resources/financial provisions.		

No.	Commitment	Lead	Actions	Milestones	Strategic Alignment	Resource/Finances	Timeline	Measures for success
			Create clear progression pathways for colleagues	Evaluate the impact MyCareer has had in supporting managements to set out realistic reasonable performance expectations Develop pathway framework Utilise MyCareer to identify relevant opportunities for colleagues and create a plan of action to progress Creation of greater talent pools and talent pipelines to help streamline development pathways and promotions based on strategic workforce planning needs and required.	Fair Work Rec 17 / SWP / Learning and Development	Within existing resources/financial provisions.		
			Take a collaborative approach to CPD with partners to provide opportunities for secondments, placements, shared learning and training	Carry out scoping exercise to identify opportunities Support colleagues to engage in opportunities	Learning and Development / SWP	Within existing resources/financial provisions.		
			Where budget enables, develop bespoke staff development programme (prioritising the critical roles and skills identified via Strategic Workforce Planning) similar to those operating in other public sector organisations	Research staff development programmes in other public sector organisations Engage with colleagues to determine skills gaps within the organisation and how these could be filled with development opportunities Develop action plan and start implementation process	Learning and Development	Subject to existing resources/financial provisions.		
			Develop/participate in broader public sector training and development opportunities to enhance collective leadership and ongoing work	Scope out public sector training and development opportunities Collaborate with partners Support colleagues to engage with opportunities Greater coherence and understanding of talent-based progression throughout our	Learning and Development / SWP	Within existing resources/financial provisions.		

No.	Commitment	Lead	Actions	Milestones	Strategic Alignment	Resource/Finances	Timeline	Measures for success
				organisation, linked with networking opportunities with blue light partners				
3	We have a person-centred recruitment process	Director of People and Development	Undertake continuous review of recruitment services to ensure best practice	Consider insights and recommendations from HMICS review on recruitment Introduce formal feedback mechanism from candidates and assessors from January 2024 Produce quarterly reports on formal feedback mechanism	SWP	Within existing resources/financial provisions.		**From 2023/24 Performance Framework** Force Profile by sex, race, disability, sexual orientation, age, religion or belief Promotion/Rank & Grade Profile by sex, race, disability, sexual orientation, age, religion or belief Recruitment Profile by sex, race, disability, sexual orientation, age, religion or belief Leavers Profile by sex, race, disability, sexual orientation, age, religion or belief Gender, Disability, Race and Sexual Orientation pay gaps (Officers and Staff)
			Ensure promotion processes are fair and transparent, and that the criteria and competencies we prioritise accurately identify colleagues who are ready to take the next step in their careers	Introduce formal feedback mechanism from candidates and assessors from January 2024 Ensure that feedback is part of a programme of continuous improvement Promote MyCareer as a platform that enables colleagues to prepare for promotion Utilisation of 'MyCareer' as a talent identification tool with line manager reflection and review included to reach those who did not apply for the ALP programme but demonstrate potential and willingness to reach promoted ranks	SWP / Policing Together	Within existing resources/financial provisions.		

No.	Commitment	Lead	Actions	Milestones	Strategic Alignment	Resource/Finances	Timeline	Measures for success
				A Talent Framework to define 'talent' and 'talent management' from a Police Scotland perspective, set key talent framework aims and objectives, identify talent-based initiatives and measures of success				
			Explore new and alternative access routes into policing careers	Carry out scoping exercise to identify alternative routes Identify how we can better utilise volunteering as a pathway into a career in policing Explore graduate programmes, internships, apprenticeships for police staff	TBC – Policing Together / SWP	Within existing resources/financial provisions.		**From Strategic Dashboards (Pending Investment)** People Management Development Programme – compliance and evaluation data PLDP - time to complete, completion rates and speed of promotion to Sgt ALP - demographics of candidates, speed of candidate's promotion to Supt v non-ALP officers (available later this year) PLP (5) EL - pipeline of applicants to be a successful candidate and who then secure Exec position
4	We support the delivery of the Learning and Development Strategy	Director of People and Development Head of Learning and Development	Develop outcome focused approach to outlining impact of learning and development programmes		Learning and Development / Fair Work Rec 26	Within existing resources/financial provisions.		**From Strategic Dashboards (Pending Investment)** People Management Development Programme – compliance and evaluation data MyCareer - Compliance, people performance organisationally - is it driving improved performance and identification of future leaders (under development for later this year)

No.	Commitment	Lead	Actions	Milestones	Strategic Alignment	Resource/Finances	Timeline	Measures for success
			Look towards innovation in training in and learning provision, ensuring they link to the strategic framework and our Learning and Development Strategy, to reflect new ways of working and the skills required to support the workforce i.e., the use of technology (VR, AR)	Carry out scoping exercise to identify the skills required to support the workforce Explore how we can shift towards outcomes-focused learning and gauge the effectiveness of learning provision in driving improvements to service delivery	Learning and Development / SWP	Within existing resources/financial provisions.		
5	Enhanced colleague engagement and feedback mechanisms support problem solving and communication across the service	Head of Portfolio Management (CI) Head of Strategy, Insight and Engagement (colleague engagement)	Develop approaches to encourage and facilitate proactive sharing of ideas from officers/staff for the benefit of continuous improvement	Ensure we are providing opportunities for colleagues to suggest changes, share ideas and provide feedback for improvement Develop and implement timely action plans which respond to colleague feedback Utilise feedback via internal surveys	Fair Work Rec 16/Policing Together/SETM	Within existing resources/financial provisions.	Colleague survey scheduled for Spring 2024.	**From 2023/24 Performance Framework** YVM Survey – Survey Data over two years old • Experienced Workplace Incivility • Emotional Energy • Fatigue • Physical Wellbeing • Job Satisfaction • Life Satisfaction • Disturbed Sleep • Insufficient Sleep Exit survey data

Objective 3: Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging

Description	Police Scotland must reflect, represent, and serve all our communities, whilst ensuring our values of integrity, fairness, respect, and a commitment to upholding human rights lie at the heart of all we do. All our people should feel supported and know they relate to the organisation's values and demonstrate appropriate behaviours in their daily work.

In recent years high-profile reporting focused an intense and critical spotlight on the culture within UK policing. Numerous reports highlighted discrimination, a lack of transparency and an unwillingness to face scrutiny in the face of valid criticism. It has since been publicly recognised and acknowledged that institutional discrimination exists within Police Scotland, and we are committed to championing equality and becoming a more inclusive organisation. Discrimination persists due to the policies, processes and procedures which are in place within our organisation and has a direct impact on our services.

To tackle this discriminatory culture, we assess how the policies and procedures we have in place may facilitate a lack of inclusivity. We will look at how our recruitment process can be improved, as well as how we can best support those with additional needs once in the organisation. We must address the needs of everyone, taking into account protected characteristics such as sex, race, age and disability.

We will support the work of Policing Together in striving to become an open, inclusive and welcoming organisation. In doing so, we will aim to influence change in the culture within Police Scotland, ensuring that our workforce are aligned with the values of the organisation.

We must strive to become an organisation that is open, accountable, and welcoming of a change in our values, culture and behaviours.

Our commitments

No.	Commitment	Lead	Actions	Milestones	Strategic Alignment	Resource/Finances	Timeline	Measures for success
1	We are an inclusive workplace where our policing values are demonstrated across our day-to-day activities	ACC Policing Together with Director of People and Development	Implement recommendations of Policing Together to create a more inclusive workplace that supports the needs of all colleagues	Develop and implement Dignity at Work Framework Progress monitoring approaches in relation to dealing with unacceptable behaviours with a focus on compliance with procedures and identification of organisational lessons and trends Continue to publish the details of those who leave the organisation as a result of misconduct procedures Carry out joint review of Equality, Diversity and Dignity policy along with staff associations and trade unions Redesign policy with the Policing Together campaign in mind	Policing Together/SETM/Fair Work Rec 46/ Fair Work Rec 45	Within existing resources/financial provisions.		

No.	Commitment	Lead	Actions	Milestones	Strategic Alignment	Resource/Finances	Timeline	Measures for success
2	Our recruitment, induction and promotion processes meet the needs of all under-represented groups	Director of People and Development	Evaluate and evolve our recruitment/induction/promotion processes to ensure best practice, particularly when it comes to underrepresented groups	Ensure our organisation is accessible to all individuals, and promote ourselves as flexible to the needs of the individual Continue to work with wider strategic projects including Policing Together and work on tackling sexism and misogyny to ensure policies and practices continue to be scrutinised appropriately Work with Professional Standards Division to agree service level agreements in respect of vetting timeframes to support internal planning and to manage candidate expectations in respect of timeframes Implementation of accessible recruitment procedures that have been appropriately impact assessed and ongoing assessment of promotion processes to ensure they are appropriately inclusive Raise awareness of flexible working and family friendly policies in job adverts	Policing Together / SWP / Fair Work Rec 43 / Fair Work Rec 24 / Fair Work Rec 44 / SETM	Within existing resources/financial provisions.		
			Improve our staff induction experience to ensure that new employees are supported with a values-based framework upon joining	Refresh the Staff Induction course, ensuring a values-based and inclusive product which will provide practical advice and guidance Continue to monitor the effectiveness of the Line Manager's Induction toolkit to assist first line managers in providing a successful	Policing Together / SWP	Within existing resources/financial provisions.		

No.	Commitment	Lead	Actions	Milestones	Strategic Alignment	Resource/Finances	Timeline	Measures for success
				onboarding experience for new staff members				
			Embed the Positive Action Team to maximise exposure and opportunities across the whole of Scotland	Continue targeted work undertaken by the Positive Action Team to ensure we maximise our opportunity to support and attract candidates with protected characteristics	Policing Together / SWP	Within existing resources/financial provisions.		
			Develop a brand for Police Scotland which supports recruitment activity	Embed sustained which maximises our position in the employment market to improve the diversity and quantity of application levels	Policing Together / SWP	Within existing resources/financial provisions.		
			Further focus on encouraging participation in exit survey process to increase ability to identify lessons/trends with analysis and action plans on feedback			Within existing resources/financial provisions.		
3	We understand and can meet the needs of our people	Director or People and Development Director of Strategy and Analysis ACC Policing Together	We will improve our mechanisms for to record and understand equality, diversity and inclusion data and the cultural landscape of Police Scotland	Ensure meaningful insight can be drawn from all forms of workforce survey results disaggregated by protected characteristics, where possible Develop approaches to assess effectiveness and impact of people policies/procedures Clearly articulate data gaps, plans to address these and any system limitations causing difficulty to gather/use/report data and insights Embed effective hybrid working policies and procedures Review hybrid working guidance/practice to ensure	Policing Together / SETM / Fair Work Rec 21 / Fair Work Rec 23 / Fair Work Rec 42 / SWP	Within existing resources/financial provisions.		**From 2023/24 Performance Framework** YVM Survey – Survey Data over two years old • Experienced Workplace Incivility • Emotional Energy • Fatigue • Physical Wellbeing • Job Satisfaction • Life Satisfaction • Disturbed Sleep • Insufficient Sleep Exit survey data Force Profile by sex, race, disability, sexual orientation, age, religion or belief Promotion/Rank & Grade Profile by sex, race, disability,

No.	Commitment	Lead	Actions	Milestones	Strategic Alignment	Resource/Finances	Timeline	Measures for success
				meeting individual and organisational need				sexual orientation, age, religion or belief Recruitment Profile by sex, race, disability, sexual orientation, age, religion or belief Leavers Profile by sex, race, disability, sexual orientation, age, religion or belief Gender, Disability, Race and Sexual Orientation pay gaps (Officers and Staff**)** **From Strategic Dashboards (Pending Investment)** Positive Action team – attendance at event, applications & appointments
		ACC Policing Together	By working with DISAs we will ensure our policies and practices are human informed and based on feedback from those with lived experience of the issues we are trying to address	Use insights gained from engagement work to implement any changes in how we approach equality, diversity and inclusion		Within existing resources/financial provisions.		
		Head of Strategy, Insight and Engagement	Ensure Police Scotland's Futures analysis products are available to policy makers and officers and staff at large	Ensure that Police Scotland's Futures engagements with academics and subject matter experts is fed into the organisation's research knowledge bank Create a Futures intranet page where officers and staff can inform themselves on prospective trends which might influence policing		Subject to reform funding.	Ongoing By end March 2024	
		Director of People and Development Head of Strategy, Insight and Engagement	Ensure we research best practice and have effective mechanisms in place to adapt to the changing nature of society and the workplace	Explore the mechanisms that are required to adapt to change in society and the workplace	SWP	Subject to reform funding.	By end March 2024 and ongoing thereafter.	No identifiable measures

No.	Commitment	Lead	Actions	Milestones	Strategic Alignment	Resource/Finances	Timeline	Measures for success
				Identify how we best capture information on how society and the workplace are predicted to change				
4	We support our people through organisational change	ACC Policing Together	Ensure we have effective measures in place to engage with our colleagues and have up to date insights from across the organisation	Pathways introduced that promote the empowerment of our people to own and drive the change they want to see	Policing Together / SWP	Within existing resources/financial provisions.		**From 2023/24 Performance Framework** YVM Survey – Survey Data over two years old • Experienced Workplace Incivility • Emotional Energy • Fatigue • Physical Wellbeing • Job Satisfaction • Life Satisfaction • Disturbed Sleep • Insufficient Sleep Exit survey data
		Chief Financial Officer	Support colleagues during estates transformation	Plans to close developed Engagement with staff associations, trade unions and colleagues Workforce impact assessment completed Communication plans developed Establish support mechanisms to meet the needs of colleagues during transformation		Within existing resources/financial provisions.		Impacted staff engaged Capital receipts / reduce estate costs

Governance and Performance

Effective oversight and scrutiny are key in ensuring that policing in Scotland retains the trust and confidence of the communities we serve. As such, we have created a comprehensive framework for the monitoring of our working against the broader aspirations within our People Strategy 2024-27.

