



<b>Meeting</b>	<b>SPA People Committee</b>
<b>Date</b>	<b>28 February 2023</b>
<b>Location</b>	<b>Virtual Conference</b>
<b>Title of Paper</b>	<b>People Strategy Development Plan and Overview Report</b>
<b>Presented By</b>	<b>Tom McMahon, Director of Strategy and Analysis</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Yes - Appendix One - People Strategy Refresh Indicative Timeline</b>

## PURPOSE

The purpose of this paper is to update the SPA People Committee on the steps to refresh the People Strategy for Police Scotland.

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

**1. BACKGROUND**

- 1.1 In 2018, Police Scotland published its first People Strategy (2018-21). Significant progress has been made in recent years, and, in line with good practice, Police Scotland will refresh the strategy in 2023
- 1.2 This work is a key part of the Strategic Police Plan and Joint Strategy for Policing (2020), *Policing for a Safe, Protected and Resilient Scotland* and directly aligns to **Outcome Four**:

Outcome	Objectives
Our people are supported through a positive working environment, enabling them to serve the public.	Prioritise wellbeing and keep our people, safe well equipped and protected
	Support our people to be confident leaders, innovative, active contributors and influencers
	Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging

- 1.3 Work is underway to refresh the Joint Strategy (2020). It is anticipated that the above outcome and objectives will remain the same, with additional emphasis on equality, diversity and inclusion in recognition of the publication of Policing Together in autumn 2022.

**2. STRATEGY REFRESH APPROACH**

- 2.1 Police Scotland’s Strategic Planning Framework and our joint strategic outcomes provide a golden thread from Scottish Government’s outcomes and priorities through Police Scotland’s strategies, plans and performance reporting, enabling us to demonstrate alignment and clearly articulate our ambitions and progress.
- 2.2 There is clear alignment across the objectives under Strategic Outcome 4 of the Joint Strategy for Policing (2020) – *policing for a safe, protected and resilient Scotland* – which sets out our commitment to ensure our people are supported through a positive working environment, supporting them to serve the public.
- 2.3 The previous People Strategy was launched in 2018 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.

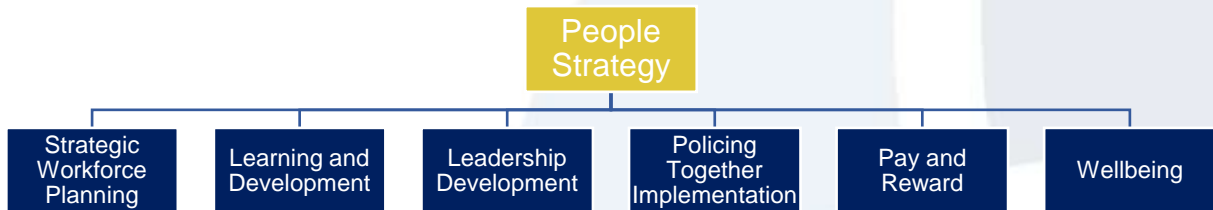
- 2.4 The strategy was supported by significant levels of activity and regular, reporting on progress made has been in place throughout the delivery period of the strategy. An evaluation was undertaken with the SPA and reported to the People Committee in June 2022<sup>1</sup>. It summarised the areas delivered, work ongoing, and identified considerations and opportunities to be taken into account in developing the refreshed People Strategy.
- 2.5 The backdrop to the delivery 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.
- 2.6 As work progresses to refresh the People Strategy continued flexibility for colleagues as well as organisational agility to respond to challenges and opportunities on the horizon will be critical, as well as understanding and providing effective organisational responses to the evolving demographics within society.
- 2.7 Throughout 2022, Police Scotland developed a number of strategy and planning products, including Policing Together – our first Equality, Diversity and Inclusion strategy. Policing Together articulates work underway develop a culture which reflects its values of integrity, fairness, respect and commitment to upholding human rights. The strategy makes very clear that discrimination has no place in policing, outlining the action Police Scotland will take to champion equality and inclusion.
- 2.8 The refreshed People Strategy will in part reflect the priorities set out within Policing Together, particularly as it relates to delivering a supportive and inclusive organisational culture our people need to flourish and thrive with the knowledge they are welcome and valued for their true and authentic selves. Our continued focus on wellbeing will be reflected throughout and will build on the work and insights being gathered and overseen through the Your Safety Matters Diamond Oversight Group.
- 2.9 It will also be critical for the refreshed strategy to reflect and accommodate the people related impacts within Police Scotland's other enabling strategies – Cyber, Public Contact and Engagement,

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<sup>1</sup> [2018-2021 People Strategy Implementation Evaluation Report](#)

DDICT, Estates, Fleet and Environment - to enable colleagues to best serve the public.

- 2.10 A key feature of the next iteration of the People Strategy will be its role in setting the strategic direction across all key areas that impact on our people. The Strategy will set out an overarching and evidence led approach to the support and development of our workforce and will guide 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. The direction of travel set in 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 to meet evolving needs.
- 2.11 The key areas where the strategy will set strategic direction for our people is set out below:



- 2.12 The future direction of the workforce will also be explained at strategic level within this strategy, based on the strategic workforce assessment and related work underway. A strategic workforce plan, being developed for 2024, will provide further detail on implementation.

**Next Steps**

- 2.13 Development work to refresh the strategy is underway to meet the timelines agreed internally within Police Scotland and with the agreement of the SPA People Committee. It is anticipated a draft will be presented for consideration in spring 2023. A proposed timeline is set out in appendix one to this report.
- 2.14 Development and engagement on the People Strategy will be supported and overseen by a senior leadership group. Officers and

members of the Authority will also be engaged during the development of the strategy.

- 2.15 The strategy will be considered by existing governance arrangements in both Police Scotland and the Authority.
- 2.16 Drafts and progress updates will be presented for discussion at internal Boards and the SPA People Committee and the final strategy shared for feedback and input, ahead of approvals.

### **3. FINANCIAL IMPLICATIONS**

- 3.1 There are no financial implications in this report.

### **4. PERSONNEL IMPLICATIONS**

- 4.1 There are no personnel implications in this report.

### **5. LEGAL IMPLICATIONS**

- 5.1 There are no legal implications in this report.

### **6. REPUTATIONAL IMPLICATIONS**

- 6.1 There are no reputational implications in this report.

### **7. SOCIAL IMPLICATIONS**

- 7.1 There are no social implications in this report.

### **8. COMMUNITY IMPACT**

- 8.1 There are no community implications in this report.

### **9. EQUALITIES IMPLICATIONS**

- 9.1 There are equalities implications in this report.

### **10. ENVIRONMENT IMPLICATIONS**

- 10.1 There are no environmental implications in this report.

## **RECOMMENDATIONS**

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

## Appendix One: People Strategy Refresh Indicative Timeline

