

Agenda Item 8

Meeting	Authority Meeting
Date	26 June 2025
Location	COSLA, Edinburgh
Title of Paper	Workforce Annual Report
Presented By	DCC Professionalism
Recommendation to Members	For Discussion
Appendix Attached	Appendix A – Annual Closure Report Against People Strategy Year One Implementation Plan Appendix B – Annual Closure Report Against Strategic Workforce Plan Year One Implementation Plan Appendix C – Q4/Year End Workforce Dashboards Appendix D – Q4/Year End Wellbeing Report Appendix E – Health and Safety End of Year Report

PURPOSE

To provide members with annual sight of relevant reports from the People Committee in relation to workforce data, wellbeing, health and safety and year one implementation plans for our People Strategy and Strategic Workforce Plans (SWP).

1 BACKGROUND

- 1.1 The Police Authority approved both the 'People Strategy 2024-2027' and 'Strategic Workforce Plan 2024-2027' on 30 November 2023. Both the People Strategy and Strategic Workforce Plan (SWP) had comprehensive implementation plans to ensure focus on the actions, milestones and timelines for delivery of commitments.
- 1.2 On 30 May 2024, the People Committee received an update on year one priorities for the delivery of these plans with a recognition and commitment for future work to integrate wider workforce related strategies, plans, recommendations into the implementation plan.
- 1.3 On 29 May 2025, year one closure reports for both plans were presented providing members with a year-end status and update for all activities articulated in the year one plans.
- 1.4 Our plans continue to be developed to consider and support:
 - The three-year service and organisational transformation programme
 - Streamlining of activity across Policing Together, People Strategy and SWP
 - The need for future iterations of the SWP
 - Updated Equality Outcomes (published in April 2025)
 - Responses to audits/inspections
 - The starting point of the organisation's data and evidence-led analysis.
- 1.5 Throughout this year, Police Scotland and SPA have continued to develop a set of reporting principles that will support improved insights and evidence within our workforce reporting.
- 1.6 We have taken a phased approach to developing our workforce data, measures and insights with a view to adopting a revised reporting approach from November 2025. Our intention is to produce a series of thematic strategic reports with a focus on ensuring they are streamlined; outcome focused and provide clearer data and evidence.
- 1.7 A pilot thematic report on recruitment, promotion and succession planning activity was presented to People Committee on 25 February 2025. Two further thematic reports covering 'learning, training and development, leadership and talent' and 'health, safety and wellbeing' are being developed for presentation to People Committee on 28 August 2025.

1.8 A detailed schedule of thematic reporting for financial year 2025/26 has been developed and this work will also consider improved approaches to annual reporting to the Authority Board. As this work progresses this year's annual update includes a series of end of year reports provided to the People Committee in May 2025. The intention of this approach is to give the Authority Board a level of understanding and appreciation of the work progressing via the People Committee.

2 ANNUAL REPORTING AGAINST PS/SWP IMPLEMENTATION PLANS

- 2.1 The People Strategy closure report (Appendix A) and Strategic Workforce Plan closure report (Appendix B) were both presented to People Committee on 29 May 2025. In each report activities are provided a status against the target delivery date: complete (blue), on-track (green) or off-track (red).
- 2.2 Where activity is complete, we have provided early impact data where this was available. This enables us to demonstrate early progress towards Vision 2030, where our efforts are already seeing demonstrable change to support our communities by releasing capacity to frontline policing; delivering new systems, tools, and equipment; and enabling our colleagues with services designed to support them to be effective in their jobs.
- 2.3 On-track activity provides a short positional update on the activity's progress to date. Activity that is off-track provides a rationale as to why it has not yet been delivered. Unless, the activity has been stopped, a proposed new deadline for delivery is captured.
- 2.4 Each report is in two sections. The first section provides a high-level visual summary of the plan as presented to People Committee in May 2024, and colour coded as per 2.1 above. It also provides a skeleton plan for 2025-26 with only work not yet complete remaining visible. The second section provides the detailed description of all activities, as outlined in 2.2 above.
- 2.5 Please note that our People and Development team is currently being significantly restructured which, inevitably, has created uncertainty for team members, resourcing pressures and unfilled posts that meant we could not deliver some of the planned activities within originally agreed timescales. The new structure is due to golive in the coming months but requires significant and considered implementation planning.

- 2.6 We have begun to define and prioritise deliverables for the coming year, aligned to our new operating model and structures, and this will continue throughout quarter one and two of this financial year. This will involve balancing delivery of the People Strategy & SWP activity with deliverables that will transform the People and Development department into a modern, strategic, person-centred HR service.
- 2.7 Our year-two plans for 2025-26 will be tabled at People Committee in August for discussion.

3 WORKFORCE DATA

- 3.1 The fourth iteration of Workforce Dashboards (Appendix C) were presented to People Committee on 29 May 2025. These have been developed with the key focus of aligning relevant measures to the People Strategy objectives and SWP outcomes. As part of an iterative approach, greater emphasis has been placed on outcome focused analysis and insight to ensure the ability to report and track progress and impact.
- 3.2 The report updates against activity detailed in our year one People Strategy and SWP implementation plans. Much of the activity also aligns to the Annual Police Plan, People and Performance Plan and Policing Together Strategy implementation plan.
- 3.3 We are also working to ensure full alignment between the dashboards and workforce metrics contained within the Performance Framework and to seek to address system related gaps/barriers preventing effective and efficient outcome focused measurement and reporting.
- 3.4 The first annual Fair Work assessment set out a need to ensure the People Strategy/SWP was supported with outcome focused measures/KPIs to better enable outcome focused reporting and an evidence-based approach to prioritisation.
- 3.5 As part of our iterative approach to improvement there is an ongoing focus on:
 - ensuring full alignment between the dashboards and the workforce metrics contained within the Performance Framework, and that measures reported are the best fit for purpose,
 - ensuring other sources of evidence are considered alongside the workforce metrics (i.e. the need to align survey results to strategic outcomes),

- building capacity and capability within People and Development to support continuous improvement in the translation of data/evidence into meaningful insight and proposed action,
- outlining and developing plans to address system related gaps/barriers preventing effective and efficient outcome focused measurement and reporting.

4 WORKFORCE WELLBEING

- 4.1 On 27 November 2024, our refreshed Health and Wellbeing Programme approach and action plan was presented to People Committee members.
- 4.2 Both the independent review of Police Scotland's Health and Wellbeing Framework and HMICS Frontline Focus - Wellbeing Inspection – acted as critical foundations of our revised approach. Our action plan adopts a proactive, preventative and personcentred health and wellbeing focus along with estimated timelines, evidence/measures, and links to our audit/inspection recommendations.
- 4.3 Appendix D provides members with an update against the Health & Wellbeing plan for quarter four 2024/25 and a year-end overview of progress on some of the plan's most prominent activities.

5 HEALTH AND SAFETY

5.1 The Health and Safety End of Year report (Appendix E) details matters such as enforcement activity, proactive preventative work and accident statistics, which include assaults and incidents during arrest/custody. The report also provides updates on current and emerging health and safety issues and updates regarding the development of policy and practice.

6 FINANCIAL IMPLICATIONS

6.1 There are no financial implications in this report.

7 PERSONNEL IMPLICATIONS

7.1 There are no personnel implications in this report.

8 LEGAL IMPLICATIONS

8.1 There are no legal implications in this report.

9 REPUTATIONAL IMPLICATIONS

9.1 There are no reputational implications in this report.

10 SOCIAL IMPLICATIONS

10.1 There are no social implications in this report.

11 COMMUNITY IMPACT

11.1 There are no community implications in this report.

12 EQUALITIES IMPLICATIONS

12.1 There are no equality implications in this report.

13 ENVIRONMENT IMPLICATIONS

13.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss this report and associated appendices.

Appendix A

People Strategy 2024-2027

Year 1 activity status Year 2 planning



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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 underrepresented groups.
- We understand and can meet the needs of our people.
- We support our people through organisational change.



Y1 summary and Y2 plan

The following section provides a visual summary of year one plan status, and a skeleton plan for year two.

Activity is coded as follows:

BLUE – activity complete

RED – activity not on track, will not be completed to planned timeframe, and will be re-profiled

AMBER – activity not on track, but will be completed to planned timeframe

GREEN – activity on track for completion to planned timeframe

APP – denotes link to activity in our Annual Policing Plan

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

YEAR ONE summary

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 prioritise wellbeing and keep our people safe, protected and well equipped

Apr 2024 Oct 2024 Mar 2025

Undertake independent review of our health & wellbeing framework

Further develop & embed Health & Wellbeing Strategy & framework & evaluation (evidence) reflecting: HMICS audits & independent review

Improve the provision of occupational health & EAP

Improved contract/performance management

Develop & launch mediation

Embed wellbeing in leadership development & training [Q2 2025 – HMICS sign-off required]

Embed & evaluate wellbeing champions, Lifelines & wellbeing impact assessments

Strengthen colleague visibility & accessibility of support

Progress a collaborative & strategic approach to pay & reward whilst seeking to minimise annual pay negotiation challenges – APP [Q4 25/26]

Develop & describe total reward for colleagues – APP [Q3 25/26]

Progress work on developing our total reward framework which is fair, transparent and which recognises achievement – APP [Q4 25/26]

Establish approach to policy review prioritisation (programme of work)

Strengthen evaluation/reporting on policy progress & impact [Q1 25/26]

Review our support for special constables & volunteers – NOT P&D

Training needs analysis of future role related training (SWP) [Q4 26/27]

Prioritise automation & self-service (policing in a digital world, modernising contact & engagement, enabling policing for the future) – APP [Q4 26/27]

Delivery of body worn video – APP [Q4 26/27]

Work with all relevant stakeholders through the uniform & equipment working group; During tenders to ensure that we achieve fit for purpose and best value uniform and equipment.

YEAR TWO plan

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

Apr 2025 Oct 2025 Mar 2026

We have a coordinated approach to health, safety and wellbeing which meets the full needs of our people

Embed wellbeing in leadership development & training

Evaluate and provide evidence-based assessment on our wellbeing support for colleagues – **APP**

Embed & evaluate wellbeing champions, Lifelines & wellbeing impact assessments

Our Total Reward approach is fair, transparent and recognises achievement Progress a collaborative & strategic approach to pay & reward whilst seeking to minimise annual pay negotiation challenges – APP

Implementation of a total reward package relevant to and in recognition of all colleagues – APP

Strengthen evaluation/reporting on policy progress & impact

Our people have the uniform, equipment and skills they need to keep themselves and the communities they serve safe.

Training needs analysis of future role related training (SWP) [Q4 26/27]

Prioritise automation & self-service (policing in a digital world, modernising contact & engagement, enabling policing for the future) - APP [Q4 26/27]

Delivery of body worn video – **APP**

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



YEAR ONE summary	2 We	support our people	e to be confide	nt leade	ers, innovative contributors and influen	cers
Gailliary	Apr 2024			Oct 20	024	Mar 2025
We support our people	Your Leadership Ma	tters – ongoing rollout & e	evaluation – 'amplify	ing impac	t' [Q1 25/26]	
to be effective leaders	People Manager De	velopment Programme (F	PMDP) – delivery ar	ıd evaluati	ion [Q4 26/27]	
	Embed Police Lead	ership Development Prog	ramme (PLDP) serç	geants qua	alification	
	Review of national n	nentoring programme [Q2	2 25/26]	į		
Our officers and staff						
have equitable access	Review & evaluatio	n of MyCareer [Q1 25/26]			Research talent framework & approaches [Q1 25/2	26]
to career development	Review of promotio	ns/transfers				
opportunities					Scoping work on career p	paths for staff [end date
We have person centred recruitment	Undertake an indep	endent review of recruitm	ent		Agree prioritisation of actions from audits, insight/r	esearch & take forward
reordition	Review of probationer training					
We support the delivery of the Learning and	Development of L&I 26/27]	O strategy is paused and	under review. Delive	ery of mar	ndatory, role-related and development training & learn	ning continues. [Q4
Development Strategy	5					
	Develop approach t	o colleague surveys				
Enhanced colleague						
engagement & feedback mechanisms support		Procurement of survey	provider			
problem solving &			ODDICIAL		eague survey – results, analysis & action planning	
communication			OFFICIAI	4		

YEAR TWO plan	2 We support our	people to be confident leaders, innovative contributors a	nd influencers
	Apr 2025	Oct 2025	Mar 2026
We support our people	Your Leadership Matters & ongoing rollout & evaluation – APP		
to be effective leaders	People Manager Development Progr	amme (PMDP) – delivery and evaluation	
	Review of national mentoring program	mme	
	Undertake review and refreshed approach to ALP – APP		
Our officers and staff	Review & evaluation of MyCareer		
have equitable access to career development opportunities	Research talent framework & approaches		
	Review of promotions/transfers		
	Scoping work on career paths for sta	aff [end date tbc]	
We have person-centred	Implement inclusive, consistent and	transparent standards within recruitment, tenure and development – APP	
recruitment			
We support the delivery of the Learning and	Development of L&D strategy is paul 26/27].	used and under review. Delivery of mandatory, role-related and development t	raining & learning continues [Q4
Development Strategy			
Enhanced colleague			
engagement & feedback mechanisms support			
problem solving & communication		OFFICIAL	