Our People Strategy and this implementation plan reflect the organisation's commitment to Fair Work. Activity to progress the recommendations within the Fair Work framework are being progressed through appropriate governance mechanisms.

Prior to publication, this plan was presented to the Scottish Police Authority for appropriate scrutiny and consideration. Activities within the implementation plan are monitored through Police Scotland's established performance reporting processes. These reports are presented to the SPA to ensured progress and accountability.

This implementation plan is aligned with Police Scotland's current Performance Framework. Our Analysis and Performance Unit is working to develop accurate and responsive people measures and data to allow us to assess progress against our strategic objectives.

Equality, diversity and inclusion

The People Strategy and Implementation Plan have been designed to complement and support delivery of Policing Together and our Joint Equality Outcomes for Policing. These can be found along with our commitment and duties to equality, diversity & inclusion at: Equality and Diversity - Police Scotland.

The development of this implementation plan has been informed and improved by a programme of engagement with staff associations and partner agencies. This engagement has reinforced the framing of this plan as one step in Police Scotland's journey of improvement.

Like the Joint Strategy for Policing (2023): Policing for a safe, protected and resilient Scotland, the Annual Police Plan, and Police Scotland's other enabler strategies, our People Strategy implementation plan is itself subject to the Public Sector Equality Duty. As such, the implementation plan was subject to an Equalities and Human Rights Impact Assessment (EqHRIA).

Separate impact assessments will be undertaken for the activities described in this plan as required.

Police Scotland

Strategic Workforce Plan 2024-27

POLICE SCOTLAND
Keeping people safe
POILEAS ALBA

SCOTTISH POLICE AUTHORITY
ÙGHDARRAS POILIS NA H-ALBA

Contents

Foreword 3

Strategic alignment 4

Section 1: Developing the Strategic Workforce Plan 5

Section 2: External and internal context 8

External Context 8

Internal Context 9

Section 3: Our current workforce 11

Police Officers 12

Police Staff 15

Special Constables 15

Section 4: Our future workforce 16

We design and organise our workforce to create capacity and efficiency 17

Service design principles 20

We are clear on the skills, capabilities and experiences we need 21

We attract and retain suitable talent 23

Section 5: Demonstrating progress 25

Governance and performance 25

Ongoing engagement and insight 25

Strategic Workforce Plan Appendix One: Our Current Workforce 26

Police Officers 26

Police Staff 33

Special Constables 35

Foreword

I am pleased to present Police Scotland's Strategic Workforce Plan 2024-2027. It sets out our priorities to support our people to meet the current and future demands placed on policing in Scotland.

Our people are our greatest asset and one of my operational priorities is their wellbeing. It is critical they receive the support and resources they need to continue delivering an excellent policing service to Scotland's communities.

Each day our people step forward without fear or favour to keep people safe. They take their duties and responsibilities incredibly seriously, treating the public we serve with integrity and fairness while upholding human rights. Our success is illustrated by the strong bond of trust we share with the people of Scotland and our role as the service of first and last resort in times of crisis.

Policing must adapt to the evolving nature of crime, the demands this places on the service and any changes to public perception.

Hard choices lie ahead to deliver effective policing within the revenue budget available and this workforce plan outlines how we will address all of these matters by prioritising and organising our resources as efficiently and effectively as possible, while continuing to support and serve our communities to the best of our ability.

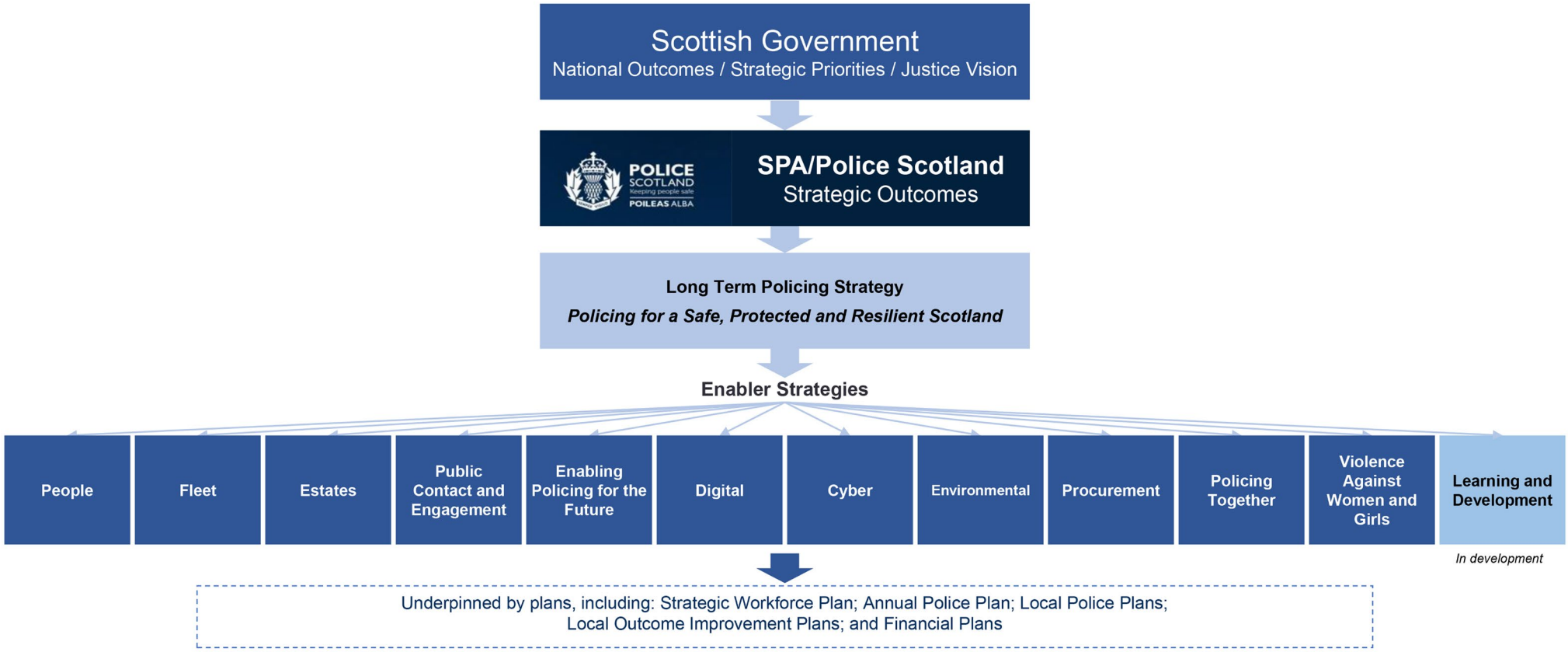
The Strategic Workforce Plan (SWP) is supported by our People Strategy 2024-2027 which ensures our people are equipped to deliver policing now and in the future. This will mean reshaping and building new capabilities to addressing the complex and changing needs of our communities.

A great strength of policing in Scotland is our diversity - anyone can be a police officer. We will attract, retain and promote a diverse workforce which reflects and represents our communities while ensuring that a career in policing is an opportunity to fully contribute to our policing ambition.

I know there are improvements to be made in supporting our people to maximise their potential to deliver, and to enable the service to make the most of current and future opportunities to deliver. I am committed to listening, responding and investing in the tools, resources and the support our people need to continue to serve the communities of Scotland.

Jo Farrell
Chief Constable

Strategic alignment



Section 1: Developing the Strategic Workforce Plan

Our Strategic Workforce Plan 2024-27 will enable Police Scotland to ensure we have the right people, in the right place at the right time to meet our strategic priorities as articulated in our long-term strategy, the Joint Strategy for Policing, and further detailed in our suite of enabling strategies which cover both our operational and corporate ambitions.

A Strategic Workforce Plan helps organisations to assess and analyse internal business drivers and goals, whilst providing a framework to meet challenges in complex and uncertain circumstances.

Strategic workforce planning looks towards a three-to-five-year time horizon, whereas workforce planning generally focuses on current resource headcount plans and operational plans for the budget year ahead.

Strategic workforce planning is a continual process that is owned by the whole business and is enabled by Human Resources. It is not done in isolation; we need to understand the requirements and concerns of the different stakeholders involved in workforce planning, so developing strong relationships with our key stakeholders is critical. It is not rigid, and it needs to be agile, evidence-based and analytical. The successful delivery of the SWP is dependent on:

- a clear strategic planning process
- an understanding of demand and evolving workload pressures
- clarity on budgeting assumptions
- completion of Target Operating Model (TOM)
- the outcome of the Strategic Efficiency Redesign Review (SERR)

The impact of future legislative changes should also be assessed for strain on people resources. If proposed changes cannot be implemented within the current establishment, then this would need to be discussed with the Scottish Government as they form and develop the legislation.

The SWP aligns the workforce to the organisation's strategic framework, ensuring resources are used effectively to deliver key areas of work. It is informed by organisational data and insights, which build to create an in-depth understanding of the current picture as well as future needs in terms of talent and skills needed.

Our SWP recognises the need for continued focus to mature our planning approach over time and includes a recognition that we need to develop and establish some fundamental building blocks to enable positive progress. The plan sets out the medium to long term steps that need to be taken to realise this.

Tactical – 2024

- Some understanding as to what workforce planning is in pockets of the organisation
- Not always a consistent understanding of what it means or how it affects the organisation
- Little or no dedicated resource
- Limited understanding and commitment to system-wide issues
- A siloed approach to looking at the organisation in segments

Collaborative – 2025

- Integrated approach and understanding in driving workforce strategies that embeds proactive people management at the heart of the organisational strategy
- Clear links to strategic plans and a clear vision of the workforce of the future to drive and deliver services to customers and stakeholders
- An assessment of future needs is clearly articulated, and strategies are driven by robust evidence-based research
- Deliberate emphasis on improved productivity, and organisational culture
- Leaders are engaged in outcomes and nurture fertile ground for workforce activities

Transformative – 2026-2027

- A strategic business tool fully integrated into strategic and business planning processes and direct line of sight to all other strategic documents
- Sophisticated scenario-based demand forecasting or strategic foresight of future business with service design undertaken regularly
- Plans contain breakthrough ideas and are agile enough to quickly respond to the changing environment
- Considers the organisation as a part of an entire enterprise that transcends traditional boundaries and understands how changes in that organisation affect other parts of the system
- Sector-wide issues are shared in a systematic joined up approach
- There is a strong capability and know-how in how to lead and shape strategic workforce planning activities that are future focused, and a commitment to outcomes through agreed metrics
- Opportunities for cross-organisation activities to build, buy and borrow capability and capacity are identified.
- Reporting is strategic and meaningful, and all levels of the organisation have ownership

The SWP was developed using the Integrated Workforce Planning methodology, with the following principles applied in support:

- Our plan is cognisant of our projected budget.
- The plan has been developed at a strategic level, with supporting insights setting out both operational and corporate challenges.
- The plan is iterative in nature and will reflect the internal and external drivers of change.
- The strategic themes identified can be meaningfully translated into an action plan against which progress can be measured and evidenced.

Integrated Workforce Planning is a six-stage methodology which supports organisations to accurately identify what the SWP should deliver, with outputs grouped across seven "rights":

- **Right capability:** Assessing the gaps in competencies and skills you have now and will need in the future.
- **Right size:** Having the right headcount or number of people you need. Making sure enough people with the right capabilities are in posts.
- **Right shape:** Ensuring the right workforce composition in terms of structure, purpose, ratio of managers to professional and administrative staff and the right demographic mix. Making sure the organisation has the right structures and levels in the workforce to avoid duplication or inefficiency.
- **Right location:** Having people in the right place geographically and structurally.
- **Right time:** Ensuring the right people are available at the right time and for the actual duration that they are needed.
- **Right cost:** Considering the right costs when making workforce decisions such as: benchmarking pay and reward, training and developing people, accounting for recruitment costs to hire, or outsourcing services.
- **Right risk:** Considering and taking account of the risks in relation to the workforce, such as retirements or predicting which staff will leave.

In line with the journey of maturity detailed above, it is recognised that as we work to achieve the seven "rights", the organisation will evolve over time.

Section 2: External and internal context

Police Scotland operates in a challenging, and often uncertain, external environment which places significant pressure and demand upon our people and resources.

