

<b>Meeting</b>	<b>Scottish Police Authority People Committee</b>
<b>Date</b>	<b>28 February 2021</b>
<b>Location</b>	<b>Video Conference</b>
<b>Title of Paper</b>	<b>Next Steps and timeline for development of EDI and People Strategies</b>
<b>Presented By</b>	<b>Jude Helliker, Director of People and Development</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 - Indicative timeline</b>

<p><b>PURPOSE</b></p> <p>The purpose of this report is to update the committee on the steps to refresh the People Strategy for Police Scotland.</p> <p>The paper is submitted for Discussion.</p>
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## 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 2022.
- 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:

**Strategic Outcome 4** – Our people are supported through a positive working environment, enabling them to serve the public.

## 2. FURTHER DETAIL ON THE REPORT TOPIC

- 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 Across 2022, Police Scotland will be developing a number of strategy and planning products. This will include a review of the delivery of the existing People Strategy which has been in place for

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around three years. The Strategy has been supported by significant levels of activity and regular, effective reporting on the range of good progress has been in place throughout the period of the strategy. Development work to refresh the People strategy had been underway to meet the timelines agreed internally within Police Scotland and with the agreement of the SPA People Committee with plans to consider a draft in early 2022.

- 2.1 Another area of significant strategic development in Police Scotland is the development of an Equality, Inclusion and Diversity Strategy for the service. This will consider the ambitions of the service across all key considerations and set out action, support and cultural direction. As the EDI strategy is developed an extensive range of continuous engagement with the Police Scotland Executive, the Equality, Diversity, Inclusion and Human Rights Strategic Oversight Board, the Equality, Diversity, Inclusion and Human Rights Independent Review Group, our network of Staff Associations, Diversity Staff Associations, key stakeholders and statutory bodies is underway. This will ensure the strategy encompasses the concerns and feedback of all colleagues and key stakeholders to support a positive direction for the service going forwards.
- 2.2 Development of the EDI strategy includes some key areas that will inform and be critical areas of further development in the People Strategy, particularly around leadership approaches and cultural intelligence. Subject to engagement and agreement with key stakeholders, the EDI strategy will be presented for approval within the service around April – May 2022.
- 2.3 It is now proposed that the refresh of the People Strategy will take place in the summer, informed in part by the EDI work programme, and research and insight in support of business planning. A proposed timeline is set out in appendix one to this report.
- 2.4 There is clear alignment across the objectives under Strategic Outcome 4 and the current strategy, whilst ongoing consideration of strategic direction, particularly in light of the ongoing pandemic, gives a strong platform for work to refresh the strategy.

### **Next steps**

- 2.5 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.

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

**3. FINANCIAL IMPLICATIONS**

- 3.1 This will be kept under review during the development of the strategy.

**4. PERSONNEL IMPLICATIONS**

- 4.1 This will be kept under review during the development of the strategy.

Engagement will be undertaken during the process with staff association representatives.

**5. LEGAL IMPLICATIONS**

- 5.1 This will be kept under review during the development of the strategy.

**6. REPUTATIONAL IMPLICATIONS**

- 6.1 This will be kept under review during the development of the strategy.

**7. SOCIAL IMPLICATIONS**

This will be kept under review during the development of the strategy.

**8. COMMUNITY IMPACT**

- 8.1 This will be kept under review during the development of the strategy.

**9. EQUALITIES IMPLICATIONS**

- 9.1 This will be kept under review during the development of the strategy.

**10. ENVIRONMENT IMPLICATIONS**

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10.1 This will be kept under review during the development of the strategy.

**RECOMMENDATIONS**

Members are requested to discuss the content of this paper and note the indicative timeline.

Appendix 1: Indicative timeline



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