We support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging

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YEAR ONE summary

3

Apr 2024

We support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging

Oct 2024

We are an inclusive workplace where our policing values are demonstrated across our day-to-day activities

Our recruitment, induction

and promotion processes

represented groups

meet the needs of all under-

Progress work on strengthening diversity of recruitment pools

All leadership programmes have ED&I threaded throughout

Enhanced ED&I workforce dashboards (data & insight)

Revise and agree new Joint Equality Outcomes

Understand organisational data/colleague experience of flexible working

Workshop flexible working options/feasibility

Strengthen insight on organisational data and visibility of recruitment guidance & support

Mainstreaming Policing Together at a local level through the people planning process [Q2 25/26]

Undertake positive action activity to promote Accelerated Leadership Pathway across under-represented groups

Undertake evaluation of success

We understand and can meet the needs of our people

Improved workforce reporting, insight & evidence [Q2 25/26]

Ongoing review of policies & practices are human informed & based on feedback

We support our people through organisational change

Embed fair work principles in partnership with trade unions [Q4 25/26]

Develop capability 'people side of change'

Develop plan for senior leadership forum & senior leaders [end date tbc]

Mar 2025

Review & consult on revised organisational change procedure

Develop & deliver implementation plan [Q3 25/26]

Colleague engagement survey

Ensure that Police Scotland's futures engagements with academics and subject matter experts is fed into the organisation's research/knowledge bank

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YEAR TWO plan	We support our people to identify with sense of belonging	and demonstrate Police Scotland values and	have a strong
	Apr 2025	Oct 20 <mark>2</mark> 5	Mar 2026
We are an inclusive workplace where our policing values are demonstrated across our day-to-day activities	Mainstreaming Policing Together at a local level through the peop planning process	le	
Our recruitment, induction and promotion processes meet the needs of all under- represented groups	Understand organisational data/colleague experience of flexible working	Workshop flexible working options/feasibility	
We understand and can	Improved workforce reporting, insight & evidence		
meet the needs of our people			
We support our people	Embed fair work principles in partnership with trade unions		
through organisational change	Develop plan for senior leadership forum & senior leaders [end dat	e tbc]	
J	Develop & deliver organisation change procedure implementation	olan	



Year one activity status

The following section provides a BRAG status and supporting narrative of all activity in the year one People Strategy implementation plan. The governance team liaised with activity leads to gather this information to support a closure report for Y1 and to facilitate planning for Y2.

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

We have a coordinated approach to health, safety and wellbeing which meets the full needs of our people

	Q2 2024/25	COMPLETE
framework		
Further develop and embed Health and Wellbeing Strategy and	Q4 2024/25	COMPLETE
framework and evaluation (evidence) reflecting: HMICS audits and		
independent review		

The review informed our strategic intentions to support the health and wellbeing of our workforce, and the development of our HWB plan which takes a proactive, preventative and person-centred approach. The HWB plan was reviewed by Scottish Police Authority (SPA) people committee in September and endorsed in November 2024. Strategic oversight is via our finance and people board.

Develop and launch mediation	Q2 2024/25	COMPLETE

We have provided inputs to over 500 people managers on the mediation service over the last six months.

The statistics for mediation in 2024/25 are as follows:

Status/Outcome	Number of cases
Resolved	5
Partially resolved	2
In progress	3
No longer required	7
Unresolved	2
TOTAL	19

We are committed to raising the profile of mediation and we thank those who support us to advocate this service.

Embed wellbeing in leadership development and training	Q2 2025/26	ON TRACK

This activity originated from a His Majesty's Inspectorate of Constabulary in Scotland (HMICS) wellbeing frontline focus inspection recommendation and has been reported quarterly to SPA people committee in the wellbeing report. All signature leadership development programmes have wellbeing elements threaded throughout. It is anticipated HMICS will discharge the activity in July 2025.

Improve the provision of occupational health and employee assistance programme (EAP)	Q2 2024/25	COMPLETE
Improved contract/performance management	Q4 2024/25	COMPLETE

We have invested almost £17million over four years to support the health and wellbeing of the workforce. The investment has provided colleagues with an improved employee assistance programme (EAP) and new occupational health services. Improved services include:

- 24/7 access to a safe and effective clinical assessment, helping to reduce the number of working days lost;
- enhanced, professional assessments for neurodiverse colleagues to consider how best to support them in delivering their duties;
- a new delivery model for mental health interventions to ensure the least intensive clinical treatment is provided, including immediate access to counselling;
- trauma and critical incident support to identify colleagues at higher risk and ensure they receive the appropriate care;
- help and support in managing the menopause; and
- complex health assessments to help understand the contributing factors to colleagues' health.

In 2024/25 our EAP helpline received 1,956 calls and its online portal was accessed 4,427 times. The EAP provided counselling services for 1,104 people. Counselling interventions appear to have led to positive improvements, with 86% of individuals showing an improved score from the first of their sessions to the last.

In 2024/25 our occupational health service:

- received 5,833 referrals (for reports/reviews of complex cases/further medical evidence);
- provided 3,018 'fit for task' medicals (e.g. for work involving firearms, driving, diving, etc.);
- provided 1,450 assessments (night worker/hearing/psychological); and
- provided 1,418 recruitment medicals.

We have a coordinated approach to health, safety and wellbeing which meets the full needs of our people

Embed and evaluate wellbeing champions, Lifelines and wellbeing Q3 25/26 ON TRACK assessments

Work to embed each of these components of our wellbeing provision continues and all three elements will have been evaluated and recommendations for next steps will be reported by the end of quarter three 2025/26.

Lifelines

1,100 of our workforce have attended workshops on staying well and understanding resilience, since the project began. Key findings from an evaluation conducted earlier this year were:

- 91.8% of respondents recalled the training either went well or very well.
- Over 70% of respondents think about the messages from the session(s) on a daily or weekly basis, suggesting the training was memorable and impactful.
- Over 86% of respondents rated at least eight or above (out of 10) for recommending the session to
 others, demonstrating a strong net promoter score (NPS) (Qualtrics, 2023) of 59.86%. This indicates
 that our people believe these sessions are worthwhile for their colleagues and peers to attend.

Wellbeing Assessments

This opt-in confidential mental health screening tool was redesigned and launched by our occupational health provider in February 2025. Uptake and outcomes are being monitored.

Wellbeing Champions

This is currently under review with recommendations due to be reported by quarter three 2025/26.

Strengthen colleague visibility and accessibility of support Q4 2024/25 COMPLETE

In our recent workforce survey, 73% of colleagues told us they had "a good understanding on how to access the wellbeing support offered by the organisation". The new occupational health portal has afforded officers and staff better accessibility to the system, and we have developed new intranet pages with more interactive content designed to increase visibility of the range of wellbeing provisions and tools available to our workforce.

We tracked site usage in 2024/25, which showed 102,000 hits. The most frequently accessed pages were the EAP and occupational health (over 10,000 hits each), closely followed by the wellbeing champions page (over 5,000 hits). We continue to track site usage, and insights gained from this will allow us to continually evolve and improve the site.

Our total reward approach is fair, transparent and recognises achievement

Progress a collaborative and strategic approach to pay and reward whilst seeking to minimise annual pay negotiation challenges	Q4 2025/26	ON TRACK
Develop and describe total reward for colleagues	Q3 2025/26	ON TRACK
Progress work on developing our total reward framework which is fair, transparent and which recognises achievement	Q4 2025/26	ON TRACK

Our pay and reward policy is to have a modern, equitable and sustainable organisation and work continues to deliver this.

This year, we commissioned an independent review of police officer pay and benefits and in February 2025, Fraser of Allender completed initial research into wage growth. The next stage of research will focus on assessing our pay and benefits for officers taking account of their unique role in our society. We expect this to conclude in quarter three next year and the findings will be brought back to the Police Negotiating Board for Scotland (PNBS) for further consideration. We will also use these findings to inform our future strategic approach to pay and reward.

We launched a Salary Sacrifice Shared Cost Additional Voluntary Contributions (SSSCAVC) pension scheme for staff this year. This new benefit provides our staff with the option to make additional payments to their pension, saving on tax and national insurance contributions. To date (9/4) 338 individuals have entered the scheme, and we are seeing a trend of staff starting to amend their plans to benefit from the service.

We continued to promote our reward and benefits gateway (Vivup) which offers benefits designed to improve our people's physical, financial and mental health wellbeing. Over 45% of our workforce have registered to take advantage of the benefits offered.

Next year, aligned with the organisation's 2030 Vision, we will develop a total reward framework. This will help attract and retain talent within the organisation by promoting our employer brand and our employee value proposition (EVP). We will communicate these benefits widely to our employees to help them feel valued and supported.

Review our support for special constables and volunteers	Q4 2024/25	COMPLETE

In 2023/24 we surveyed our special constables and volunteers, and this led to a review of our approach to volunteering in this financial year. Our intention is to enhance and strengthen the number of volunteers in Police Scotland moving forward. This review is now complete and has resulted in the establishment of a national volunteering governance board, refreshed volunteering strategy and development of a volunteering delivery plan to support the revised strategy.

Establish approach to policy review prioritisation (programme of work)	Q4 2024/25	COMPLETE
Strengthen evaluation/reporting on policy progress and impact	Q1 2025/26	ON TRACK
Ongoing review of policies and practices are human informed and based on feedback	Q4 2024/25	COMPLETE
Dadou on Toodback		

Our new approach to prioritise which employment policies we review, and when, was presented to the SPA people committee in November 2023. Using this has strengthened our ability to make fair, transparent, and accountable decisions. The approach prioritises discussion with stakeholders so that our list of priorities:

- supports our strategic values and goals;
- manages risks;
- complies with legislation; and
- promotes equality, diversity and inclusion.

To support this, we have now developed a policy assurance model to evaluate how effective our policies are. This was approved at people board in October 2024. We have applied it to our new grievance and resolving workplace issues procedure and will present it to the joint negotiation consultative committee (JNCC) in June 2025. Feedback from this will inform changes needed to the model before we finalise our approach to evaluation and assessment.

We are now exploring the use of technology to increase participation, capture lived experience and hone feedback. We have included recommendations from the independent review group and now ask specific questions as part of our consultation feedback to find out:

- to what extent policies are fair and clear, and that all relevant documents are accessible;
- to what extent any procedure shows our commitment to an inclusive culture, which is supportive and welcoming, where colleagues feel they belong and can be at their best; and
- to what extent contributors believe our procedures to be anti-discriminatory.

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Our people have the uniform, equipment and skills they need to keep themselves and the communities they serve safe

Training needs analysis of future role-related training (Strategic	Q4 2026/27	ON TRACK
Workforce Plan [SWP])		

Work has commenced, and training needs analyses have been completed for areas of priority as noted in the SWP (digital forensics, cybercrime, and intelligence analysts). Throughout years two and three, we will focus on identifying role requirements for all roles and ranks, as per our Learning and Development Plan priorities. This work is dependent on securing resources to support it.

Prioritise automation and self-service (policing in a digital world, modernising contact and engagement, enabling policing for the	Q4 2026/27	ON TRACK
future)		

In 2024 we have delivered some of our suite of transformation programmes in this space – all designed to increase efficiency, reduce bureaucracy and release capacity to front-line policing services:

- We delivered digital evidence detection dogs and digital forensic vans across Scotland which has enhanced our ability to detect and recover digital devices and triage devices at locus.
- We launched Police Cyber Alarm as a capability to support business in Scotland to identify and
 mitigate vulnerabilities with the aim of increasing Scotland's resilience to the continuous cyber threat.
 So far approximately 70 organisations have requested to join the programme, with five organisations
 having completed the sign-up process and are sharing live data.
- We implemented digital evidence sharing capability (DESC) in our north and east divisions and will
 complete implementation in the west divisions by September 2025.
- We completed the contact engagement and resolution project.

Delivery of body-worn video

Q4 2025/26 ON TRACK

Police Scotland has started a national roll out of body-worn video cameras. Over the next 18 months, 10,500 will be issued across the country to officers up to the rank of inspector, as well as some civilian members of staff. About 750 officers in Tayside, including road policing officers and dog handlers, were the first to get the technology.

The cameras will increase public confidence in the police and deliver safety benefits by providing effective and transparent evidence of police and public interactions. The technology will also improve the quality of evidence presented in court to deliver faster justice for victims by increasing early guilty pleas and reducing time spent at court for victims, witnesses and police officers.

Work with all relevant stakeholders through the uniform and	Q4 2024/25	COMPLETE
equipment working group; During tenders to ensure that we achieve		
fit for purpose and best value uniform and equipment.		