To develop the SWP we analysed both our external and internal operating environment to understand and respond effectively to the challenges and opportunities we currently experience and those which will impact across the timeline of the SWP.

We must demonstrate resilience and agility to continue to meet our statutory obligations. To do so we must deliver a workforce which can meet the demands we face. We remain committed to enabling our people to serve by supporting their wellbeing and investing in their development.

External Context

Economic Climate

At the beginning of 2023, the global economic situation was shaped by a combination of factors which contributed to high global inflation, significantly greater than pre-pandemic levels, and slow economic growth. At the time of writing (September 2023), real wages have declined because of the ongoing cost of living crisis. This has led to significant public sector unrest, with matters relating to pay and terms of employment resulting in workplace disputes and industrial action.

Political Landscape

Changes in leadership at both Westminster and Holyrood are contributing to gradual shifts in established policy on key issues such as the economy and environment. Both governments are embarking on legislative programmes, many of which are likely to significantly impact Police Scotland resources. Further afield the war in Ukraine continues to cause uncertainty in terms of security, economic outlook and access to goods and fuel resources. Changing migratory patterns, including local variances within Scotland, will continue to place additional demand on services.

Public Sector Reform

The impact of ongoing funding pressures; expectations of closer working between public sector agencies; and increasing shifts towards public health approaches, particularly within the justice sector and amongst the emergency services, have created space and momentum for greater collaboration between partners as well as new and innovative ways to share resources. These ambitions are articulated within the Scottish Government's Vision for Justice and successive Programmes for Government.

Workforce Expectations

People's expectation of career, work-life balance, the support or benefits organisations should provide have shifted in recent years. Workplace demographics are diversifying, with a multi-generational workforce bringing different perspectives and expectations to work. People are working for longer, increasingly balancing work commitments alongside health issues and caring responsibilities. In 2020 a UK study showed 24 per cent of 18-to-24-year-olds did not see a career in policing as accessible, with 15 per cent unclear of the development opportunities available suggesting policing careers are becoming less appealing.

Labour Market

Scotland's labour market key indicators show a mixed but resilient picture: the unemployment rate has increased over the quarter and year, making it the highest rate alongside England in the UK. This reflects the same as the UK's unemployment rate of 4.3 per cent during the same period. Employment rates for Scotland and the UK have increased over the quarter which now sits at 75.1 per cent. This is the second highest rate across the UK. Economic inactivity has also fallen over the quarter, which now sits at 21.4 per cent (down 1.5 percentage points). This is above the UK rate of 21.1 per cent.

Internal Context

Funding Pressures

Police Scotland has seen a year-on-year reduction in real terms budget settlement and as of September 2023 a projected overspend of £18.5 million. This has been offset by estimated funding of £5.4 million from Scottish Government as part of the autumn and spring budget reviews. To achieve a balanced budget several measures have been implemented including reducing officer numbers to 16,600 alongside an equivalent reduction of police staff of 3.7 per cent. There remains a "no compulsory redundancy" commitment mandated by Scottish Government.

Increasing Demand

Police Scotland receives approximately 3.2 million calls each year, however less than 20 per cent of these result in a crime being recorded. In 2021/22 there were 146,084 concern for person incidents recorded by Police Scotland (an increase of 3.7 per cent) on the previous year. In 2022, the service responded to 23,259 mental-health-related incidents, nearly doubling since 2017. Increases in demand have occurred within cyber-crime, according to the Scottish Government Crime Survey 2021-22, an estimated 14,280 cyber-crimes were recorded by the police in Scotland, almost double the recorded figure in 2019-20.

Retirement and Retention

The impact of police pension changes entitlement are being seen across the workforce with loss of experienced officers across all ranks, particularly impacting those in senior posts. Officers are now able to retire earlier whilst still receiving full benefits as opposed to previous regulations. Officers and staff leaving the organisation are asked to complete a leaver's survey to gauge reasons as to why people are leaving the organisation. Police staff regularly cite the use of temporary contracts and resulting job insecurity as their primary motivating factor to leave.

Strategic Framework

There is a significant programme of transformation underway across Police Scotland, influenced and directed by the strategic framework. Our corporate and operational enabling strategies explain how we intend to support victims of crime; serve our communities; provide our people with a supportive and inclusive working environment; and transform Police Scotland into a modern and sustainable organisation. Our Cyber and Violence against Women and Girls strategies detail the evolving nature of crime and the expertise we will increasingly require to meet emerging and future demand.

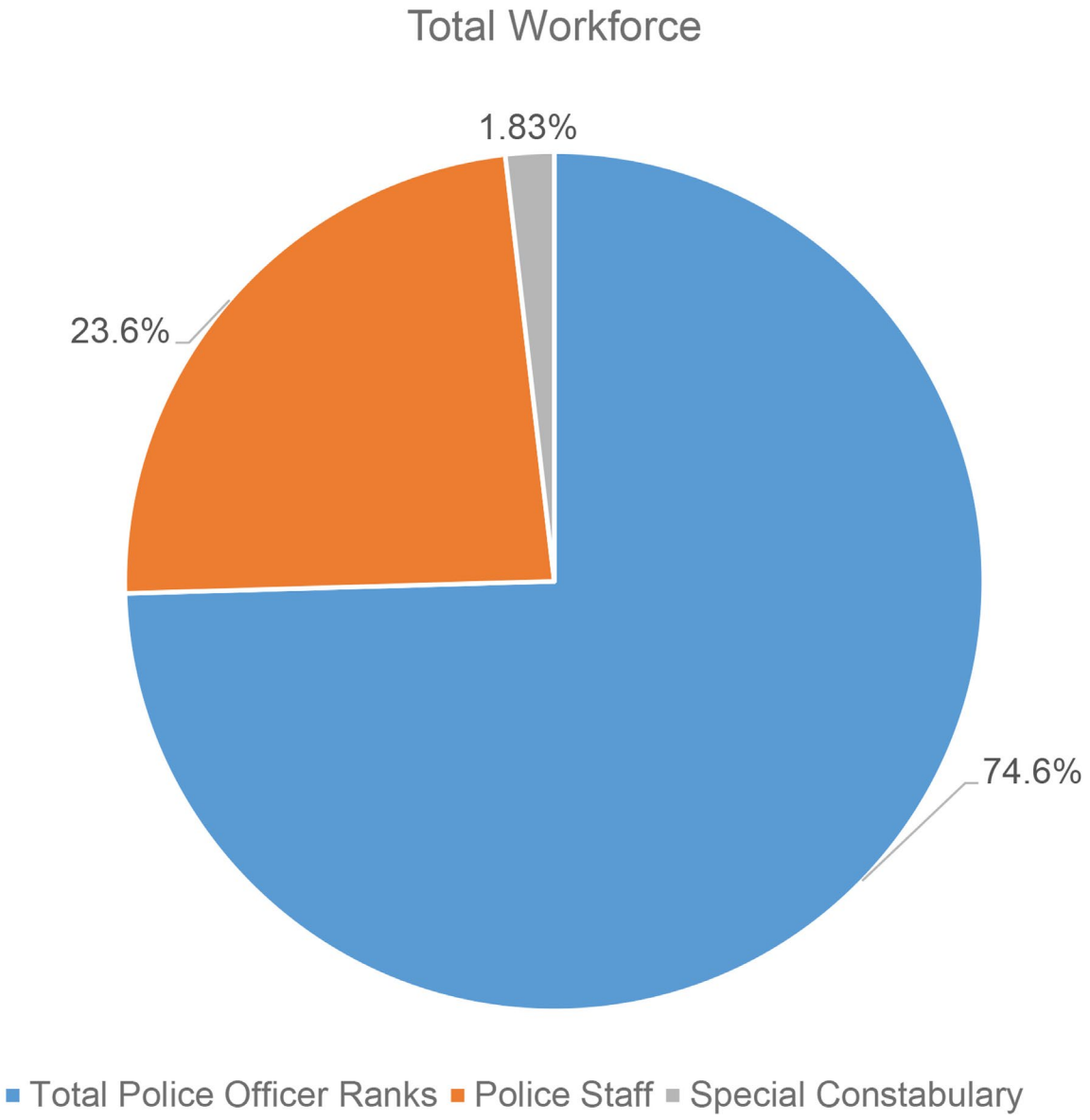
Transformation

Programmes such as Policing in a Digital World and the Local Policing Service Design Review will deliver key pieces of work to transform the service. Policing in a Digital World will transform how Police Scotland respond to the evolving threat of cyber-crime. The programme will enable us to continue keeping Scotland's people, communities, businesses and assets safe in both the physical and virtual world. The Local Policing Service Delivery Review (LPSDR) is an opportunity for the Police Service of Scotland, together with our key stakeholders (citizens and staff), to undertake a review on how we deliver our local policing.

Section 3: Our current workforce

As of 31 March 2023, there was a full-time equivalent (FTE) of 22,297.2 workers within Police Scotland, a decrease of 56.5 FTE or 0.26 per cent compared with the previous year.

Police Scotland's workforce is comprised of officers, staff and special constables.



In addition, the service is supported by Police Scotland Youth Volunteers which has a national governance structure with 43 local volunteer groups operating involving over 1,000 young people.

Police Officers

At the formation of Police Scotland officer numbers were above the budgeted position of 17,234 FTE and as a consequence reduced to that number within the first year.

Since then, with some small variations, that number was maintained through to 2021. In the last year budget pressures have seen officer numbers reduce to around 16,600 and as a consequence there were 16,614.7 FTE police officers in Police Scotland on 31 March 2023, the second lowest quarterly total since the formation of Police Scotland. This figure is 881 FTE (5 per cent) officers less than when Police Scotland was formed in April 2013.

Rank ratios

The service has for a number of years strived to work towards a span of command of no more than one inspector to five sergeants and one sergeant to eight constables with particular emphasis on these ratios within frontline policing.

At the end of March 2023, the overall rank ratios for the whole service were inspector to sergeant 1:2.9 and sergeant to constable 1:5.4. Specifically, within Local Policing divisions the rank ratios were inspector to sergeant 1:3.3 and sergeant to constable 1:6.5.

Temporary/acting ranks

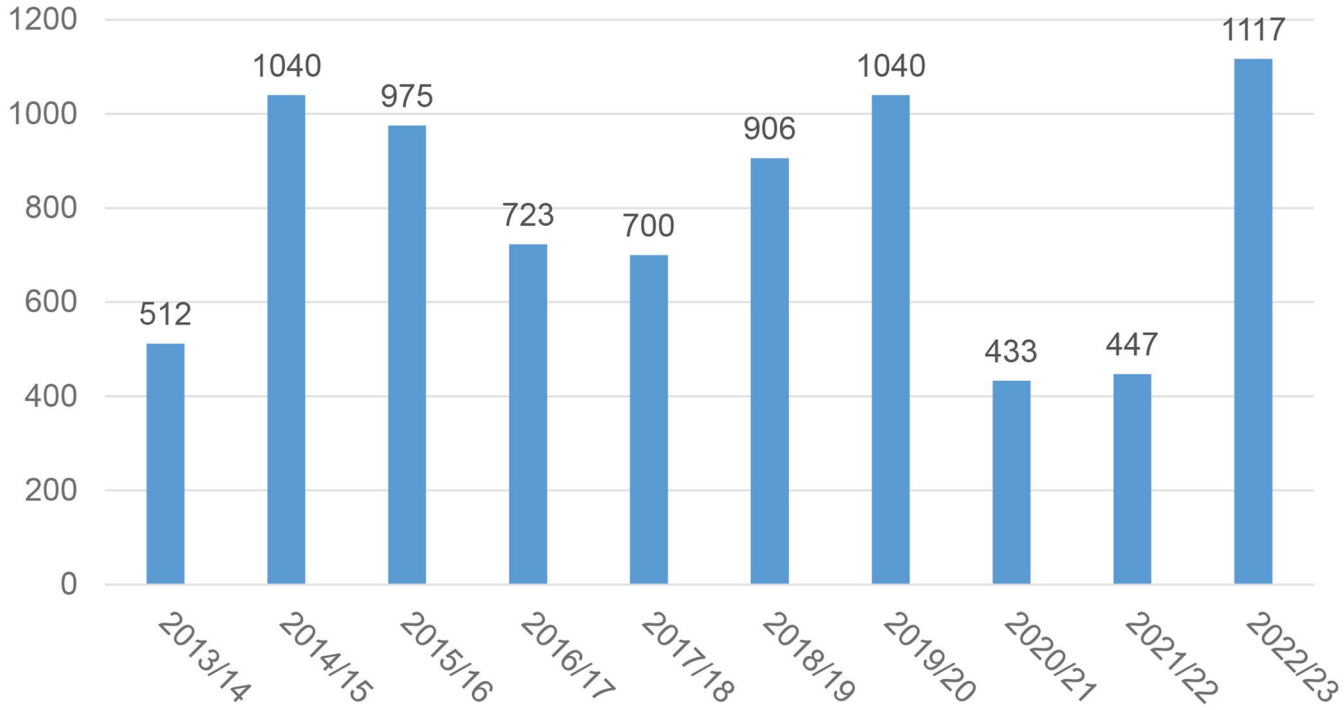
There were 510 officers undertaking a temporary promotion or acting rank at the end of March 2023 with the vast majority of these being at the rank of sergeant (303 officers).

When looking at the percentage of ranks being occupied by an officer of a lower rank, compared to those carrying out this role in a substantive rank, then it was the ranks of detective chief inspector and chief inspector which had the highest percentages at 32.89 per cent and 30.07 per cent respectively. The next highest percentages were at the rank of superintendent at 21.52 per cent, and detective superintendent at 20.51 per cent.

Recruitment

In the year ending 31 March 2023, 1,117 FTE police officers joined Police Scotland, which was an increase of 670 officers FTE (150 per cent increase) from the previous year (albeit 2021/22 was a particularly low year for recruitment due to COVID-19 and the operational commitments due to the Conference of the Parties 26 event (COP26)).

Police officer joiners (FTE), years ending 31 March 2013 to 2023 Police Scotland



Given there were 3,841 applications to join Police Scotland as an officer during 2022/23, this means a conversion rate from application to appointment of 29 per cent. Overall, applications for officer appointments have dropped by around 40 per cent since pre-COVID-19.

Applicant success rate	May 2022	April 2023
Number of successful candidates from 1000 applications	344	158

On the basis that 177 new officers will be required each quarter (attrition analysis) and taking account of recent attrition it is anticipated that there will be a requirement for 4480 applications annually. It is currently anticipated that there will be 3000 applications this year.

Attrition

The police officer leaver rate (leavers as a proportion of headcount at the start of the year) was 7.7 per cent for the year ending March 2023 which is the highest since the formation of Police Scotland and 3.2 per cent higher than the five-year average (this is as a result of high levels of attrition and lower overall officer numbers).

In the year ending 31 March 2023, 1301.4 FTE officers left Police Scotland, 377.1 FTE (41 per cent) more than the previous year. This is the highest annual number of leavers since the formation of Police Scotland and can be attributed to changes in the police pension regulations allow officers nearing the end of their service to leave with improved pension entitlement.

Looking forward and based on historic data and analysis of leaver behaviour it is anticipated that around 59 officers will leave Police Scotland each month with around 65 per cent of that number being through retirement.

The consequence of the large number of leavers and the commensurate increase in probationers has seen the average service of constables in Local Policing move from 7.5 years' service to 6.9 years' service and across all ranks and areas overall from 13.2 years' service to 12.6 years' service.

Diversity

The table below summarises the police officer intakes across 2021/22 and 2022/23. These intakes delivered an average of 220 recruits, with an average diversity profile of 59 per cent male, 41 per cent female and 9 per cent black minority ethnic (BME) and white minority ethnic (WME).

June 2021 – February 2023

Total no of recruits	Male	Female	Black minority ethnic / White minority ethnic
1,538	918 (60%)	620 (40%)	135 (8.8%)

Race

As of 31 March 2023, there were 303 officers who identified as ethnic minorities (excluding white minorities) in Police Scotland, an increase of 50 (19.7 per cent) when compared with the data within the Equality and Diversity Employment Monitoring Report 2019/20. Officers belonging to a minority ethnic group (excluding white minorities) represented two per cent of all officers.

Whilst an improvement, this is still far from the Scottish position where the census showed that in 2011

- 91.8 per cent of people identified as "White: Scottish" or "White: Other British"
- 4.2 per cent of people identified as Polish, Irish, Gypsy/Traveller or "White: Other"
- The population in Asian, African, Caribbean or Black, Mixed or Other ethnic groups was four per cent.

The proportion of workers in other areas of the workforce identifying as a minority ethnic group (excluding white minorities) was consistent with that of police officers but remains less than within Scotland generally.

Sex

On 31 March 2023 there were 5,759 headcount female officers making up 34.26 per cent of the officers in Police Scotland. This number decreased by 81 female officers (1.5 per cent) from the previous year but with an overall reduction in officer numbers was still a proportional increase (0.87 per cent). Based on the current trend the proportion of female officers will meet 50 per cent by 2045.

Female officers are more prevalent in constable ranks, which reflects the increased recruitment in recent years, with most new joiners coming in at constable level. That said, recent recruitment of senior officers has assisted in bringing a more representative balance to chief officer ranks.

Police Staff

Recruitment

There were 5264.9 FTE staff employed in Police Scotland and the SPA on 31 March 2023, this is 131.7 FTE (2.57 per cent) higher than the previous year.

Whilst the majority of this activity was backfill for existing posts there were increases to support functions that necessitated additional recruitment. Recruitment this year aligns to the two years prior to overall drop in recruitment during COVID-19 in 2020/21 and 2021/22.

Attrition

The increase in staff leavers in the past two years has returned Police Scotland to similar numbers seen in 2016/17 and 2017/18. There was a reduction seen in leavers during COVID-19 and to some extent this returns the service to a pre-COVID-19 position. Post-COVID-19 there was a concern that there would be a larger than normal attrition for staff, but it does not appear, from the data presented, that this has occurred. The top reasons for police staff leaving are:

- resignation at 49 per cent, with 25 per cent of staff leaving for other employment, 23 per cent of staff choose to leave for personal reasons and 1 per cent to pursue further education
- 25 per cent of staff leave on pension retirement
- 11 per cent through voluntary redundancy

As noted in the recently published Strategic Assessment of the Workforce the latest Labour Force Survey shows Scotland's unemployment rate is below the rest of the UK, and is the lowest rate since 2001, resulting in fewer people currently looking for employment. This has resulted in almost half (46 per cent) of employers across the UK reporting having vacancies that are hard to fill.

Diversity

Sex

On 31 March 2023 there were 3922 headcount female members of police staff making up 62.83 per cent of all police staff in Police Scotland an increase of 2.80 per cent (107) from the previous year.

Male members of police staff increased by 51 from 2022 to 2023 now sitting at 2320 which is an increase of 2.3 per cent. They represent 37.2 per cent of the police staff workforce.

Race

Of those joining the service in 2022/23 the diversity breakdown is listed below, showing that more females than males were recruited in 2022/23 and that the majority of staff (78.39 per cent) declared themselves to be 'White Scottish'. The number of staff recruited under the group of White Minority and BME overall was 6.29 per cent.

Special Constables

Recruitment

The number of new special constable joiners has steadily declined in recent years however 2022/23 saw an increase in from the previous three years with 61 special constables joining this year. This is a 91 per cent increase on the previous year (32 recruits in 2021/22).

Attrition

Special constable leaver rates remain much as in previous years, however a significant proportion (34 per cent of leavers) transferred to Police Scotland to become police officers.

Diversity

There were 125 female special constables (30.56 per cent) at 31 March 2023 which was a decrease of 16 since 2022, compared with 284 male special constables (69.44 per cent). Nine special constables identified themselves as BME and 12 as white minority – 2.20 per cent and 2.93 per cent respectively.

Section 4: Our future workforce

Developing a strategic workforce plan which will stand the test of time and remain relevant, impactful and deliverable is extremely challenging, but this plan sets the direction of travel of what we are committing to, and marks the start of an ongoing iterative process.

Our SWP falls into three clear strategic outcomes:

Strategic outcomes		
We design and organise our workforce to create capacity and efficiency	**We are clear on the skills, capabilities and experiences we need**	**We attract and retain suitable talent**
• Target Operating Model • Organisational and Service Design • Budget strategy • Organisational change	• Workforce profile - roles and skills scenarios • Learning • Leadership development	• Recruitment and retention • Employee experience • Equality, diversity and inclusion
Our ambitions		
• Workforce organised to reflect our target operating model, and which adheres to design principles (organisational and service) • Services are prioritised, efficient and affordable • We work in partnership and collaboration • We scenario plan in line with our budget strategy and plans	• Workforce profile – futureproofing, downsizing, right sizing and trail blazing • Training and development which reflect future skills need • Support colleagues to acquire new skills and transition to new posts • Leadership offering supports our leaders to deliver our future	• Positive progress towards agreed diversity and equality outcomes and representation • Create an end-to-end recruitment process which puts the candidate at the heart of it • Future proof the roles we are recruiting for

We design and organise our workforce to create capacity and efficiency

Much work has been undertaken to develop a representation and understanding of our Target Operating Model. Whilst this provides us with a blueprint of how we need to be configured, we know that further work is underway to develop this in line with determining the model of policing for Scotland.

As a result of this decrease in officer numbers, it is vital we look to the roles our officers hold and utilise the operational and specialist skills they have acquired throughout their policing careers within appropriate roles.

Further work will be undertaken to progress the programmes of work we have put in place to change how we are organised and work, including transforming and redesigning Corporate Services, with a whole system approach across our entire staff workforce including both functional areas and shared transactional areas:

- Strategic centre of excellence – "shapes the overall direction and plan for the functions and influences senior corporate decision making" - limited pool of activity that focuses on steering the function as a whole, influencing upwards (to senior leadership) and influencing outwards (to external bodies).
- Business partnering – "requires function/technical expertise" – budget-holder facing from senior technical oversight and customer knowledge down to lowest levels of activity where judgement is required.
- Operational centre of excellence – "requires function/technical expertise" – from senior technical oversight down to lowest levels of activity where judgement is required.
- Transactional – "rule-based, repetitive and often high-volume and administrative in nature"

Other programmes of work will include:

- Local Policing: Service Delivery Review.
- A roadmap of the supporting technology required (acknowledging our budget position).
- Review of our approach to officers requiring modified and restricted duties.
- Opportunities to work in partnership with other organisations, for example, 'Blue Light Collaboration' with Scottish Fire and Rescue Service, Justice Sector agencies.

Organisational design principles:

Organisational Design Principles "Intentionally arranging people, work and formal organisational elements to effectively and efficiently achieve a strategy"	
The structure is aligned to overall organisational, functional and departmental strategies	• The purpose, scope and design of departments/areas are dictated by organisational strategy and subsequently our services we design and deliver, with clear alignment to delivery of outcomes and commitments with clarity on how this will be measured and evidenced. • We ensure we don't organise and design teams around user journeys and processes that are sub optimal. • Effective and efficient contact channels for service users (for externally facing services) and colleagues (for internally facing services) will be clearly defined.
The structure defines accountabilities clearly across service/ business/ functional areas to provide clarity and avoid duplication	• If strategy requires functions to be divided, possible loss of economies of scale/expertise is addressed. Centres of excellence or shared service are not duplicated. • Each area's accountabilities are clear and distinct where each job description has responsibilities distinct from to other team members. • A consistent set of job titles is used based on job size and layer. • We take an approach that integrates and standardises structures, systems and processes where possible for example, corporate services.
The structure is as flat as operationally possible with optimal layers, each layer of management/ leadership adding value to those on the frontline	• Authority is delegated to match accountability (optimise eight spans x eight layers wherever possible). • Delayer wherever possible to remain as close to the customers of our services and our people have roles with decision making headroom. • Each leader/manager is as close as can be to the frontline and can add value to direct reports as their job is significantly bigger. • No role reports, hard line, to more than one manager.

Organisational Design Principles "Intentionally arranging people, work and formal organisational elements to effectively and efficiently achieve a strategy"	
The structure supports efficiency, co-ordination, collaboration and flexibility for effectiveness	• We share resources with partners; coterminous where appropriate and practicable; delivering services that enhance community wellbeing and reflect the changing face of local authorities, health boards and the wider political landscape. • A flexible and agile workforce that operates effectively in a geographically dispersed model through technology and smarter working and that optimises the benefits of being a large national service. • That we maximise opportunities to have a workforce that is representative of the communities we serve and, where appropriate, service delivery with and through partners. • We will identify opportunities to rebalance the workforce mix to ensure that police officers are carrying out roles that require warranted powers and/or specialist police knowledge and experience. • We will look for opportunities to connect systems, processes and data. • Development of our workforce will consider omni-competence (ability to handle any/multiple situations) versus specialist competencies required. • Career progression and career paths will be a key consideration. • Structures and roles will deliver on the commitments made in the organisation's Strategic Workforce Plan, for example, skills/capabilities/roles. • Specific mechanism will be in place to identify, collate and redistribute capacity gains and FTE benefits to areas of greatest need and drive opportunities for reinvestment and reorientation of resources.
The structure respects legal and regulatory requirements and risk within agreed parameters	• Binding legal/regulatory constraints and requirements are complied with. • We go above and beyond where appropriate, for example, commitment to Fair Work Principles. • Agreed organisational risk tolerance/parameters are adhered to and/or corporate approval is given if outwith.

Service design principles

We are people centred

We design servcies with and for the people of Scotland. We listen to experiences, empathise with needs and uphold rights.

We are evidence based

We research and make use of the best available insights to inform and critique what we do. This encourages questions, challenges and new ways of working.

We are collaborative

We always work with others. We invite people with different perspectives to come together, learn, shre and work collaboratively to make meaningful change.

We work in the open

We make the complex simple. We build trust through our communication to make things better.

We are connected

We are connectors. We look at the whole to make services work better for people.