In our recent workforce survey, when asked about their wellbeing 78% of respondents told us that they 'have access to appropriate uniform', and 70% agreed they felt 'safe and protected at work'.

Our uniform and equipment working group is established and meets as part of business-as-usual activity. The organisation's tender framework considers best value as a key aspect of contract awards and there is a review ongoing of our new procedure for uniform.



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We support our people to be effective leaders

Your Leadership Matters	(YLM) – ongoing rollout and evaluation –	Q1 2025/26	ON TRACK
'Amplifying impact'			

YLM phase two continues, concluding quarter two 2025/26 and having been delivered to around 3800 first-line leaders across the organisation.

To date, 84% of survey respondents agree they understand what is expected in role modelling the YLM leadership behaviours. Almost three-quarters of respondents agreed that they can apply what they have learned.

People Manager Development Programme (PMDP) – delivery and evaluation Q4	Q4 2026/27	ON TRACK
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Phase one, for sergeants and staff equivalent concluded quarter four 2024/25. Recent evaluation data showed:

- 87% of respondents believe the training is relevant to them and their role.
- 85% of respondents believe they will be able to apply the skills, knowledge, and understanding.
- 71% of respondents say they feel more confident and competent after the training.
- 68% of respondents would recommend the course to a colleague.

Phases two and three will continue into 2025/26 and 2026/27 and will be for different clusters of ranks, and staff equivalents.

Review of national mentoring programme

Q2 2024/25

COMPLETE

The national mentoring programme was originally implemented in 2018. This review was commissioned to ensure the programme continued to be relevant as an agile development tool. The review started in autumn 2024 and proposals were tabled in April 2025 and approved at an executive board.

With the review complete, a refreshed programme will re-launch in quarter two 2025/26. Benefits will include:

- a clearer communication and understanding of what mentoring is, who it is for, and how it works;
- increased mentoring capability by opening opportunities across the whole organisation;
- increased participation in mentoring;
- more effective mentoring relationships through improved selection processes for both mentors and mentees; and
- better identification of the right matches for mentoring relationships.

Embed Police Leadership Development Programme	Q4	COMPLETE
(PLDP) sergeants qualification	2024/25	

Following a successful pilot, the PLDP was approved by the SPA and received final approval from the former Chief Constable in May 2023. It is now recognised as the Police Scotland qualification for promotion.

It has also been successfully aligned to the probationer sergeant requirements. This means the overall sergeant qualification process can be completed over a 12-month period.

In total 193 officers have successfully completed the qualification, with 108 completing in 2024/25 (including two officers from British Transport Police). 204 participants are currently undertaking the PLDP, with new intakes starting on a quarterly basis.

An evaluation, published in January 2025 found that:

- 92% of respondents either agreed or strongly agreed that they were satisfied with the PLDP qualification overall.
- 69% of respondents either agreed or strongly agreed that their performance as a sergeant had improved as a result of taking the qualification.
- All respondents said they were either confident or very confident in applying the learning they had developed in this programme to their role.

2 Our officers and staff have equitable access to career development opportunities

Review and evaluation of MyCareer Q2 2024/25 OFF TRACK

MyCareer – our performance appraisal system – has been in place for two full years and has been monitored on an ongoing basis for uptake, and improvement opportunities. Due to a number of interdependencies work on this has been slower than planned, but continues, to ensure it aligns with evolving plans for leadership development, and recommendations are being considered by the chief officer team. It is anticipated the decisions around the future of MyCareer will be made in quarter one 2025/26.

Research talent framework and approaches Q1 2025/26 ON TRACK

This research is complete, and proposed approaches are being developed, ready for consideration in quarter one 2025/26.

Scoping work on career paths for staff Q4 2024/25 OFF TRACK

This will progress in 2025/26 once the organisation's Head of Organisational Development is in post.

Review of promotions/transfers Q2 2024/25 OFF TRACK

In December 2023, HMICS looked at the police officer promotion process as part of their wider inspection into organisational culture and made several improvement recommendations.

In response, we developed two feedback surveys for use at the end of each promotion process, designed to gather feedback from assessors and candidates to understand their experience of the promotions process.

To date, feedback from assessors has been overwhelmingly positive with the vast majority providing ratings of 'excellent' or 'good'. Although overall feedback from candidates has been very positive, some negative ratings have been received with regards to lack of communication from local divisions. In addition, some candidates felt that more detailed communication on what to expect at assessment would be helpful to better understand what assessors are looking for.

In response, we have delivered promotion workshops with senior leaders from across Police Scotland, along with SPF and Association of Scottish Police Superintendents (ASPS) representatives. This has enabled us to discuss feedback around promotion and gather suggestions to improve candidate and assessor experiences. As a result, we are working on implementing the following improvements:

- We are introducing supporting officers to engage in the promotion process by establishing an intuitive and easily accessible intranet page. This will be launched later in 2025 following stakeholder engagement. We are:
- developing a new path to promotion, which separates it from our MyCareer appraisal system, to enable a streamlined promotion application process for candidates.
- amending the appeal process so that it aligns with the College of Policing's process.
- improving communications with senior leaders, managers, and stakeholders to help manage and set realistic expectations for applicants and candidates.

While much progress has been achieved, this activity is marked as off track as our next steps with regards to promotions workshops and improvement activity will require discussion and sign off from our deputy chief constables. We will continue to update people committee members on the progress of this work in line with the revised reporting principals and schedule.

Undertake an independent review of recruitment	Q2 2024/25	COMPLETE
Agree prioritisation of actions from audits, insight/research and	Q4 2024/25	COMPLETE
take forward		

The independent recruitment standards review (MOT) completed in September 2023 and we have continued to deliver on its recommendations and findings. We have also taken account of our strategic commitments, people risks, and recommendations from relevant HMICS inspections which has helped us to prioritise activity and take a holistic approach to improvement activity.

We now review recruitment and selection candidate survey results on a quarterly basis and have had excellent feedback throughout this year. In May 2024, 95% of candidates rated the overall recruitment experience as positive. This increased to 100% for both intakes in July and September followed by 98% in November. We are also producing weekly reports to relevant internal teams to provide data on application patterns to help identify trends and inform future activity.

Our Trust ID security system, which supports candidate identification checks, is now fully implemented in all staff roles. Work is continuing to align police officer candidates to the system which will allow us to merge all recruitment functions using Trust ID. We have also started work with our recruitment provider (Oleeo) to explore the use of artificial intelligence to support automated selection within the recruitment process.

In September 2024, we launched our biggest ever recruitment campaign using the core message 'A Job Like No Other' and in the 2024/25 financial year we recruited 1,200 officers. The campaign continues to be supported with officer-led videos telling honest stories of what made them decide to join policing.

Alongside the recruitment campaign, we launched a new recruitment website offering many improvements to ensure a simplified user journey by putting their experience at its heart. Improvements include consistency in our brand and language throughout, and easier navigation to apply for roles. We are also working to link the website to our e-recruitment provider to provide an even easier experience for potential applicants.

This year Police Scotland have delivered on all recruitment intakes and our budgeted establishment has been maintained at 16,600+ after each intake.

Review of probationer training	Q1 2024/25	COMPLETE

We introduced a revised delivery model for initial probationer training in quarter one 2024/25. The new course is longer and has a bespoke communication and de-escalation package (CARES). Approximately 940 probationers have benefited from CARES since March 2024 and early evaluation is positive. We have also improved equality, diversity and inclusion (ED&I) and human rights inputs in the new course.

We now run non-residential probationer training at our Jackton facility alongside intakes at the Scottish Police College (SPC). After the initial trial of using Jackton as a training centre for probationers, a full evaluation was carried out. This showed that the trial was a success, with 83% of probationers based there saying they preferred being at Jackton to SPC, and 79% of those at Jackton rating their training as either 'better than I expected' or 'far better than I expected'.

Separate to the review, we have now secured funding for resources to carry out a full training needs analysis of probationer training.

We support the delivery of the Learning and Development Strategy

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Development of Learning and Development (L&D) strategy	Q4 2026/27	ON TRACK
is paused and under review. Delivery of mandatory, role-		
related, and development training and learning continues.		

A three-year learning and development plan has been developed to replace the draft L&D Strategy. The plan focuses on the underpinning infrastructure rather than front end delivery of L&D products. Priorities within the plan are:

- structure;
- governance and prioritisation;
- · protected time for learning;
- · role requirements;
- · virtual instructor-led training; and
- continuous professional development (CPD) platform.

The first two priorities have been the main area of focus this year, with recent approval to progress implementation of a centralised training function and enhancement of governance processes to support this. Most activity will take place in years two and three.

Develop approach to colleague surveys	Q1 2024/25	COMPLETE
All colleague survey - results, analysis and action planning	Q4 2024/25	COMPLETE
Procurement of survey provider	Q2 2024/25	COMPLETE

This year's workforce survey opened on 1 July 2024 for a period of eight weeks. In total, 11,424 responses were received, which is an overall response rate of 51%. This is an increase of 20 percentage points on the 2021 survey. The Chief Constable has committed to yearly surveys and taking action which leads to better experiences for our colleagues.

We support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging

3

26

3 We are an inclusive workplace where our policing values are demonstrated across our day-to-day activities

Revise and agree new Joint Equality Outcomes

Q4 2024/25

COMPLETE

We published our employment equality outcomes on 30 April 2025:

- By 2029, minoritised groups are better represented in policing, have an improved colleague voice and our decisions are informed by workforce data and insights.
- By 2029, minoritised groups have an improved colleague experience through the enhanced ED&I knowledge, skills and behaviours of our leaders.
- By 2029, minoritised groups have their needs met more proactively through improved accessibility, flexibility, and resources.

We drafted these based on findings from our research and engagement with key stakeholders.

This work ensures that Police Scotland and SPA are working towards the same ED&I priorities and outcomes across policing in Scotland. It also means that we are meeting the legal requirement to publish a set of equality outcomes at least every four years and report progress every two years.

All leadership programmes have ED&I threaded throughout Q4 2024/25

COMPLETE

All our signature leadership training products have ED&I embedded as a 'golden thread' running through the programme, and we continue to receive positive feedback from participants. We regularly review and update/amend these products from an ED&I perspective as required, as part of our culture of continuous improvement.

Mainstreaming Policing Together at a local level through the Q2 2025/26 **ON TRACK** people planning process

This year we have developed a single organisational people plan to better support business areas to deliver commitments within our Policing Together Strategy, People Strategy and Strategic Workforce Plan.

Aligned with the organisation's 2030 Vision, the plan was shared with people committee members in May 2024 and approved at people board in October 2024.

Recognising there are unique challenges faced by our divisions and business areas, we are working to incorporate activities which support local objectives into the people plan. Our focus now is to embed the plan across divisions and business areas so that our strategic commitments are mainstreamed and support local delivery plans.

Enhanced ED&I workforce dashboards (data and insight) Q2 2024/25

COMPLETE

We have developed an ED&I workforce monitoring dashboard, and this is now used to analyse diversity profiles and prepare the annual equality and diversity workforce monitoring report. Learning from previous reporting helped us make improvements to the dashboard for the 2024 reporting period.

The dashboard allows us to drill down into ED&I data to find the insights needed to assist with robust decision making; this allows us to become a more data-driven organisation. It also allows us to better track and show our progress against the commitment to becoming a non-discriminatory organisation.

We have put in place a workforce ED&I data and insights group. This has the aim of improving the lunderstanding, collaboration and governance in relation to workforce ED&I data and supporting continuous improvement.

Our recruitment, induction and promotion processes meet the needs of all under-represented groups

Progress work on strengthening diversity of recruitment pools	Q4 2024/25	COMPLETE
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Application rates from different demographic categories over the past three years is as follows:

	2022/23	2023/24	2024/25
Female	31%	30.6%	29%
ВМЕ	4.9%	5.7%	6.9%
WME	5.4%	6.9%	5.8%
Disabled	2.8%	3.5%	3.9%
LGBO	8.76%	7.9%	7.5%

The work of the positive action team is having a positive impact across the protected characteristics, in particular our ethnic communities as the above table shows. We are attracting proportionally more people from our ethnic communities than the proportion who live in Scotland.

This table above shows that application rates that least represent the wider population are females and those with a disclosed disability. We know this because the most recent census data tells us that:

- 51% of the population is female; and
- 20% of the population have a disclosed disability.

Positive action continues as business-as-usual activity. There will remain a particular focus on the attraction, engagement, support and encouragement of female candidates. We will also provide consistent and meaningful engagement and implementation of reasonable adjustment considerations to potential candidates, where appropriate.

- 1	Understand organisational data/colleague experience of flexible working	Q2 2024/25	OFF TRACK
ı	Workshop flexible working options/feasibility	Q3 2024/25	OFF TRACK

Initial analysis has been undertaken, and a short life working group on flexible working applications and flexible working plans is now being put in place to review the situation in more depth. The work is off track due to previous resourcing issues, and the new target end date is Q4 2025/26.

Separately, a short life working group was to be set up to look into the possibility of part-time probationer roles. However, this piece of work is also off track due to other emerging challenges within probationer training which have had to take priority. Discussions are planned to agree the best way forward.

- 1	Undertake positive action activity to promote Accelerated Leadership Pathway across under-represented groups	Q2 2024/25	COMPLETE
ı	Undertake evaluation of success	Q4 2024/25	COMPLETE

The Accelerated Leadership Programme was marketed by our corporate communications team in collaboration with diversity staff associations.

Following evaluation of the marketing campaign, we found that the proportion of applications was higher for our under-represented groups, specifically for those who disclosed:

- they had a disability;
- that they identified as black and minority ethnic (BME) or other white British; and/or
- that they identified as lesbian/gay/bisexual (LGB).

Strengthen insight on organisational data and visibility of	Q4 2024/25	COMPLETE
recruitment guidance and support		

We have launched a new recruitment website which offers many improvements such as a streamlined user journey with the candidate at the heart. A quarterly analysis on recruitment and selection candidate survey results, shows 95% of candidates rating the overall recruitment experience as positive in May 2024. This increased to 100% for both intakes in July and September followed by 98% in November.

We understand and can meet the needs of our people

improved workforce reporting, insight and evidence Q2 2023/20 ON TRACK	Improved workforce reporting, insight and evidence	Q2 2025/26	ON TRACK
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Police Scotland and SPA have been in discussion to develop a set of reporting principles that will support improved insights and evidence within our reporting.

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Throughout this year, we have taken a phased approach to developing our workforce data, measures and insights with a view to adopting a revised approach from quarter two next year. Our intention is to produce a series of thematic strategic reports focusing on outcomes with clearer data, evidence and insights.

A pilot thematic report on recruitment, promotion and succession planning activity was presented to people committee members in February 2025. A further thematic report on learning, training and development, and leadership and talent will be presented at people committee in May 2025. Feedback from these initial thematic reports will be used to further refine a revised approach from quarter two next year.

Ongoing review of policies and practices are human informed and based on feedback	Q4 2024/25	COMPLETE
Please refer to previous policy update on page seven.		

Colleague engagement survey	Q4 2024/25	COMPLETE
Please refer to previous update on page 14.		

3 We support our people through organisational change

Embed fair work principles in partnership with trade	Q4 2025/26	ON TRACK
unions		

Fair work is defined as work that offers effective voice, fulfilment, opportunity, respect and security. In 2021, the Scottish Government published 'Fair Work First' guidance and we have since undertaken annual assessments against this guidance in partnership with our statutory staff associations and trade unions.

In 2023, our first annual assessment outlined the key areas that we would develop to progress fair work principles in the organisation as agreed with staff associations and trade unions. In August 2024, our second assessment captured progress in delivering these areas for development through our People Strategy and Strategic Workforce Plan.

This year, a temporary Fair Work Lead was appointed in July 2024 to drive forward fair work in advance of a new people and development structure being implemented. A key focus this year has been establishing JNCC sub-groups that allow for more detailed discussions in relation to matters such as organisational change, policy and terms and conditions. This has proven to be an effective approach to seeking agreement with stakeholders, mitigating concerns and providing clarity to matters where there is disagreement.

Next year we will focus on reviewing our overall trade union joint recognition agreement to further embed fair work and ensure it meets the needs of all parties. Our next annual report, due at SPA people committee in August 2025, will provide a detailed assessment of our progress embedding key areas that were originally identified as requiring development.

Develop plan for senior leadership forum and senior Q2 2024/25 OFF TRA leaders	(
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This has not progressed in 2024/25 and will be progressed in 2025/26 once the organisation's Head of Organisational Development is in post.

Develop capability 'people side of change'	Q4 2024/25	COMPLETE
Review and consult on revised organisational change	Q4 2024/25	COMPLETE
procedure		
Develop & deliver implementation plan	Q2 2024/25	OFF TRACK

We published a revised version of our organisational change procedure in quarter three. It aims to address issues highlighted by trade unions. This represents a progressive step towards early discussion and work with our unions, and a more inclusive process for staff affected by organisational change.

The new version:

- gives managers the tools they need when dealing with organisational change;
- provides guidance on how to manage specific elements of the process, such as consultation, working with trade unions, and redeployment; and
- is fully compliant with recent legal changes, including the Protection from Redundancy (Pregnancy and Family Leave) Act 2023.

To support this, we developed a training programme to upskill our people leaders to deliver people-centred change. After a successful pilot in quarter three and quarter four, the programme launched fully in March 2025, and we plan to carry out a follow-up evaluation six months later.

Planned work to revise documents and transactional processes linked to the new procedure has been delayed due to restructuring work. It is expected that we will be able to resume this work in quarter two 2025/26, with a target end date of quarter three 2025/26.

Ensure that Police Scotland's futures engagements with	Q4 2024/25	COMPLETE
academics and subject matter experts is fed into the		
organisation's research/knowledge bank		

We support over 100 academic research collaborations each year, with a dedicated team in place. We now embed this research into strategy, plans and service delivery across the organisation as business as usual.

Strategic Workforce Plan 2024-2027 Year 1 activity status Year 2 planning



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Strategic Workforce Plan 2024-2027



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



Y1 summary and Y2 plan

The following section provides a visual summary of year one plan status, and a skeleton plan for year two.

Activity is coded as follows:

BLUE – activity complete

RED – activity not on track, will not be completed to planned timeframe, and will be re-profiled

AMBER – activity not on track, but will be completed to planned timeframe

GREEN – activity on track for completion to planned timeframe

1 We structure and organise our workforce to create capacity

YEAR ONE	We structure and organise our workforce to create capacity			
summary	Apr 2024	Oct 2024	Mar 2025	
Our workforce is	Work to capture COM	Work to design future TOM		
organised to reflect our target operating model	Revised model for policing workstreams: service design review; estates transformations	: Enabling Services review; enabling policing for the future; modernising contact & engagement; location programme (Q4 25/26)	al policing	
(and adheres to organisational and	Agree organisational/service design principles			
service design principles)	Organisational design/service design ups	skilling & training		
principies)	Modified/civilianisation workstreams deve	eloped and live (Q4 26/27)		
We work in partnership and collaboration	Work with Scottish Fire & Rescue Service	e to explore shared services (Q4 26/27)		
	PPCW mental health unscheduled care			
	Criminal justice reform (Q4 26/27)			
	Explore opportunities to work in strengthe	ened collaboration with CoP		
We understand and can	Embed and establish people board – fina	ance, recruitment, data & training; reviewing intake options		
meet the needs of our people	Strengthen workforce data & insight; deve	elopment of workforce scenario plans		

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people

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

YEAR ONE	2 We ar	re clear on the skills, capabilities and experiences we need	
summary	Apr 2024	Oct 2024	Mar 2025
Our workforce profile is	VR/VER exercise		
correct (rightsizing, downsizing, future-	Deliver phase two organisa	ational change	
proofing)	Civilianisation – options for	r priority consideration (Q4 26/27)	
Training and development	Work to scope out & prioriti	ise actions. Currently no dedicated resource aligned specifically to this (budget required) (Q4 2	26/27)
which reflects future skills need	Work to scope out further w	work on Graduate Training Programmes	
Support colleagues to	Roll out of targeted support	rt for colleagues to newly promoted posts (superintendent & chief superintendent)	
acquire new skills and transition to new posts	Focused work with colleagu	ues in redeployment pool	
	Scoping work on career pa	aths for staff (end date tbc)	
	Establish 1:1 coaching reso	ource	
Leadership offering	Your Leadership Matters –	roll out, ongoing evaluation and amplifying impact (Q1 25/26)	
supports leaders to deliver for our future	Establishment and ongoing	g development of senior leadership forum (end date tbc)	
denter for our facult	CVF review by CoP – cons	sideration by Police Scotland	
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YEAR TWO plan	We are clear on the skills, capabilities and experiences we need		
	Apr 2025	Oct 2025	Mar 2026
Our workforce profile is correct (rightsizing, downsizing, future-proofing)	Civilianisation – options for priority consi	ideration (Q4 26/27)	
Training and development which reflects future skills need	Work to scope out & prioritise actions. C	currently no dedicated resource aligned specifically to this (budget required) (Q4 26/27	")
Support colleagues to acquire new skills and transition to new posts	Scoping work on career paths for staff (e	end date tbc)	
Leadership offering supports leaders to deliver for our future	Your Leadership Matters – roll out, ongoing evaluation and amplifying impact (Q1 25/26) Establishment and ongoing development CVF review by CoP – implementation of	nt of senior leadership forum (end date tbc) f revised CVF (Q4 26/27)	
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We attract and retain suitable talent

YEAR ONE summary	We attract a	nd retain suitable talent	
	Apr 2024	Oct 2024	Mar 2025
Positive progress towards agreed diversity and	Workshop on promotions (officers) (Q1 25/26)		
equality outcomes and	Take forward any recommendations	/changes (Q1 25/26)	
representation	Develop ED&I workforce dashboard		
	Diversity of candidate pipelines; emprecruitment brand; positive action tea		
Create an end-to-end recruitment process which	Undertake independent review of recruitment		
outs the candidate at the heart of it	Develop prioritised action plan based	l on review, audits, data & colleague feedback	
ricult of it	Undertake independent assessment	on recruitment standards	
Future-proof the roles we are recruiting to	Review of officer & staff role profiles (subject to budget) (Q4 26/27)	
are recruiting to	Review & agree purpose of MyCaree	r (Q1 25/26)	
	Take forward any recommendations/	changes (Q4 26/27)	
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YEAR TWO plan	We attract a	and retain suitable talent	
	Apr 2024	Oct 2024	Mar 2025
Positive progress towards agreed diversity and	Workshop on promotions (officers) (Q1 25/26)		
equality outcomes and representation	Take forward any recommendations/changes (Q1 25/26)		
Create an end-to-end recruitment process which puts the candidate at the heart of it			
Future-proof the roles we	Review of officer & staff role profiles	(subject to budget) (Q4 26/27)	
are recruiting to	Review & agree purpose of MyCareer (Q1 25/26)		
	Take forward any recommendations/	/changes (Q4 26/27)	

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Year one activity status

The following section provides a BRAG status and supporting narrative of all activity in the year one Strategic Workforce implementation plan. The governance team liaised with activity leads to gather this information to support a closure report for Y1 and to facilitate planning for Y2.

1 We structure and organise our workforce to create capacity

Our workforce is organised to reflect our target operating model (and adheres to organisational and service design principles)

Work to capture current operating model (COM) Q1 2024/25 COMPLETE

The Police Scotland current operating model (PS-COM) is complete and accessible via the service design intranet site. Development was supported by a detailed view of what we need to change, known as pain points, which were identified from a variety of sources that include internal and external reviews and inspections, focus groups, staff surveys and interviews. They reflect the real views of officers and staff. The service design team used pain points to identify future opportunities for Police Scotland and these have informed our three-year business plan and the Police Scotland target operating model (PS-TOM).

The published PS-COM will be routinely referred to in order to support change and decision making at an organisational and local level.

Work to design future target operating model (TOM) Q4 2024/25 COMPLETE

Following development of the PS-COM, service designers utilised the pain points identified, as well as our vision, inputs from officers and staff and workshops, workforce survey results and departmental level COMs, to create a Police Scotland target operating model (PS-TOM) that shows how we want the service to work. The PS-TOM was approved by the chief constable in December 2024 and is now published on the service intranet.

We now move towards an implementation phase where business areas are developing their local TOMs in alignment with the overarching PS-TOM.

Revised model for policing workstreams: enabling services review; enabling policing for the future; modernising contact and engagement; local policing service design	Q4 2025/26	ON TRACK
review; estates transformation programme		

The estates masterplan was endorsed by the SPA in November 2024. Work to develop the 10-year programme is now under way with a target completion date by the end of 2025/26.

Agree organisational/service design principles	Q1 2024/25	COMPLETE
Organisational design/service design upskilling and training	Q4 2024/25	COMPLETE

Through implementation of the PS-TOM we will align to established organisational design (OD) principles. We have adopted a service design approach to help embed our workforce related strategies which drive both organisational design and cultural change.

This follows an independent survey from the Chartered Institute of Personnel and Development (CIPD) which identified several areas in which we could strengthen our capability and experience to support future OD work. To upskill our people, a specialist OD advisor delivered training on organisational design to key business leads in quarter one of 2024/25. Throughout the year, this supported us to embed service and organisational design principals in our organisational change approach which are reflected in our newly launched organisational change procedure.

In addition, as part of our ongoing people and development restructure, we are recruiting a fixed-term organisational design and change professional to work alongside our internal people consultants. Once recruited, the successful candidate will continue to develop and embed OD skills and experience the organisation. They will also advise and coach on organisational design and support our leaders with the design of future organisational structures.