We test and learn

We test and learn continiously. By understanding what works and what doesnt we can build on our strengths, address our weaknesses and evolve what we do.

We will be clear on our agenda for organisational change, not just our change portfolio, but how we lead for change and engage our colleagues with our change journey. Fundamental to Fair Work Principles is strengthening our approach to working with our trade unions, staff associations and colleagues to embed organisational change.

The current and projected budget settlement for Police Scotland means we have a significant agenda of change ahead of us which will require a downsizing of our resources. As part of ongoing changes to our culture, we must ensure our people have the confidence to think independently and positively challenge the status quo where command and control has historically been the default in leadership style.

Our ambition is to scenario plan for critical uncertainties such as ongoing financial constraints, fluctuations in demand and what implications they will have for our workforce. When planning we will consider whether we will have:

- more of the same, for example, ongoing flat cash settlement from the Scottish Government
- worse than we have seen, for example, reduction in cash settlement
- normality, for example, cash settlement returns to levels seen in previous years.

Critical to creating workforce capacity is our ability to ensure we are clear on strategic commitments, what we are prioritising and how we can reduce demand in the appropriate places. This will be achieved through alignment to Annual Police Plan outcomes, building consistency and further automating transactional processes, reducing failure demand and being clear on "absolutes" we are delivering.

We are clear on the skills, capabilities and experiences we need

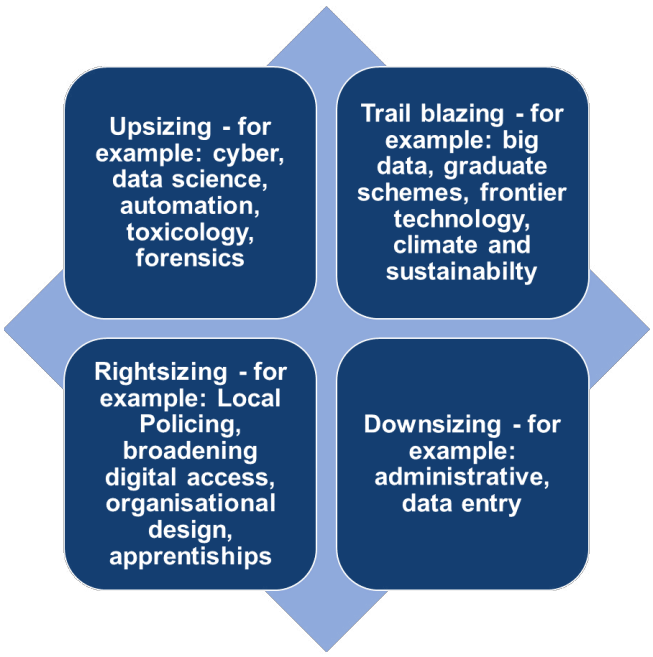
We know we have a workforce whose profile needs to be reviewed to address the skills, capabilities and experiences we have gaps in now and those we can predict we will have in the future:

- Data Analysts and Scientists
- Data Engineers
- AI related roles
- Sustainability/climate change and environmental management specialists
- Business intelligence analysts
- Digital transformation specialists
- Encryption and cyber security
- Information security analysts

Research also tells us of the importance of cognitive skills growth over the next five years reflecting the increasing importance of complex problem-solving (Global skills Taxonomy, World Economic Forum Future of Jobs 2023):

- analytical skills (particularly systems-thinking, artificial intelligence and big data) but with an increasingly recognised importance of being coupled with creative thinking
- resilience, flexibility and agility
- motivation and self-awareness
- curiosity and lifelong learning, recognising the importance of reflection and embracing a culture of lifelong learning.

We will address supporting the organisation to transform to be fit for the future by working in collaboration with colleagues, trade unions, and our staff associations, ensuring we have clarity on skill, capability and role profiles for our organisation, by:



Our workforce will continue to evolve even if we do nothing. By building in workforce profile scenario planning we can better assess what our workforce will look like against future requirements. If we are to do nothing, will our current workforce fit future trends? What will it need to look like? Undertaking a skills gaps analysis will better inform our future workforce model.

In addition to skills, we also know that we need to do more to keep pace with wider societal change and the expectations of multi-generational workforces. We will address this through our commitments in our People Strategy.

In the last three years we have considerably accelerated our investment in our leaders and will ensure this renewed focus and investment is continued by recognising that our leaders are:

- Critical to organisational health and performance
- Likely to be the biggest factor on employee experiences and satisfaction at work
- Often at maximum capacity, need clarity on organisational priorities and support in removing bureaucracy and barriers.

Police Scotland deliver a significant agenda of organisational training and development across both officers and staff. However, how we prioritise, plan and deliver our training needs to seek to address future needs as well as responding to present day demands.

Work is underway to determine:

- Essential training for all colleagues
- Essential role-related training
- Continuous professional development

In addition to **what** training is delivered, work needs to be progressed to modernise **how** training and learning is delivered.

And the above needs to be achieved within a reducing budget, capacity constraints and significant organisational change.

We attract and retain suitable talent

Critical to effective workforce planning is ensuring we continue to look at how we resource our organisation, including recruitment, redeployment, promotions, secondments and our retention rates.

In the post-COVID world of work, we know that the recruitment market is extremely competitive, and we struggle to fill many of our roles. Additionally, ensuring diversity of candidates is extremely challenging. Further, changes to public perception and negative media coverage of policing have had a tangible impact on application rates. For Police Scotland, the announcement regarding institutional discrimination created an array of emotions and reactions by both staff and those external to our organisation.

Put simply, some of our practices need to be reconsidered in light of how we need to position ourselves in the employment market to continue to ensure we can recruit and retain the best talent:

- We need to develop a clear employer brand – what is unique to Police Scotland and what does it look and feel like to work for us?
- We need to strengthen the voice of candidates during recruitment. Put simply it takes too long to recruit candidates – we are behind other organisations.
- We need to continually review and appropriately challenge the requirements we are asking of candidates, for example, medical vetting.
- Flexibility over working patterns makes for happier employees and more productive businesses – it should be our default.
- Our approach to probationer recruitment and training needs to be reviewed – where are we not meeting candidate and new starter expectations?
- We need to strengthen our talent pipelines for apprenticeships and graduates and through special constables.
- Where possible, we need to develop a comprehensive plan to upskill colleagues where we know their roles will reduce or cease.
- We need to strengthen our focus on ensuring we have a diverse workforce and are a welcoming organisation, to enable us to effectively service the public and communities in Scotland.

Whilst we have an exit interview questionnaire in place, this needs to be enhanced. Specifically, this will ensure that we are proactively analysing responses, taking meaningful action where required, and taking forward organisational learning.

Our systems and data currently limit us in being able to ensure we are making connections across organisational insight, for example, exit interview data, attrition rates, trends in grievances and absences.

Plan on a page

Strategic Outcome four of the Joint Strategy for Policing
"Our people are supported through a positive working environment, enabling them to serve the public"

Vision

Our people are supported through a positive working environment, enabling them to serve the public

Strategic Workforce Plan Outcomes

Outcome One:
we design and organise our workforce to create capacity and efficiency

Outcome Two:
we attract and retain suitable talent

Outcome Three:
we are clear on the skills, capabilities and experiences we need

Strategic Workforce Plan commitments

- A workforce which is designed to reflect our target operating model
- A workforce which is designed adhering to organisational design principles
- Services are aligned to our service design principles and which are efficient and affordable
- We work in partnership and collaboration
- We scenario plan in line with our budget strategy and plans

- We have made positive progress towards agreed diversity and equality outcomes and representation
- Develop a clear employer brand which represents the uniqueness of policing in Scotland
- Create an end-to-end recruitment process which puts the candidate at the heart of it
- Future-proof the rules we are recruiting for

- Workforce profile – future-proofing, downsizing, rightsizing and trailblazing
- Clarity on essential learning, role-related learning and CPD opportunities
- Training and development which reflects future skills needed
- Support colleagues to acquire new skills and transition to new posts
- Leadership offering supports our leaders to deliver our future
- Support colleagues to leave our organisation

Section 5: Demonstrating progress

Governance and performance

The accompanying Strategic Workforce Implementation Plan will guide work across the life cycle of the strategy to improve the working lives of our people.

We have designed the implementation plan to focus upon the actions, milestones and timelines to which we will hold ourselves to account. This framework describes how we monitor and measure performance against our objectives, and how we evidence the impact of our Strategic Workforce Plan on our people.

We will use data to inform the governance and performance management of our Strategic Workforce Plan. Delivery and impact will be monitored through appropriate governance frameworks within Police Scotland and oversight from the Scottish Police Authority.

In addition, the outcomes and commitments described in this strategy will feature throughout our planning framework. The Annual Police Plan and accompanying Deputy Chief Constable and Deputy Chief Officer plans will contain activities to deliver this plan. Our Local Policing Plans for 2024-27 will incorporate elements of the plan at a local level, whilst divisional People Plans will drive activity within specific business areas.

Ongoing engagement and insight

Police Scotland has developed a well-established approach to involve our colleagues in how we design our services. The Your Voice Matters survey gives everyone the chance to share their opinions on a range of issues. It provides an opportunity to improve our working environment, welfare, development opportunities and the service we provide to the public.

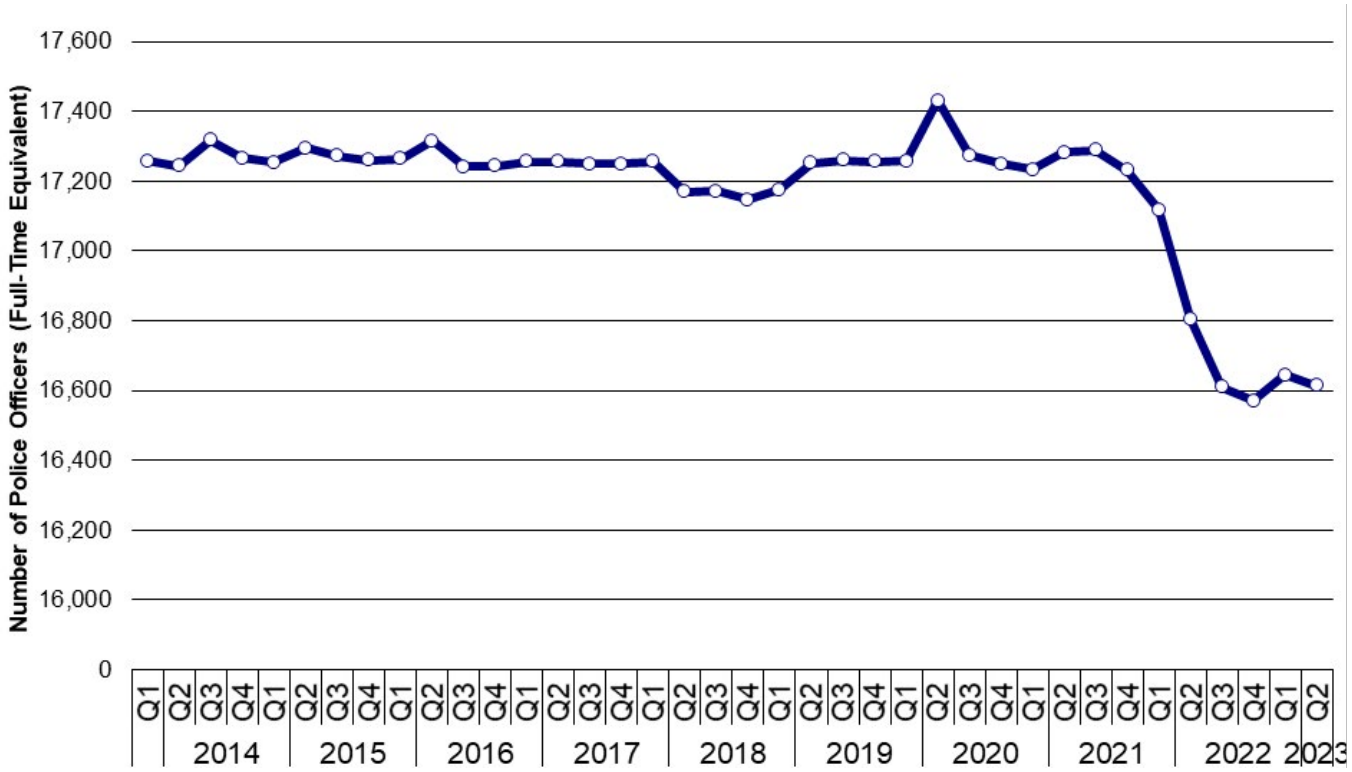
In addition, colleagues can take questions directly to the Chief Constable and the Executive Team in The Chief's Forum. Questions are considered at the Strategic Leadership Board and published on the internal intranet. On a more localised level, colleagues are encouraged to engage with their line managers and colleagues.

Ongoing engagement with stakeholders, staff associations and trade unions will be invaluable as we seek to implement and evaluate the workforce. Through past and ongoing conversations with partners, we will ensure our approach supports their needs and ambitions for the service.