Modified / civilianisation workstreams developed and live Q4 2026/27 ON TRACK

A consultancy firm (Skills for Justice) has been appointed following a procurement exercise, and work in relation to reviewing posts is progressing. The key activity is currently to develop a suite of police officer profiles. Next steps include role templates being reviewed and people and development engaging with divisions for them to identify the key skills that are related to policing establishment.

Work continues to progress to civilianise roles (contact, command and control (C3); firearms licencing; and investigation roles) which will release officers from these areas to front line roles. It is understood that this represents an increase in officer staff establishment costs which will need to be addressed in 2025/26. We operate within one budget for Police Scotland and therefore any increase in officer numbers would require a relative reduction in police staff numbers. Work is underway to review governance to ensure all organisational change/design has appropriate oversight and assurance.

We work in partnership and collaboration

Work with Scottish Fire and Rescue Service to explore	Q4 2026/27	ON TRACK
shared services		

We have explored opportunities for shared services across our organisations. Jointly we have recognised that we have different requirements and prioritise different areas for development at this point. Regular engagement continues and when we identify areas that are appropriate for us to develop closer discussions about shared services, these will be progressed.

Partnerships, prevention and community wellbeing (PPCW)	Q4 2024/25	COMPLETE
mental health unscheduled care		

Police Scotland, the Scottish Government and the Scottish Police Authority (SPA) have worked together to deliver an approach to mental health distress and crisis to provide people in need with the right support from the right agency, at the right time.

The Framework for Collaboration was published in February 2025 and sets out principles for local services working together, and across boundaries, to deliver a person-centred, trauma-informed approach to mental health incidents. This will ensure people in mental health distress and crisis receive compassionate support from the most appropriate agency which can best meet their needs, allowing officers to return to core policing duties more quickly.

Explore opportunities to work in strengthened	Q4 2024/25	COMPLETE
collaboration with College of Policing (CoP)		

Working in strengthened collaboration with CoP has now become business as usual and, as such, this activity is complete. We:

- regularly communicate with CoP regarding products/training we deliver under licence and CoP elearning;
- work together as part of the CoP National Centre for Police Leadership; and
- have contributed to the development of the CoP national leadership standards;
- receive assessment service for Accelerated Leadership Pathway and Executive Leadership Programme (ELP), and development programme for ELP, from CoP.

Ongoing project work with CoP includes:

- work to allow us to deliver CoP's command training under licence;
- working towards offering CoP courses either as part of or alongside our own leadership and talent programmes;
- collaboration between CoP and Police Scotland's international academy for both inbound and outbound training; and
- work to introduce a non-competitive action framework for the purchase of CoP training.

1 We work in partnership and collaboration

Criminal justice reform

Q4 2026/27

ON TRACK

Work on criminal justice reform is progressing with some positive indicators.

The summary case management pilot has led to faster case resolutions and less need for witness citations. An extension of the pilot in the first half of 2024 led to a:

- 46% increase in early guilty pleas;
- 31% decrease in trials called;
- 37% reduction in outstanding trials;
- 34% reduction in police citations; and
- 29% reduction in civilian citations

This means less strain on both court and police resources, and an enhanced experience for all parties.

Remote provision of witness evidence is currently in place for all high court trials involving police witnesses. Nationally, approximately 40% of police witness evidence in solemn cases is now provided remotely, as part of this pilot. This has improved officer wellbeing by minimising the need to travel and reducing time away from operational duties. It has been of particular benefit in rural areas. Development work is continuing in response to identified issues.

Work continues on the trauma-informed domestic abuse model, the aim of which is a fully virtual domestic abuse court model in Aberdeen. This will reduce victim trauma by removing the need for victims to provide live testimony in the same area as the accused. This is still in pilot development stage.

The pilot of the court scheduler tool is progressing well. Benefits include:

- maximising officer availability during duty hours;
- reducing work-life disruptions for officers; and
- faster case resolutions, minimising emotional strain and the financial burden for victims and witnesses.

This promotes confidence in the justice system, fostering public trust and encouraging better engagement with the court process.

Work on the virtual custody courts has been put on hold, but we hope to be able to look at feasibility and resource allocation in autumn 2025. It is our intention to roll this out to all sheriff courts across Scotland by December 2025.

1

Embed and establish people board – finance, recruitment,	Q4 2024/25	COMPLETE
data and training; reviewing intake options		

This was established in early 2024, running monthly and chaired by DCC Speirs. This has now been superseded by a finance and people board which runs bi-monthly.

Strengthen workforce data and insight; development of	Q4 2024/25	COMPLETE
workforce scenario plans		

The SPA and Police Scotland have progressed the development of future scenarios and used them to support the production of the Joint Strategy for Policing 2023-2026.

The 2023-2026 plan was informed by a desktop review of progress over the previous three years as well as an assessment of emerging issues from horizon scanning work being progressed jointly by SPA and Police Scotland's strategy, insights and engagement department. This, along with a refresh of Police Scotland's Strategic Threat and Risk Assessment (STRA) 2023-2028, were used as the basis of planning for the 2023 -2026 joint strategy.

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

Our workforce profile is correct (rightsizing, downsizing, future-proofing)

VR/VER exercise Q2 2024/25 COMPLETE

746 applications were received. Approved releases were made over a 12-week period. £9.5m recurring staff pay bill savings were achieved.

Deliver phase two organisational change Q4 2024/25 COMPLETE

Phase one organisational change (immediate releases through our enhanced voluntary redundancy/voluntary early retirement [VR/VER] scheme) ended on 31 March 2024.

Between 1 April 2024 and 31 March 2025, 18 releases were approved. This includes both those that were part of formal organisational change projects, and individual releases which were not part of any larger scale change.

Savings for these releases only start to be made in the financial year in which the release takes place. Please see the below tables for details:

	Number of leavers	Annual saving	Total cost	Return on investment
Leavers pre-31 March 2025	2	£143,714	£135,690	0.94
Future leavers	16	£970,101	£1,412,533	1.46
Total	18	£1,113,815	£1,548,223	1.39

Civilianisation – options for priority consideration	Q4 2026/27	ON TRACK
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Civilianisation work in our contact centres, investigation teams, and firearms and explosives licensing teams continues to release police officer resources to local policing and the wider organisation.

We are recruiting for police staff in firearms licensing, which will release 32 police officers back to local policing. We plan for a further uplift of 30 police staff in the future, and further remodelling of the function. At the end stage, we should release 58 dedicated and approximately 300 non-dedicated police officer firearms enquiry officers from the function, in a phased approach.

We are also carrying out a rebalancing of the workforce mix within our contact centres. Phase 1 (replacing 25 constable posts and 10 sergeant posts with 25 staff posts) was completed in quarter four. It is expected that phase two (replacing a further 50 constables and 20 sergeants with 50 staff posts) will be complete by quarter four 2025/26.

Work to scope out and prioritise actions. Currently	Q4 2026/27	ON TRACK
no dedicated resource aligned specifically to this		
(budget required)		

Work has commenced, and training needs analyses have been completed for areas of priority as noted in the Strategic Workforce Plan (digital forensics, cybercrime, and intelligence analysts). Over years two and three, we will focus on identifying role requirements for all roles and ranks, as per our Learning and Development Plan priorities. This work is dependent on securing resources to support it.

Work to scope out further work on Graduate	Q2 2024/25	COMPLETE
Training Programmes		

We put in place our Digital Graduate Programme, with the two successful candidates starting in quarter two 2024/25. We have provided support throughout the process, with mentors assigned to each graduate, and check-ins undertaken to determine progress and maintain engagement. The first six-monthly reflection review recently took place for both graduates, with very positive outcomes showing that the graduates are happy, integrating well, and on track to meet objectives.

After consultation, this programme has now been approved as a business-as-usual offering.

Support colleagues to acquire new skills and transition to new posts

Roll out of targeted support for colleagues to newly promoted	Q4 2024/25	COMPLETE
posts (superintendent and chief superintendent)		

The 12-month Newly Appointed Superintendent/Chief Superintendent Development programmes are designed to support recently promoted officers at these ranks to transition into their new roles. The programmes address the following elements:

- collaboration and partnership working;
- equality, diversity and inclusion (ED&I);
- finance:
- media;
- complex HR issues;
- strategy and governance;
- change management;
- informal engagement with senior leaders;
- · peer networking/collective learning; and
- self-awareness (including mentoring and coaching).

Our most recent induction events for both programmes were well received, and they were given positive feedback. The induction event for superintendents received an average rating of 4.11 on a scale of one to five for overall effectiveness, while the chief superintendent event achieved an average rating of 4.33. We were also able to find ways to continue to improve these offerings, based on the feedback received.

Focused work with colleagues in redeployment	Q2 2024/25	COMPLETE
pool		

We managed to reduce the number of staff in our redeployment pool from 26 (as at 1 April 2024) to thirteen as at 31 March 2025. (This does not include the 10 individuals who are only in the pool for a short period in order to work their notice period for agreed VR/VER releases.) This reduction is the result of both VR/VER releases through the enhanced terms offered in 2024, and redeployment thanks to a proactive matching exercise.

The recurring savings related to the 13 staff who left the pool both through VR/VER and redeployment in 2024/25 are approximately £602k.

Scoping work on career paths for staff Q4 2024/25 OFF TRACK

This has not progressed in 2024/25 but will be picked-up in 2025/26 once the organisation's Head of Organisational Development is in post..

Establish 1:1 coaching resource Q2 2024/25 COMPLETE

An external provider was appointed to supplement in-house expert coaching provision. 33 senior colleagues have received coaching and a total of 245 coaching hours delivered.

Your Leadership Matters (YLM) - roll out, ongoing evaluation	Q1 2025/26	ON TRACK
and amplifying impact		

YLM phase two continues, concluding quarter one 2025/26 and having been delivered to around 3,800 first-line leaders across the organisation.

To date, 84% of survey respondents agree they understand what is expected in role modelling the YLM leadership behaviours. Almost three-quarters of respondents agreed that they can apply what they have learned.

Establishment and ongoing development of senior leadership	Q4 2024/25	OFF TRACK
forum		

This has not progressed in 2024/25 but will be picked-up in 2025/26 once the organisation's Head of Organisational Development is in post.

Competency Values Framework (CVF) review by CoP –	Q2 2024/25	COMPLETE
consideration by Police Scotland		

Implementation of the revised CVF to mirror the CoP framework was approved and is expected to run throughout 2025 and 2026.

We attract and retain suitable talent

2

Positive progress towards agreed diversity and equality outcomes and representation

Workshop on promotions (officers)	Q1 2024/25	OFF TRACK
Take forward any recommendations/changes	Q3 2024/25	OFF TRACK

In December 2023, HMICS looked at the police officer promotion process as part of their wider inspection into organisational culture and made several improvement recommendations.

In response, we developed two feedback surveys for use at the end of each promotion process, designed to gather feedback from assessors and candidates to understand their experience of the promotions process.

To date, feedback from assessors has been overwhelmingly positive with the vast majority providing ratings of 'excellent' or 'good'. Although overall feedback from candidates has been very positive, some negative ratings have been received with regards to lack of communication from local divisions. In addition, some candidates felt that more detailed communication on what to expect at assessment would be helpful to better understand what assessors are looking for.

In response, we have delivered promotion workshops with senior leaders from across Police Scotland, along with Scottish Police Federation (SPF) and Association of Scottish Police Superintendents (ASPS) representatives. This has enabled us to discuss feedback around promotion and gather suggestions to improve candidate and assessor experiences. As a result, we are working on implementing the following improvements:

- We are introducing supporting officers to engage in the promotion process by establishing an intuitive and easily accessible intranet page. This will be launched later in 2025 following stakeholder engagement.
- We are developing a new path to promotion, which separates it from our MyCareer appraisal system, to enable a streamlined promotion application process for candidates.
- We are amending the appeal process so that it aligns with the College of Policing's process.
- We are improving communications with senior leaders, managers, and stakeholders to help manage and set realistic expectations for applicants and candidates.

While much progress has been achieved, this activity is marked as off-track as our next steps with regards to promotions workshops and improvement activity will require discussion and sign off from our deputy chief constables. We will continue to update people committee members on the progress of this work in line with the revised reporting principals and schedule.

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We have developed an ED&I workforce monitoring dashboard and this is now used to analyse diversity profiles and prepare the annual equality and diversity workforce monitoring report. Learning from previous reporting helped us make improvements to the dashboard for the 2024 reporting period.

The dashboard allows us to drill down into ED&I data to find the insights needed to assist with robust decision making; this allows us to become a more data-driven organisation. It also allows us to better track and show our progress against the commitment to becoming a non-discriminatory organisation.

We have put in place a workforce ED&I data and insights group. This has the aim of improving the understanding, collaboration and governance in relation to workforce ED&I data and supporting continuous improvement.

Positive progress towards agreed diversity and equality outcomes and representation

Diversity of candidate pipelines; employee value proposition; Q2 2024/25 COMPLETE recruitment brand; positive action team

In September 2024, we launched our new recruitment brand with the core message 'A Job Like No Other'. This has been supported with a range of officer-led videos telling stories of what made them decide to join Police Scotland. Alongside this, a new recruitment website launched offering improvements that put the candidate's experience at its heart. There is now improved consistency of language and branding across the site and the user journey has been simplified to make navigating and applying for roles much easier.

The data below shows trends in relation to applications, with these currently tracking higher than 2023/24 when there was no advertising campaign, and at a similar level to 2022/23 when there was a marketing campaign.

Year	Application numbers	Per day equivalent	Supported advertising
2022/23	3,841	10.52	National advertising campaign
2023/24	3,189	8.74	No advertising campaign
2024/25 quarter 1	901	9.9	No advertising campaign
2024/25 quarter 2	960	10.5	National advertising campaign
2024/25 quarter 3	945	10.4	National advertising campaign

Work is now focused on developing an employee value proposition' (EVP) which will emphasise the benefits, rewards and job satisfaction elements of working in Police Scotland in our communications. It will also provide clarity on both salary and pensions benefits.

Throughout the year, our positive action team (PAT) have continued their work to deliver of high calibre recruits into the organisation to support our strategic ambitions by shaping the diversity of Police Scotland's workforce. The team provide a consistent contact point for potential candidates before and throughout the recruitment process.

Online events have been a key focus for the PAT due to benefits of accessibility. Our activity this year has focused on attracting females and those from minority ethnic and care experienced backgrounds. We've supported this work with in-person careers fairs, community-based religious venue events and ongoing engagement with campus officers to signpost recruitment processes to potential candidates. The team also delivered its first showcase event in June 2024 at Jackton, allowing the local community to access a variety of internal departments and specialist services. This attracted around 2,500 members of the community and our intention is now to run an annual showcase event.

Recent reporting to people committee, in February 2025, illustrated an increased proportion of applications from black and minority ethnic (BME) and disabled candidates when compared with the previous two years, which demonstrates that the PAT is having a positive impact across protected characteristics. Applications rates from an equality, diversity and inclusion perspective are outlined below.

	2022/23	2023/24	2024/25
Female	31%	30.6%	29%
BME	4.9%	5.7%	6.9%
WME	5.4%	6.9%	5.8%
Disabled	2.8%	3.5%	3.9%
LGBO	8.76%	7.9%	7.5%

There will remain a continued focus on the attraction, engagement, support and encouragement of female candidates, acknowledging applications from female candidates is proportionately down on previous years. The recruitment team will also continue to provide consistent and meaningful engagement and implementation of reasonable adjustment considerations to potential candidates, where appropriate.

The work described above has been integrated into business-as-usual activity. Our work to ensure a sufficient and diverse pipeline of applicants, while monitoring and removing unnecessary barriers will be ongoing.

Undertake independent review of recruitment	Q1 2024/25	COMPLETE
Develop prioritised action plan based on review, audits, data	Q4 2024/25	COMPLETE
and colleague feedback		
Undertake independent assessment on recruitment	Q2 2024/25	COMPLETE
standards		

The independent recruitment standards review (MOT) completed in September 2023 and we have continued to deliver on its recommendations and findings. We have also taken account of our strategic commitments, people risks, and recommendations from relevant HMICS inspections which has helped us to prioritise activity and take a holistic approach to improvement activity.

We now review recruitment and selection candidate survey results on a quarterly basis and have had excellent feedback throughout this year. In May 2024, 95% of candidates rated the overall recruitment experience as positive. This increased to 100% for both intakes in July and September followed by 98% in November. We are also producing weekly reports to relevant internal teams to provide data on application patterns to help identify trends and inform future activity.

Our Trust ID security system, which supports candidate identification checks, is now fully implemented in all staff roles. Work is continuing to align police officer candidates to the system which will allow us to merge all recruitment functions using Trust ID. We have also started work with our recruitment provider (Oleeo) to explore the use of artificial intelligence to support automated selection within the recruitment process.

In September 2024, we launched our biggest ever recruitment campaign using the core message 'A Job Like No Other' and in the 2024/25 financial year we recruited 1,200 officers. The campaign continues to be supported with officer-led videos telling honest stories of what made them decide to join policing.

Alongside the recruitment campaign, we launched a new recruitment website offering many improvements to ensure a simplified user journey by putting their experience at its heart. Improvements include consistency in our brand and language throughout, and easier navigation to apply for roles. We are also working to link the website to our e-recruitment provider to provide an even easier experience for potential applicants.

This year Police Scotland have delivered on all recruitment intakes and our budgeted establishment has been maintained at 16,600+ after each intake.

Review of officer and staff role profiles (subject to	Q4 2026/27	ON TRACK
budget)		

We have been working with Skills for Justice on an assessment of police officer role profiles and have now received a report from them. Next steps, and how long this exercise may take will depend on decisions made by the executive team once they have considered this report.

Review and agree purpose of MyCareer	Q2 2024/25	OFF TRACK
Take forward any recommendations/changes	Q4 2024/25	OFF TRACK

MyCareer – our performance appraisal system – has been in place for two full years and has been monitored on an ongoing basis for uptake, and improvement opportunities. Due to a number of interdependencies work on this has been slower than planned, but continues, to ensure it aligns with evolving plans for leadership development, and recommendations are being considered by the chief officer team. It is anticipated the decisions around the future of MyCareer will be made in quarter one 2025/26.



Appendix C

Police Scotland Strategic Dashboard

Quarter 4 2024/25

At a Glance - 2024/25 - Q4

Employees

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Hiring

Leavers

Availability

Training

Wellbeing

Officers FTE

16552.91

PQ 16,355.71 PQ 16,507.50

Police Hires

252

PY 200 PQ 255

Vol Leavers (Excl. Retirement)

119

PQ 117 PQ 114

Absence AWDL YTD WDL%

14.6 PY

PY 13.9 PY 6.7%

7%

Avg Training Days

4.82

PY 3.15 PQ 6.45

New Grievances Submitted

38

PY 23 PQ 28

Staff FTE

5279.54

PQ 5,183.69 5,156.25

Staff Hires

206

PQ 173

Turnover

1.26%

PY PQ 1.36% 1.18%

Cost of Absence

£21M

Completion Rates

90.85%

PY 91.86% PQ 88.65%

Assaults on Staff & Officers

1738

PY 1530

PQ 1613

Special Constable Nos

384

97 384 PQ 388 **Police Officer Promotions**

245

PY 215 PQ 63

Main reasons for leaving

Reason	POLICE	STAFF
RESIGNATION	66	42
RETIRAL	123	36
TRANSFER	11	

Abstractions Avg Remaining Hours

Officers - 69.39% Staff - 76.16% Attendance Rates

91.27%

PY 92.13% PQ 89.08%

RRRD Bank Balances

28,265

PY 39,261 PQ 33,128

Officer Post Occupancy Rate

97.16%
Police Staff Post Occupancy Rate

97.72%

Police Staff Promotions

66

PY 42 PQ 97

Exit Survey

39% Of leavers completed. % Employees on FWP 24.98%

PY PQ 23.45% 24.56%

OST Out of Card

15.00%

PQ 20.02%

 Officers
 Staff

 2195
 147

 PQ
 PQ

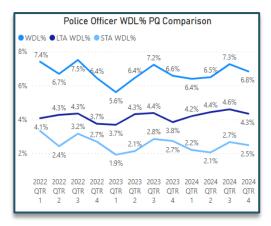
 2157
 124

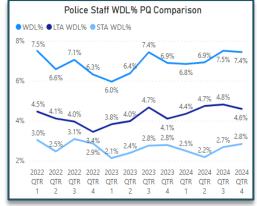
Duty Modifications

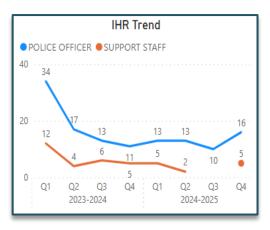
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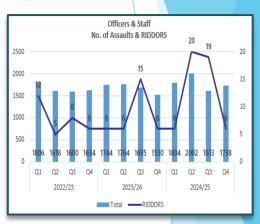
People Strategy Outcome 1 - We prioritise wellbeing and keep our people safe, protected and well-equipped

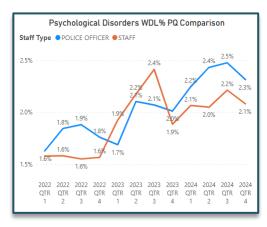
Key Data, Trends and Benchmarks

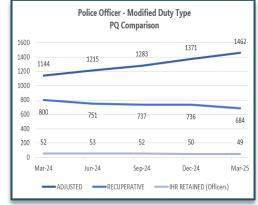


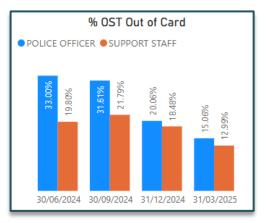












People Strategy Objective 1 - Insight, Analysis & Activity

One of the Chief Constable's top 3 priorities is to support our workforce's wellbeing. Absence levels impact the strength of our workforce.

Managing absence

This quarter records working days lost sitting at 7% organisationally, which is a 0.3% force wide average decrease in working days lost (WDL) in comparison to last quarter. This decrease is recorded in both short- and long-term absences and largely due to a 0.2% reduction in the long-term psychological disorders absences this quarter.

In quarter four, the top three reasons for long term absences (LTAs), for both officers and staff, are psychological disorders, musculoskeletal and miscellaneous. Respiratory illnesses represent the top reason for short term absences.

We continue to work tirelessly to help keep our people healthy, whilst managing absence robustly across the service to support those on sick leave. Work is progressing to develop a more detailed and analytical absence report which will be presented in due course.

Supporting our workforce's wellbeing

Our wellbeing and health & safety teams continue provide a suite of offerings to keep our people healthy and prevent ill-health and injury. We have invested almost £17 million over four years to support the health and wellbeing of our people. This investment has provided colleagues with an improved employee assistance programme (EAP) and new occupational health services.

In 2024/25, our occupational health service:

- received 5,833 referrals (for reports/reviews of complex cases/further medical evidence);
- provided 3,018 'fit for task' medicals (e.g. for work involving firearms, driving, diving, etc.);
- provided 1,450 assessments (night worker/hearing/psychological); and
- provided 1,418 recruitment medicals.

Our EAP helpline received 1,956 calls and its online portal was accessed 4,427 times. The EAP provided counselling services for 1,104 people. Counselling interventions appear to have led to positive improvements, with 86% of individuals showing an improved global distress score (GDS) from the first of their sessions to the last.

The quarter four Health and Wellbeing report at agenda item 2.1 provides substantive updates against key pieces of work **OFFICIAL**

People Strategy Objective 1 - Insight, Analysis & Activity contd.

Policy Prioritisation 2025/26

This year's policy prioritisation assessment has identified several areas for review and development to support the organisations commitment to fair work. We are working jointly with our trade unions and statutory staff associations to reach agreement on a set of enhanced family friendly and equality provisions. Item 3.2 provides details of the proposed policy prioritisation schedule as well as ongoing activity in relation to policy assurance.

We have capacity in 2025/26 to deliver between 10-12 procedure reviews which takes account of potential impacts from P&D restructuring, and commitments to support audit activity. We discuss our priorities frequently with stakeholders and update our review schedule accordingly. We are also exploring the use of technology to increase participation, capture lived experience and hone feedback. Furthermore, we have included recommendations from the independent review group and now ask specific questions as part of our consultation feedback to find out:

- to what extent policies are fair and clear, and that all relevant documents are accessible;
- to what extent any procedure shows our commitment to an inclusive culture, which is supportive and welcoming, where colleagues feel they belong and can be at their best; and
- to what extent contributors believe our procedures to be anti-discriminatory.

Supporting safe working environments and practices

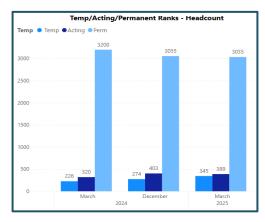
The number of assaults reported in quarter four has increased by 125 from the previous quarter. The average number of assaults recorded this financial year (1789.25) is higher than the average in the previous two financial years. (+124.75 compared with 2022/23 and +106 compared with last year). The increased average across this year is largely driven by a spike in the number of assaults recorded in quarter two. Further detail on this will be available in the Health & Safety Report at agenda item 4.1.

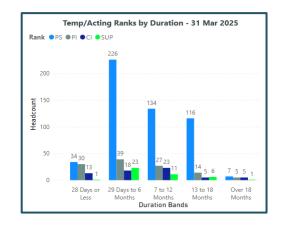
Officer Safety Training (OST)

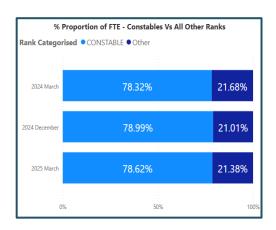
The percentage of officers and staff with their OST expired has reduced to its lowest point of the year with a 5.02% reduction in comparison to last quarter. This is due to the strategic oversight and management through our people board, and their decision that, as of 1 March 2025, any officer or police staff member who has failed to recertify in the preceding 12-month period will have their authority to deploy in an operational capacity withdrawn.