Strategic Workforce Plan Appendix One: Our Current Workforce

Police Officers

Year on year change in officer numbers FTE



As of 31 March 2023, the allocated distribution of posts across the service was as follows:

Function	Officer FTE		Staff FTE		Total FTE	
Local Policing	11574	69.5%	732.0	13.5%	12306.0	55.7%
Specialist Crime Division	1957	11.7%	516.6	9.5%	2473.6	11.2%
Corporate Services Division	208	1.2%	1596.2	29.5%	1804.2	8.2%
Contact, Command and Control	673	4.0%	1113.6	20.6%	1786.6	8.1%
Operational Support Division	1492	9.0%	267.7	4.9%	1759.7	8.0%
Criminal Justice Services Division	376	2.3%	880.4	16.2%	1256.4	5.7%
Professionalism and Assurance	217	1.3%	281.0	5.2%	498.0	2.3%
Partnerships, Prevention and Community Wellbeing	134	0.8%	20.7	0.4%	154.7	0.7%
External Secondments	26	0.2%	10.8	0.2%	36.8	0.2%
Total	**16657**		**5419**		**22076**	

Temporary/acting ranks

Temporary rank opportunities are for organisational and personal development purposes and only officers who are qualified for promotion may be considered. Acting rank is typically a shorter-term solution than temporary and the officer does not require promotion qualification status.

The reasons for an officer undertaking a temporary/acting rank are generally to backfill an essential role due to long term absence; to fulfil rank specific statutory policing requirements or as part of the promotion development programme.

Due to the nature of the promotion pool process that is currently in place, vacancies within ranks that cannot be filled from the pool are backfilled with a temporary rank. Close to the end of a promotion selection process these numbers are small when the pool is wide but as the pool narrows there is an increased requirement for more temporary ranks. There are occasions when at the end of the selection process there are insufficient officers available to fill all the current vacancies within that rank. This is evidenced by a recent selection process for superintendents where only 16 officers were added to the promotion pool when there were more than 30 vacancies.

Neither ranks should exceed 18 months however, this is subject to business area requirements.

Recruitment

2022/23 showed an increase from the previous year although was supported by an advertising campaign.

Year	Total Per Year	Monthly Average	Advertising Campaign
2019/20	4,228	352	No
2020/21	5,611	468	No
2021/22	2,597	216	No
2022/23	3,841	320	Yes
Current 2023/24 (YTD)	Circa 3,000	250	No

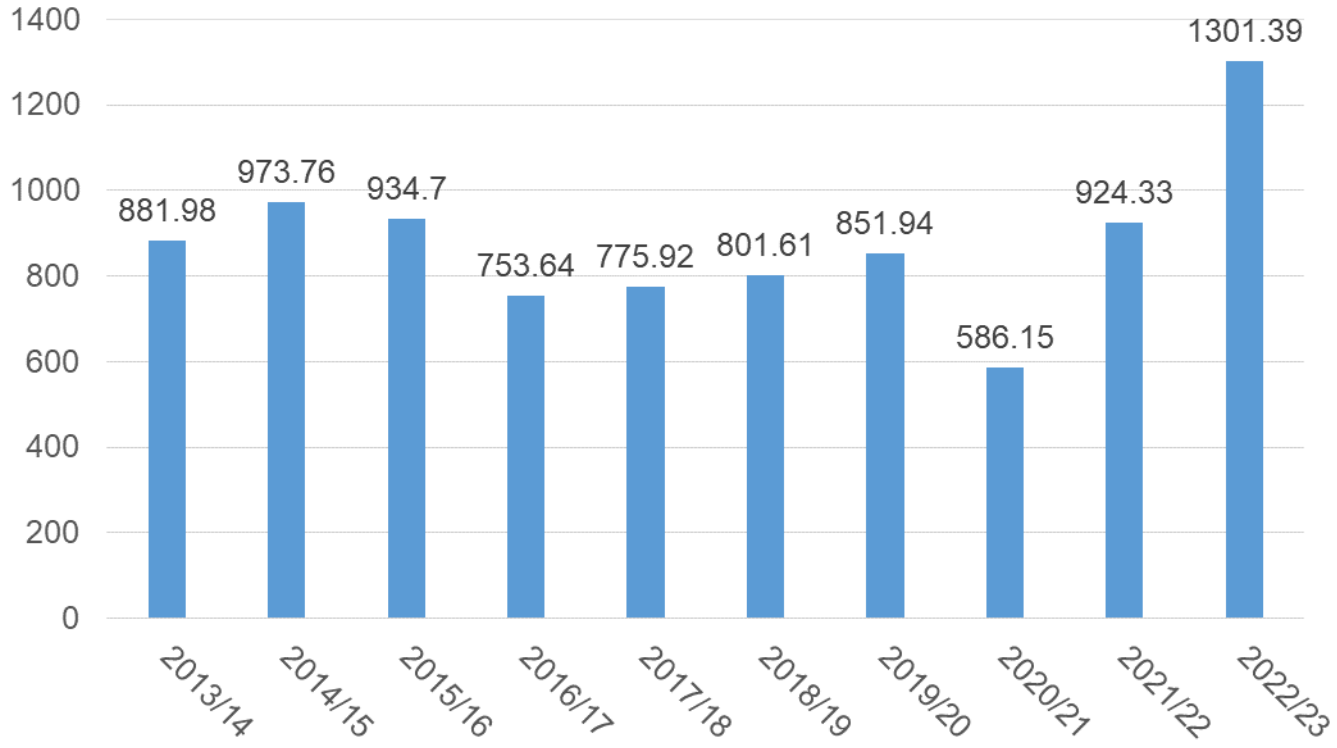
Applicant trends	MAY 2022	APRIL 2023
Shortlist	9%	9%
Fitness/Police Standard Entrance Test	17%	25%
Assessment Day	20%	38%
Vetting Refusals	2%	18%
Withdrawals/Other rejections	17%	14%
Medical deferral	30%	47%
Number of successful candidates from 1000 applications	344	158

Most noticeable increases in attrition are within the stages assessment day, vetting and medical, with vetting fails rising from around two to five per cent in 2019-2021 to around 18-24 per cent in the lead up to May 2023 police officer intake.

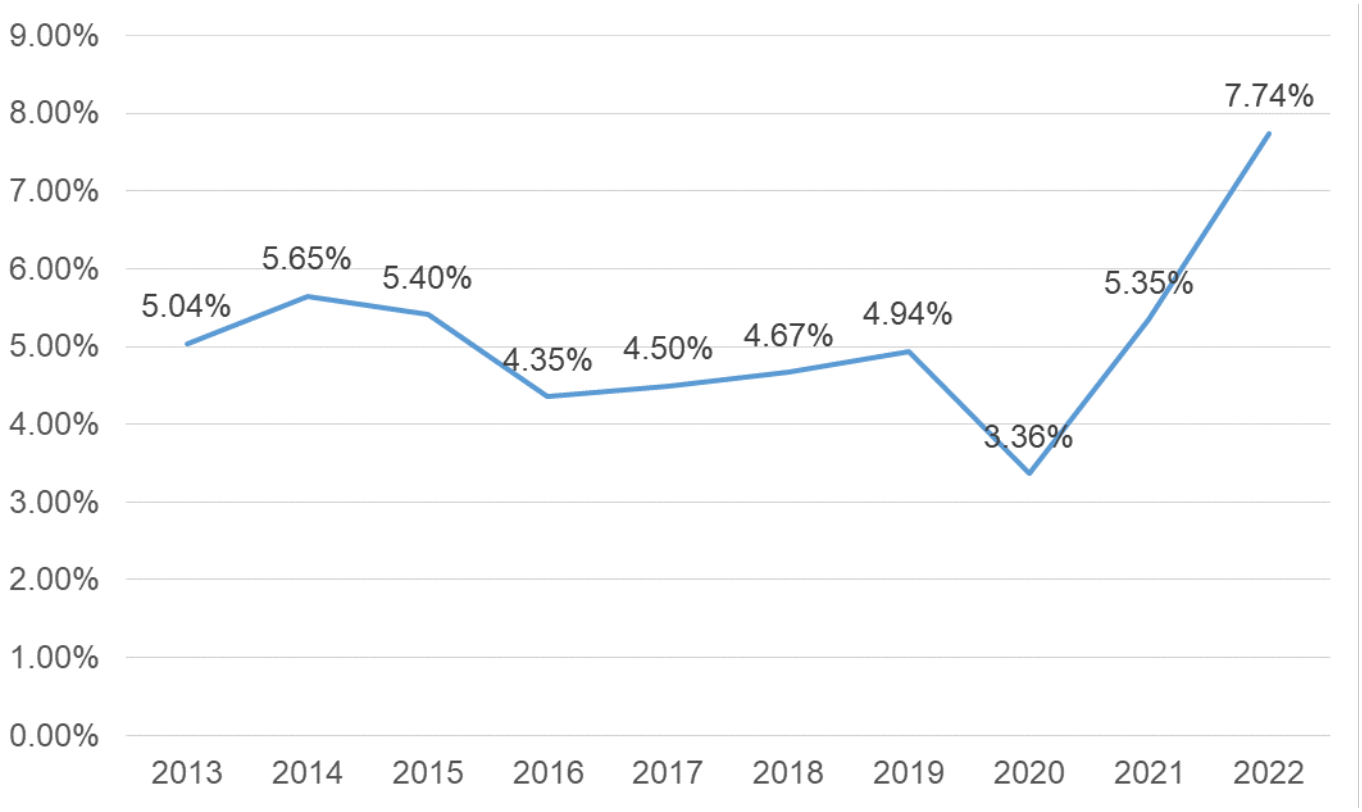
Attrition

Whilst the number of leavers were high in the early part of the year this has now normalised, and attrition seems to be returning to a level like the position prior to the pension changes.

Police officer leavers (FTE), years ending 31 March 2014 to 2022, Police Scotland



Police officer leaver rate years ending 31 March 2014 to 2023



The table above shows leaver rates, while the table below shows the number of officers leaving the police (by FTE) in each of the last seven years by reason for departure.

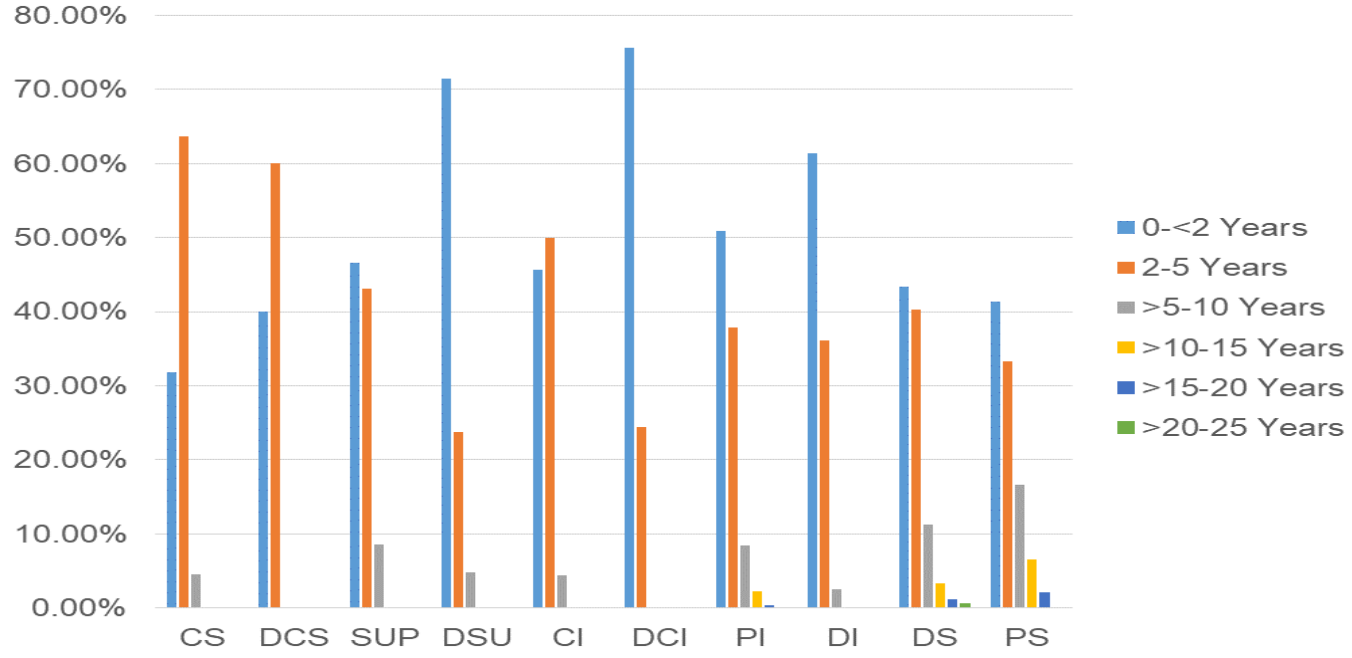
Police officer leavers, by route of exit, years ending 31 March 2017 to 2022

Year ending 31 March	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Retirement on Pension	414.88	478.64	490.29	573.8	418.04	692.7	1006.25
Resignation	198.92	180.81	174.34	158.86	105.12	171.55	192.92
Transfer	27	28.84	28	40.7	16	20.75	23.83
Medical Retirement	101.84	75.32	101.98	66.87	39.99	32.33	64.49
Dismissal	6	6	3	2	2	3	7
Death	7	4	12	5	4	7	7
Total	**755.64**	**773.61**	**809.61**	**847.23**	**585.15**	**927.33**	**1301.49**

The proportion of leavers for retirement has seen an increase in the last four years, moving from a position of between 50 and 60 per cent to more than 70 per cent. The last two years of this change can be attributed to changes in pension regulations and in 2019-2021 to COVID-19.

The table below shows the experience levels of officers per rank and as can be seen, the experience levels of detective officers at superintendent, chief inspector and inspector ranks is much lower than other ranks, with more than 60 per cent of officers having less than two years' service in these ranks.

Officer service in rank Police Scotland June 2023



In the year ending March 2023, 1,301 FTE officers left Police Scotland.

Diversity

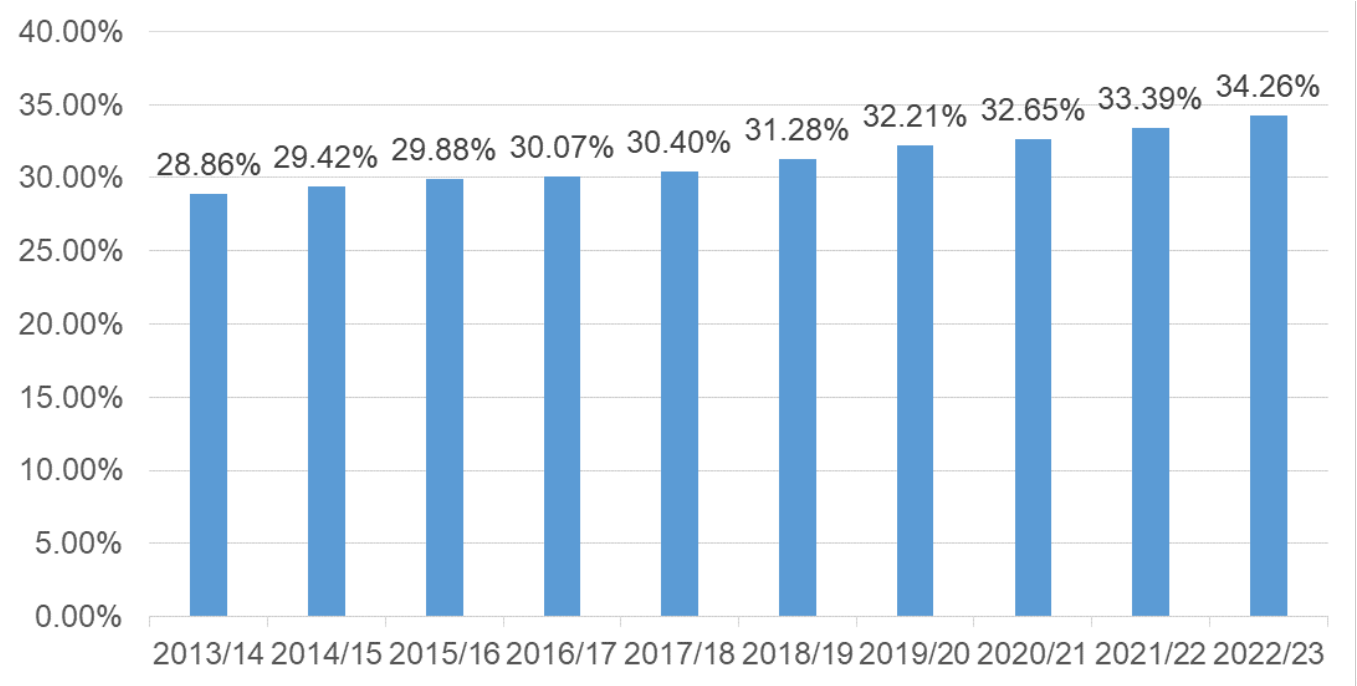
June 2021 – February 2023	Total No of recruits	Male	Female	Black minority ethnic / White minority ethnic
28 June 2021	180	90 (50%)	90 (50%)	18 (10%)
27 Sept 2021	142	80 (56%)	62 (44%)	13 (9%)
22 Nov 2021	120	70 (58%)	50 (42%)	14 (12%)
18 April 2022	300	169 (56%)	131 (44%)	29 (10%)
25 July 2022	300	195 (65%)	105 (35%)	19 (6%)
7 November 2022	305	188 (62%)	117 (38%)	27 (9%)
20 February 2023	191	126 (66%)	65 (34%)	15 (8%)
Total	**1,538**	**918 (60%)**	**620 (40%)**	**135 (8.8%)**

To support diversity in recruitment, a Positive Action Team (PAT) has been established, albeit temporarily, to support the delivery of high calibre recruits into the organisation through shaping the diversity of the workforce. It is acknowledged that there may be a variety of reasons why certain individuals/groups/communities choose not to apply for the police.

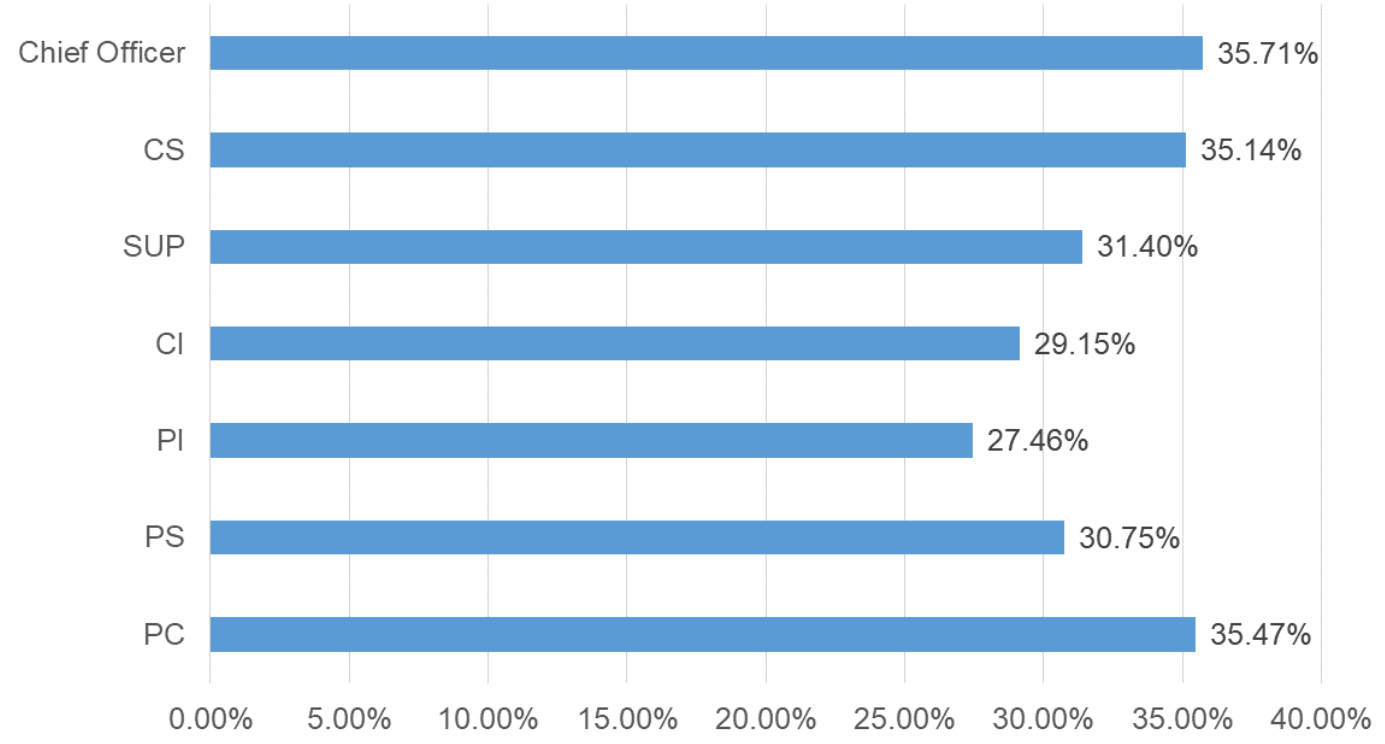
To counter that, the PAT host bespoke events that allow people the opportunity to feel comfortable through the application process and have any concerns addressed. The events ensure that individuals are aware that, providing they meet the high standards of the selection process, they can indeed become a police officer in Scotland.

Gender

Proportion of female police officers, as at 31 March 2014 to 31 March 2023



Proportion of female police officers, by rank, as at 31 March 2023



Police Staff

The mergers of the eight police services and the Scottish Police Services Authority (SPSA) in 2013 saw a reduction in staff numbers where services were rationalised, and this achieved a reduction of around 800 members of staff by 2018. Since then, numbers have increased (2.57 per cent increase from March 2022 to March 2023) because of additional pressures placed on the organisation for further change and to keep pace with changes in the operating environment such as increased vetting for new officers and the need to expand our digital provision.

Recent analysis of staff organisational design and structures has identified that:

- We have 733 separate role titles covering 5,423 staff – an average of 7.3 people per role
- 410 roles are occupied by only one person
- There are over 50 different administrative roles and more than 40 different analyst roles
- There is inconsistency in the use of manager, lead, head of department and team leader titles
- Supervisory ratios are low generally and only at Grade 9 and above do more than 50 per cent of grades have line management responsibility
- In structural terms, the proportion of Grades 1 and 2 seems very low comparatively
- For staff, only 20 per cent of Grade 5s have any direct reports and the average supervisory ratio of a Grade 5 is one to two members of staff. Additionally, the average span for Grade 10s is 4.2, with 81.6 per cent having direct reports

Attrition

Police staff leavers FTE, by route of exit, years ending 31 March 2017 to 2022

Year Ending 31 March	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Resignation	211.97	194.73	191.33	161.22	109.44	237.83	227.8
Retirement	60.62	78.68	70.82	92.34	90.69	142.35	128.01
Voluntary Redundancy	87.18	103.94	26.59	7.91	27.57	29.79	15.17
Medical Retirement	18.62	17	23.83	21.96	16.33	11.47	35.79
Transfer to Police Force	7	9.6	22.17	29	12	4.5	20
End of Temporary Contract	12.54	0.45	6	6.8	31.45	19.6	13.5
Death	5	7.08	5	3	3.36	4.2	7
Dismissal	3.57	3.00	1.50	2.00	1.00	1.00	3.00
Other	6.59	5.5	5	3	1.59	2	3.29
Total	**413.09**	**419.98**	**352.24**	**327.23**	**293.43**	**452.74**	**453.56**

Our exit survey, launched in October 2021, aims to provide a greater understanding of why people decide to leave the organisation, and identify areas which could be improved to enhance retention. The survey is voluntary, and staff are encouraged to be open and honest about their experience and the factors which may have influenced their decision to leave. Results from the survey have revealed that the three top factors which have influenced staff decision to resign are:

- Development or promotion opportunity
- Lack of job satisfaction
- More attractive remuneration or benefits package

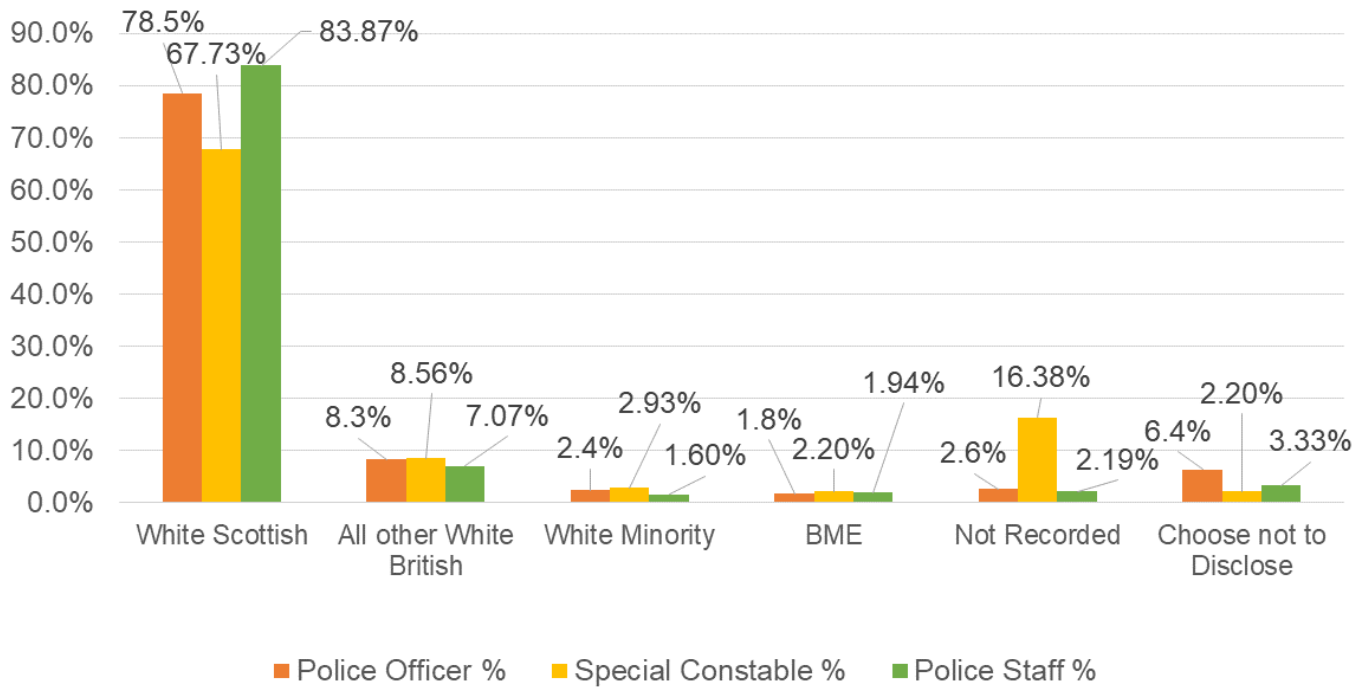
A key component of the SWP is to ensure the organisation has a platform to fully realise the benefits of police staff which better suit the current financial situation.