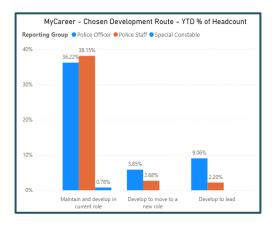
People Strategy 2 - We support our people to be confident leaders, innovative active contributors and influencers

Key Data, Trends and Benchmarks











People Strategy Objective 2 - Insight, Analysis & Activity

Our people are the driving force behind the success of policing in Scotland. Our people work in high pressure, dynamic environments where they need to demonstrate leadership and sound judgement in challenging circumstances. We understand that keeping our managers fully trained and developed in terms of people skills is of great importance to ensure effective management of our workforce.

Your Leadership Matters (YLM)

YLM phase two continues, concluding quarter two 2025/26 having already been delivered to around 3800 first-line leaders across the organisation. To date, 84% of survey respondents agree they understand what is expected in role modelling the YLM leadership behaviours. Almost three-quarters of respondents agreed that they can apply what they have learned.

Police Management Development Programme (PMDP)

Phase one of the programme, for sergeants and staff equivalent concluded quarter four 2024/25. Recent evaluation data showed:

- 87% of respondents believe the training is relevant to them and their role.
- 85% of respondents believe they will be able to apply the skills, knowledge, and understanding.
- 71% of respondents say they feel more confident and competent after the training.
- 68% of respondents would recommend the course to a colleague.

Phases two and three will continue into 2025/26 and 2026/27 and will be for different clusters of ranks, and staff equivalents.

MyCareer

MyCareer, our performance appraisal system, has been in place for two full years and has been monitored on an ongoing basis for uptake, and improvement opportunities. Due to a number of interdependencies work on this has been slower than planned, but continues, to ensure it aligns with evolving plans for leadership development, and recommendations are being considered by the chief officer team. It is anticipated key decisions around the future of MyCareer will be made in quarter one 2025/26.

People Strategy Objective 2 - Insight, Analysis & Activity

National Mentoring Programme Review

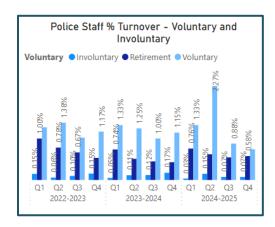
The national mentoring programme was originally implemented in 2018. This review was commissioned to ensure the programme continued to be relevant as an agile development tool. The review started in autumn 2024 and proposals were tabled in April 2025 and approved by force executive.

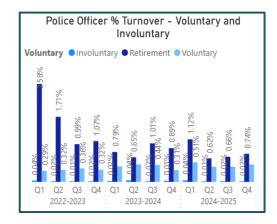
With the review complete, a refreshed programme will re-launch in quarter two 2025/26. Benefits will include:

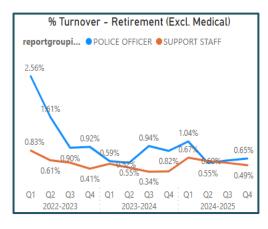
- a clearer communication and understanding of what mentoring is, who it is for, and how it works;
- increased mentoring capability by opening opportunities across the whole organisation;
- · increased participation in mentoring;
- more effective mentoring relationships through improved selection processes for both mentors and mentees; and
- better identification of the right matches for mentoring relationships.

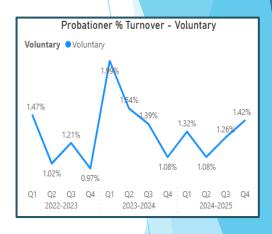
People Strategy Outcome 3 - Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging

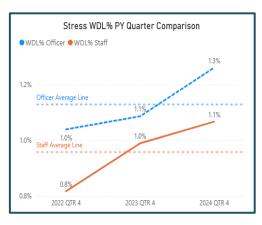
Key Data, Trends and Benchmarks

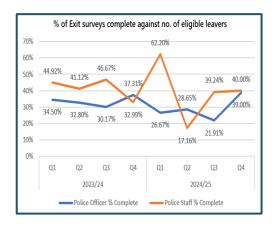


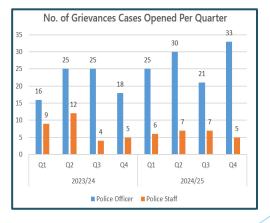












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People Strategy Objective 3 - Insight, Analysis & Activity

Police staff % voluntary turnover continues to trend downward and is at its lowest point when compared to the previous two years. The fall in voluntary turnover from last quarter is a result of fewer leavers in the 'police staff transfer to police force' category. Police officer turnover remains at a similar level as quarter three for all leaver types.

The % of working days lost (WDL) related to stress sits at 1.3% for officers in the current quarter. Looking at the trend over the same quarter in previous years, the % WDL has been increasing over time, increasing by 0.2% compared to the same time last year. A similar trend is recorded for police staff with year-on-year increases, and a 0.1% increase in comparison to last quarter.

The % of exit surveys completed has continued to increase for police staff this quarter by 0.76%. There has been a significant increase in police officer engagement which has increased by 17.09% increase this quarter. The 39% police officer engagement rate this quarter is the highest of any quarter in the last two years.

Grievance resolution and mediation

In quarter four, 38 new grievance cases were reported, 33 of which were raised by police officers and 5 by police staff. At the end of quarter four, we have 27 trained mediators and a caseload of 19 mediation referrals representing and 16% increase on the previous year. However, we recognise this quarter has the highest number of grievances raised within the last two years.

We continue to adopt and promote a number of interventions to improve grievance handling and outcomes for the organisation and our people, including the Creating a Positive Workplace initiative. Key changes in policy, procedure and approaches have been previously reported to members and we are taking additional steps to enhance their impact including:

- Mediation to be considered in the first instance when a grievance is raised, individual(s) will be asked to consider mediation in the first instance with supporting contact and material to outline its benefits.
- Creating a Positive Workplace / Resolving workplace issues sections within People Management Development Programme (PMDP) to be reviewed to enhance knowledge and understanding of our mediation facility. We will explore the introduction of an additional section focused on handling challenging conversations.
- The Police Leadership Development Programme (PLDP) will be updated to mirror the PMDP in relation to grievance and mediation content.
- A standalone module on grievances and workplace issues will be included within the Senior Leaders PMDP which is currently in development. This module will include a mediation focus as well as a conflict resolution strategy and training on handling grievances and grievance appeals.



People Strategy Objective 3 - Insight, Analysis & Activity

Policing Together

On 16 April 2025, the Supreme Court delivered a ruling that the legal definition of a woman, for the purposes of the Equalities Act, is based on biological sex.

Police Scotland had already established a review to consider the terminology and recording practices we use to collect and record sex and gender data and recommend improvements. This review was also considering our guidance, policies and procedures within our organisation, to ensure that they are aligned to our values, comply with equality, human rights and data protection laws and meet our operational requirements.

This important review work will now also consider the Supreme Court judgment as well as revised national guidance and updates to the Equalities and Human Rights Commission's Code of Conduct. We, like many other public bodies will need time to consider the full implications of the court's decision and we will continue to engage with a range of stakeholders, associations and legal experts throughout the course of our ongoing review.

The wellbeing of all our people is of the utmost importance and we are reminding colleagues impacted by this decision of the support available to them through line management, staff associations and trade unions as well as our 24/7 EAP.

Revised Joint Equality Outcomes

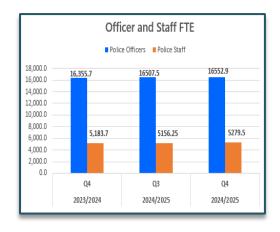
Our force values of integrity, fairness and respect and upholding human tights remain central to all our decision making and on 30 April 2025, we published our employment equality outcomes:

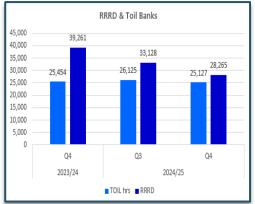
- By 2029, minoritised groups are better represented in policing, have an improved colleague voice and our decisions are informed by workforce data and insights.
- By 2029, minoritised groups have an improved colleague experience through the enhanced equality, diversity and inclusion (ED&I) knowledge, skills and behaviours of our leaders.
- By 2029, minoritised groups have their needs met more proactively through improved accessibility, flexibility, and resources.

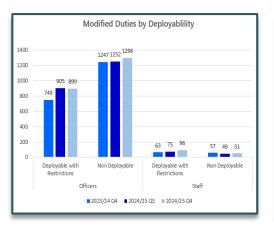
These were drafted based on findings from our research and engagement with key stakeholders. This work ensures that Police Scotland and SPA are working towards the same equality, diversity and inclusion (ED&I) priorities and outcomes across policing in Scotland. It also means that we are meeting the legal requirement to publish a set of equality outcomes at least every four years and report progress every two years.

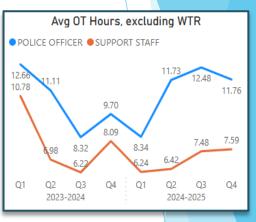
SWP Outcome 1- We design our organisation and organise our workforce to create capacity and efficiency

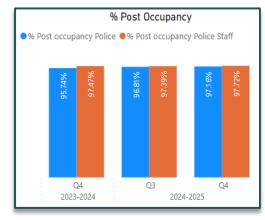
Key Data, Trends and Benchmarks

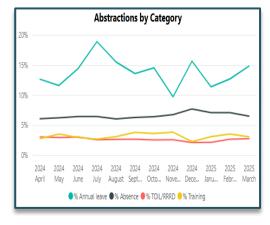


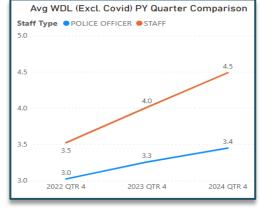


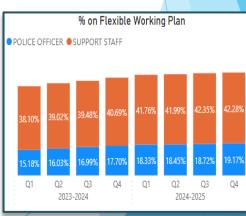












SWP Outcome 1 - Insight, Analysis & Activity

Police Scotland operates in a challenging, and often uncertain, external environment which places significant pressure and demand upon our people and resources. As such, it is crucial that we design and organise our workforce to create capacity and efficiency.

Through our organisational three-year transformation roadmap known as 'Operation Evolve', we continue to drive a comprehensive and coherent programme of work to implement and embed our target operating model (PS-TOM). The PS-TOM was approved by the chief constable in December 2024 and is now published on the service intranet where it is supporting change and decision making at an organisational and local level. We now move towards an implementation phase where business areas are developing their local TOMs in alignment with the overarching PS-TOM.

'Time off in lieu' (TOIL) & 're-rostered rest-days' (RRRD)

The graphs in slide 12 show that both TOIL & RRRD banks have decreased in comparison to the previous quarter and quarter four of the previous year. This is partly attributable to revised management of RRRDs to ensure that all re-rostered rest days are now managed in line with Regulations, meaning that they must be re-rostered within 4 days. There are also Op Evolve / Force Mobilisation projects being delivered which will directly and positively impact on TOIL and RRRD as they are implemented.

Force Mobilisation Project - Body Worn Video Camera

Police officers equipped with body worn video cameras were on duty in Tayside on 26 March 2025, signalling the start of an 18-month national roll out across Scotland. Around 750 Tayside (D) Division officers, including road policing officers and dog handlers have been equipped with the new devices. The equipment can help to de-escalate incidents and improve public trust in policing, but it will also improve the quality of evidence presented in court to deliver faster justice for victims and reduce time spent at court for victims, witnesses and police officers.

Force Mobilisation Project - Seven Day Shift Pattern

The phased, formal consultation on the seven-day shift pattern (7DSP) to support the Force Mobilisation Model (FMM) has begun with officers from Operational Support Division (OSD). The consultation, which is being facilitated by the Scottish Police Federation (SPF) began on 10 March and concluded on 18 April. This was followed by a two-week review of the consultation to assess feedback.

It is anticipated that the 7DSP will go live for OSD officers in early June. The aim is to improve service to local communities and improve officer wellbeing through reducing the impact of cancelled rest days.

SWP Outcome 1 - Insight, Analysis & Activity

Ensuring our officers with duty modifications are meaningfully deployed

In order to ensure we have a flexible and agile workforce that operates to create capacity and efficiency, we continue to manage individuals who require modifications to their duties in a way that meets the needs of both the individual and the organisation.

Slide 12 shows the number of non-deployable officers and staff on modified duties have increased by 44 and two respectively compared with the previous quarter. This can be attributed to a variety of issues such as aging workforce, movement of officers from deployable with restrictions to non-deployable due to further health deterioration and impact of NHS waiting times to provide the officers with corrective surgery.