In response to this challenging labour market Police Scotland have implemented direct sourcing, a specialist capability to offer targeted recruitment and creation of a high-quality staff recruitment talent bank. As a result of this initiative, five hard-to-fill posts have been successfully filled. However, technical roles will need futureproof solutions to ensure the right people with the right skills are in the roles.

Research conducted for the development of the Strategic Threat and Risk Assessment (STRA) 23/28 indicates that there are significant challenges in relation to our current capability to impact on and respond to policing in a digital world due to skills gaps in our workforce and the financial outlook. There have also been challenges in attracting and retaining staff with these specific skill sets in a competitive market, particularly as we are not able to offer competitive salaries. This should be a key consideration of our strategic workforce planning.

Special Constables

Proportion of police officers, police staff and special constables by ethnicity - March 2022



12717-23-AR

Police Scotland Strategic Workforce Plan 2024 - 2027

Implementation Plan

POLICE SCOTLAND Keeping people safe POILEAS ALBA

SCOTTISH POLICE AUTHORITY ÙGHDARRAS POILIS NA H-ALBA

Contents

Plan on a page 3
Outcome 1: We structure and organise our workforce to create capacity and efficiency 4
Outcome 2: We are clear on the skills, capabilities and experiences we need 5
Outcome 3: We attract and retain suitable talent 7

Plan on a page

Our vision

Our people are supported through a positive working environment, enabling them to serve the public

Strategic outcomes

Outcome one:
We structure and organise our workforce to create capacity and efficiency

Outcome two:
We are clear on the skills, capabilities and experiences we need

Outcome three:
We attract and retain suitable talent

Levers

- Target Operating Model (TOM)
- Organisational and Service Design
- Budget strategy

- Workforce profile - roles and skills scenarios
- Learning
- Leadership development

- Recruitment and retention
- Employee experience
- Equality, diversity, and inclusion

Our ambitions

- Workforce organised to reflect our target operating model, and which adheres to design principles (organisational and service)
- Services are prioritised, efficient, and affordable
- We work in partnership and collaboration
- We scenario plan in line with our budget strategy and plans

- Workforce profile – futureproofing, downsizing, rightsizing, and trailblazing
- Training and development which reflect future skills need
- Support colleagues to acquire new skills and transition to new posts
- Leadership offering supports our leaders to deliver our future

- Positive progress towards agreed diversity and equality outcomes and representation
- Create an end-to-end recruitment process which puts the candidate at the heart of it
- Future proof the roles we are recruiting for

Outcome 1: We structure and organise our workforce to create capacity and efficiency

No	Commitment	Lead	Actions	Action Type	Milestone	Time frame	Measures of Success	Strategic alignment
1	An organisation which is designed to reflect our target operating model	Force Executive	Finalise current TOM with ongoing review against organisational context & policy/service decisions	Enabler	Revised TOM agreed ('Model for Policing')	February 2024	- Design of revised TOM & prioritisation of services - Design of Corporate Services to reflect revised TOM - Org design capability development	Annual Police Plan Resource Prioritisation People Strategy
		DCO	Review of Corporate Service Function	Enabler	Procure consultancy (SERR)	Year end 2023		
		Force Executive	Establish and maintain a baseline establishment for Officer and Staff structures	Workforce development	Scope accurate	Jul-2024		
		DCO	Systems and structures are reviewed to enable effective total (officer & staff) budget management	Workforce development	Consideration of budgeting approach for 2024/25 & impact of budget settlement	November 2023 – March 2024		
2	Services & workforce reflect our design principles & which are affordable and efficient	CDIO	Organisation Design Board	Enabler	Board ToR agreed & established	Dec-2023	- Analysis of org design against principles (OBL's, layers, spans, benchmarking etc) - Service (re) design to support legislative changes - Organisational Performance indicators - Productivity measures e.g. workforce availability, actual hours worked	Annual Police Plan Resource Prioritisation Estates strategy Digital strategy Fair Work Principles
		ACC Steve Johnston	Identify roles suitable for officers on Modified duties & embed governance/oversight	Workforce development	Processes & oversight implemented	January-2024		
		ACC Gary Ritchie	Implement rank ratios for officers	Workforce development	Approach to rank ratios developed & approved	Half 1 2024		
		ACC Middleton	Assess impact of legislative changes on current workforce and working practices.	Workforce development	Legislative changes reviewed timeously, and impact discussed with Scottish Government	January-2024		
		ACC Bond	Enable a fully functional & resourced model for C3	Workforce development	Revised TOM developed	September 2024		
		Force Executive	Redistribute resources across Police Scotland in line with a priority demand	Workforce development	Approach and framework developed	March 2024		
3	We scenario plan in line with our budget strategy & plans	CFO Director P&D	Development of budget strategy enabling workforce scenario/ options modelling	Enabler	Workforce scenario plans form part of 2024/25 budget consideration	Nov-23	-Development of scenario planning for resources	Budget strategy People Strategy Budget strategy Annual Police Plan People Strategy
4	We work in partnership & collaboration	ACC Middleton Deputy Chief Officer Force Executive	Work with partners within the Court System to reduce the number of officers providing court security & attending court when not required	Enabler	Development of agreed approaches	End 2024	- Reduction in cancelled holidays, RRRDs	SG Reform People Strategy Budget strategy Annual Police Plan HMICS
			Progress collaboration with Scottish Fire & Rescue Service ('blue light collaboration')	Enabler	Tender complete & partner appointed	End 2024	- Lower abstraction days - Blue light collaboration	
				Enabler	Governance established	Ongoing		

5	We identify & remove unnecessary barriers impacting on management capacity to prioritise people considerations alongside operational considerations	RDU Force Executive	Proactively manage TOIL, RRRD and leave to maximise availability Replacement of officers in roles that can be covered by staff	Workforce development Workforce development	Impact analysis of key drivers and recommendations to address Plan to develop consideration of roles (warranted / non-warranted)	Jun-2024 March-24	Determination of suitability of shifts Workforce abstractions & availability Movement of officers from non-warranted roles Supernumerary pool	Fair work People Strategy Resource prioritisation Resource prioritisation HMICS
6	Flexible working is the default	Force Executive	Positive commitment to look at the possibility of a four-day working week for staff Workforce flexibility aligns well with Fair Work principles with discussion of applications & which starts with 'yes' and moves to 'no' where there are justifiable reasons	Enabler Enabler	Four day working week group in place Develop approach & plans to introduce greater flexibility in roles we recruit and for existing staff	Sept-2024 Year end 2024	- % adverts with flexible work options - % workforce working flexibly - Exit interview analysis	People Strategy Policing Together Fair work

Outcome 2: We are clear on the skills, capabilities and experiences we need

No	Commitment	Lead	Actions	Action Type	Milestone	Timeframe	Measures	Strategic alignment
1	Workforce profile – futureproofing, downsizing, right sizing & trail blazing	Force Executive People & Development	Develop a framework to an organisational approach aligned to target operating model to: • Skills audit/high level skills gap required Pathways to develop skills • Establish a skills oversight group to provide governance over current and future skills and to provide guidance/consistency on how these skill requirements are identified and progressed • Clarity on development opportunities for colleagues in role which are predicated to decrease/cease • Ensure a suitable pipeline of appropriate officers/staff in roles where specific characteristics are required • Develop career pathways for specialists in growth areas including cyber, digital forensics, criminal justice and custody centres • Balance the proportion of under-represented groups across functional areas	Workforce development	Organisational wide framework/ approach developed Skills audit/gap analysis undertaken	Q4 2024	Framework with deliverables developed Skills audit delivered Group established	HMICS Fair work People Strategy Learning & Development Strategy Estates strategy Digital strategy Highlands & rural group

2	Support colleagues to acquire new skills & transition to new posts	People & Development	Offer internal opportunities for existing staff to develop into posts that are difficult to fill or retain from external market Identify development roles We will work to ensure that all training & development is easily accessible for colleagues and has improved functionality Actively support & manage colleagues on redeployment	Workforce development	Training developed and implemented	Q4 2024	Volume of staff undertaking training and transferring into roles	People Strategy Policing Together
3	Clarity on essential learning, role related learning requirements and CPD opportunities	Learning, Training & Development People & Development	Provide additional training for officers in terms of public protection in relation to: first point of contact; victim safety plans / risk assessments; and domestic abuse, including a CPD element for operational officers, supervisors and managers Clear acceleration in intent and prioritisation of investment in training and development through leadership training, CPD and formal and informal training opportunities Coaching proposition in place	Workforce development	Clear position on essential learning for all Clear position on role related learning Clear position on CPD Coaching support available	Q4 2024	Number of officers completed training Evaluation of training	HMICS Fair work People Strategy Learning & Development Strategy HMICS Reviews
4	Training & development which reflect future skills need	Learning, Training & Development People & Development	Improve capabilities to meet current and future policing demands in terms of digital forensics, cybercrime, and intelligence analysts	Workforce development	New courses developed in line with anticipated changes in demand	Q4 2024	Volume of staff undertaking training	STRA HMICS Reviews People Strategy
5	Leadership offering supports our leaders to deliver our future	People & Development	Provide enhanced leadership training to provide with the confidence, skills and knowledge to address issues arising and challenge discrimination. Embed & evaluate Line Manager Development Programme We will embed a leadership goal for all our leaders together with an annual 360 feedback tool	Workforce development	Is there enough leadership support provided to the service?	Q4 2024	Volume of staff undertaking training Evaluation of Training	People Strategy Policing Together Dame Elish Angiolini

Outcome 3: We attract and retain suitable talent

No	Commitment	Lead	Actions	Action Type	Milestone	Timeframe	Measures of success	Strategic alignment
1	We regularly assess the effectiveness of our recruitment and selection policy and practices	P&D	Complete an independent assessment of our recruitment approach, practices and policies to identify areas to evolve and continuously improve, particularly when it comes to underrepresented groups. Ongoing assessment of promotion processes to ensure appropriately inclusive.	Enabler	Assessment of our current policy and practices Review promotions process to align with organisational need	End 2024	% internal & external candidates Diversity of pipeline - recruitment & promotions	People Strategy Policing Together Sexism, Equality & Tackling Misogyny Annual Police Plan
2	Resignation rates of under-represented groups are proportionate to our current workforce profile.	Force Executive	Development of ED&I workforce dashboard Monitoring & reporting on insights & evidence	Enabler	Insight & data from exit interviews reviewed, followed up & lessons learnt Change in retirement post pension changes	Qtr 2 2024	% completion of exit interviews Analysis of exit interviews	Policing Together People Strategy
3	Explore new routes to employment for difficult to fill posts such as digital, project management and rural posts	People & Development Learning, Training & Development	Develop plans to organisational approach to introduce apprenticeships, graduate schemes and intern opportunities	Enabler	Further access alternative routes to employment schemes established	Qtr 2 2024	Number of different schemes established Employment rates for schemes	People Strategy
4	Develop 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	People & Development	Talent identification, management & development framework developed Succession planning approach developed & implemented Develop agreed purpose of MyCareer	Enabler	Agreed Framework and succession planning approach implemented MyCareer evaluation	End 2024 March 2024	% / numbers of promotions Internal distribution of protected characteristics Feedback on promotions and transfers Staff survey feedback MyCareer evaluation	Fair work People Strategy Policing Together Tackling sexism & misogyny
5	Support our colleagues when they leave our organisation	Senior Leadership People & Development	Review current approach to exit interviews to encourage participation, increasing insight and ensuring there is organisational which is actioned. Work with trade unions on change policy and procedure Continue to improve Ill Health Retiral experience for colleagues	Enabler	Exit process reviewed and improvements made where identified. Improved data and analysis of the process achieved VR/VER scheme approved	Q2 2024	Exit interview analysis Approved VR/VER scheme Average duration of ill health retirement process	People Strategy Fair work