Whilst we recognise the increase, over the last quarter, approximately 520 officers were recorded as requiring some sort of modification, however, the net increase is only 44 officers categorised as non-deployable. The physical demands, short term injuries, changing requirements of support, demonstrate significant movement in this space, whereupon the majority of officers are returned to duty.

In addition, the impact of Force Mobilisation Model is now starting to surface, where officers in anticipation are now seeking to be categorised with a modification to accurately reflect their current situation.

Our work to strengthen frontline policing is also being supported through a review of officer role profiles to redeploy officers to roles which make best use of their training, knowledge and skills. A consultancy firm (Skills for Justice) has been appointed following a procurement exercise and are now working to develop a suite of police officer profiles. The next steps include role templates being reviewed and people and development engaging with divisions for them to identify the key skills that are related to policing establishment.

Civilianisation

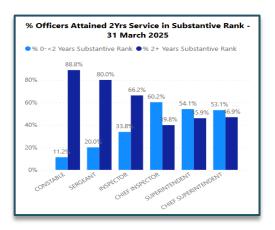
Work has continued this quarter to civilianise Contact Centre, Firearms Licencing and Investigation roles which will release officers from these roles back to front line policing roles. We are recruiting for police staff in firearms licensing, which will release 32 police officers back to local policing. We plan for a further uplift of 30 police staff in the future, and further remodelling of the function. At the end stage, we should release 58 dedicated and approximately 300 non-dedicated police officer firearms enquiry officers from the function, in a phased approach.

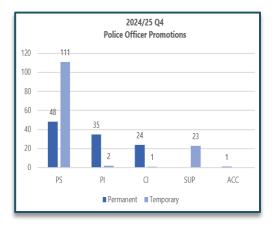
We are also carrying out a rebalancing of the workforce mix within our contact centres. Phase one (replacing 25 constable posts and 10 sergeant posts with 25 staff posts) was completed this quarter. It is expected that phase two (replacing a further 50 constables and 20 sergeants with 50 staff posts) will be complete by quarter four 2025/26.

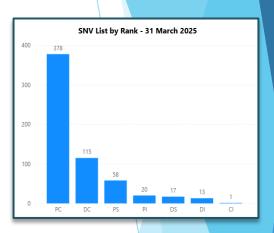
SWP Outcome 2 - We are clear on the skills, capabilities and experiences we need

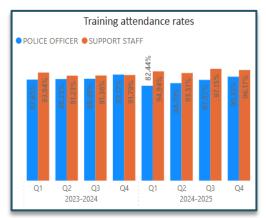
Key Data, Trends and Benchmarks

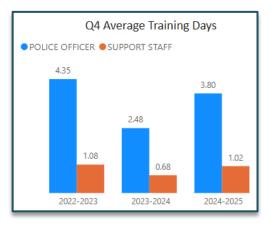


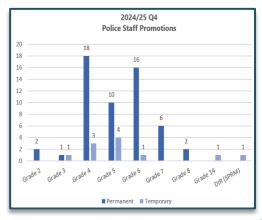












SWP Outcome 2 - Insight, Analysis & Activity

We are continuing to evolve the skill profile of our workforce to ensure the organisation has the skills, capabilities and experiences needed now, and those we can predict we will need in the future. We are doing this by working in collaboration with colleagues, trade unions, and our staff associations, ensuring we have clarity on the skills required for our organisation. Police Scotland continues to deliver a significant agenda of organisational training and development across both officers and staff, and we have considerably accelerated our investment in our leaders.

On slide 15, our quarter four data shows the average number of days training (including online training) for police officers and staff has increased when compared to the same quarter last year. For police officers, they have risen by 1.32 days (65%) and by 0.34 days (67%) for police staff.

Training attendance rates for police officers have been trending upwards across the year. While acknowledging a slight dip in rates compared with the quarter three, officer training completion rates have improved significantly in comparison with the same time last year (+4.18%). Police staff training attendance rates are slightly down on the previous quarter (-0.98%) but have increased significantly compared the same period last year (+4.38%). Training completion rates for police staff have trended upwards throughout the year from 82.04% in quarter one to 89.85% this quarter (+7.81%).

Training and development which reflects future skills need

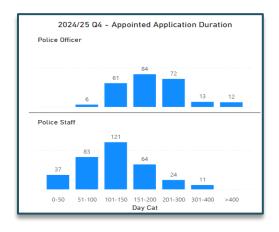
A three-year learning and development plan has been developed to replace the draft Learning & Development Strategy. The plan focuses on the underpinning infrastructure rather than front end delivery of L&D products. Priorities within the plan are:

- structure;
- governance and prioritisation;
- · protected time for learning;
- role requirements;
- virtual instructor-led training;
- and a continuous professional development (CPD) platform.

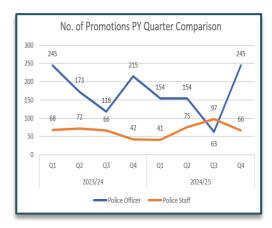
The first two priorities have been the main area of focus this financial year, with recent approval to progress implementation of a centralised training function and enhancement of governance processes to support this. Most activity will take place in years two and three.

SWP Outcome 3 - We attract and retain suitable talent

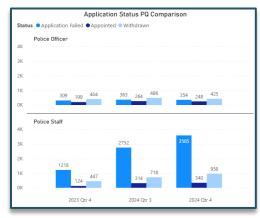
Key Data, Trends and Benchmarks



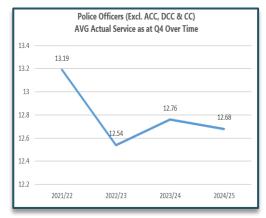


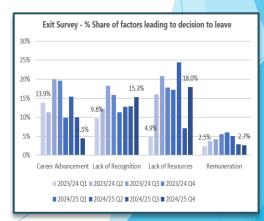












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SWP Outcome 3 - Insight, Analysis & Activity

Slide 12 shows that both officer and staff FTE is at its highest point when compared against the previous quarter and quarter four of the previous year. The arrival of 252 probationers since last quarter has increased officer numbers by 45.5FTE and staff have increased by 123.25 FTE in comparison to the previous quarter.

The majority of staff recruits this quarter are to our finance and ICT departments within Corporate Services however, 12 police staff have been recruited to Safer Communities & Scottish Violence Reduction Unit subdivisions within Policing Together division. Their support will help us to deliver an approach to mental health distress and crisis that provides people in need with the right support from the right agency, at the right time.

Increasing our candidate pipeline

In September 2024, we launched our new recruitment brand with the core message 'A Job Like No Other'. This has been supported with a range of officer-led videos telling stories of what made them decide to join Police Scotland along with improvements to our recruitment website.

The data below shows trends in relation to applications, with these currently tracking higher than 2023/24 when there was no advertising campaign, and at a similar level to 2022/23 when there was a marketing campaign.

Year	App	Per Day	Supported advertising
	nos.	Equiv	
2022/23	3,841	10.52	National advertising campaign
2023/24	3,189	8.74	No advertising campaign
2024/25 Q1	901	9.9	No advertising campaign
2024/25 Q2	960	10.5	National Advertising campaign
2024/25 Q3	945	10.4	National Advertising campaign

Work is now focused on developing an employee value proposition (EVP) which will emphasise the benefits, rewards and job satisfaction elements of working in Police Scotland in our communications. It will also provide clarity on both salary and pensions benefits.

Recent reporting to people committee, in February 2025, illustrated an increased proportion of applications from black and minority ethnic (BME) and disabled candidates when compared with the previous two years, which demonstrates that our Positive Action Team is having a positive impact across protected characteristics. Applications rates from an equality, diversity and inclusion perspective are outlined in the next slide

SWP Outcome 3 - Insight, Analysis & Activity

	22/23	23/24	Current Year
Female	31%	30.6%	29%
BME	4.9%	5.7%	6.9%
WME	5.4%	6.9%	5.8%
Disabled	2.8%	3.5%	3.9%
LGBO	8.76%	7.9%	7.5%

There will remain a continued focus on the attraction, engagement, support and encouragement of female candidates, acknowledging applications from female candidates is proportionately down on previous years. The recruitment team will also continue to provide consistent and meaningful engagement and implementation of reasonable adjustment considerations to potential candidates, where appropriate.

As shown on slide 17, for applications appointed within the current quarter, most appointed police staff applications took less than 150 days until appointment. In contrast police officer recruitment, which is typically a longer process, an application would typically take at least 150 days until an officer is appointed. The thematic report on Recruitment, Selection, Promotion and Succession Planning presented to committee members in February highlighted there are complex challenges with regards to vetting and medical referrals which impact on our time to hire. However, vetting staff levels have increased, and an independent review of medical standards has been carried out with improvement activity identified.

Promotions

Police officer promotions have increased significantly since the previous quarter (+182FTE since previous quarter). Sergeant promotions have largely contributed to this increase with 86 new Sergeants & 25 new Detective Sergeants. We are continuing to develop and improve our promotions process following the HMICS inspection into organisational culture and through listening to feedback from our people.

Two feedback surveys are in use, designed to gather feedback from assessors and candidates to understand their experience of the process. In response to feedback, we have delivered promotion workshops with senior leaders from across Police Scotland, along with Scottish Police Federation (SPF) and Association of Scottish Police Superintendents (ASPS) representatives. This has enabled us to discuss feedback around promotion and gather suggestions to improve candidate and assessor experiences. As a result, we are working on improvements including:

- introducing supporting officers to engage in the promotion process by establishing an intuitive and easily accessible intranet page. (To be launched later in 2025 following stakeholder engagement.)
- developing a new path to promotion, separate from our MyCareer appraisal system, to enable a streamlined promotion application process for candidates.
- amending the appeal process so that it aligns with the College of Policing's process.
- improving communications with senior leaders, managers, and stakeholders to help manage and set realistic expectations for applicants and candidates.



Appendix D

Agenda Item 2.1

Meeting	SPA People Committee
Date	29 May 2025
Location	Webex
Title of Paper	Q4 2024/25 Wellbeing Report & Action Plan update
Presented By	Nicky Page, Chief Officer – Human Resources
Recommendation to Members	For Discussion
Appendix Attached	Appendix A - HWB Action Plan

PURPOSE

The purpose of this paper is to provide an update against the new Health & Wellbeing (HWB) plan for quarter four 2024/25.

The paper is submitted for discussion.

1. BACKGROUND

1.1 This paper presents a quarter four and year end overview of some of the most prominent actions within the Health and Wellbeing (HWB) action plan (Appendix A) as approved by the People Committee in November 2024.

Health and Wellbeing Programme Approach

1.2 The HWB action plan takes a proactive, preventative and personcentred approach towards the health and wellbeing of our workforce. The approach intends to understand and consider the needs of our people, ensuring that we don't only engage with our people in reaction to a wellbeing issue (undo), but that we make an impact in terms of prevention and mitigation of factors. Timelines have been added against each action area below indicating when key activity will be progressed.

2. HEALTH AND WELLBEING ACTION PLAN UPDATES

Health and wellbeing goal - Improve workforce mental health and reduce suicide

Workforce mental health and suicide prevention action plan (Q2 – 25/26)

2.1 The development of a workforce mental health and suicide prevention action plan will be a key focus in 2025/26 and will aim to connect the work in this space throughout the organisation. At present we are undertaking a mapping exercise which helps us to recognise the existing work in this space and explore how potentially this work can be aligned to greater effect. We are also working with colleagues internally to update and enhance wellbeing content that exists in current learning programmes throughout PS/SPA. This is an ongoing/long-term piece of work but will ensure a well-considered, relevant wellbeing curriculum for officers, staff and those who are line managers to support them in undertaking their roles.

<u>Lifelines Scotland (Ongoing)</u>

2.2 There are currently 106 facilitators with 100 of these fully signed off by Lifelines Scotland to deliver, the remaining 6 are in the process. The Scottish Ambulance Service (SAS) and Scottish Fire and Rescue Service (SFRS) have agreed to part fund website and facilitator assurance for financial year 2025/26 and we are in the process of

- putting into place a memorandum of understanding to support facilitator delivery in 2025/26.
- 2.3 The Lifelines Scotland Facilitators programme continues to be rolled out and currently has a reach of c.3687 people (Modules 1-5 = 2350 people / Module 6-9 = 1337 people). As of November 2024, completion of the training is now recognised within our staff and officer SCOPE records.
- 2.4 Since the September 2024 probationer intake, all probationers receive the Lifelines Scotland input, to coincide with becoming operationally live. This is delivered in-house by our probationary training facilitators.
 - Wellbeing Champions Network (Ongoing)
- 2.5 At present we have 232 wellbeing champions within our network. Throughout the year this has decreased from approx. 248 through retirement and officer or staff relinquishing the role due to capacity. However, we are maintaining our aim of a network headcount of one champion for every 100 colleagues.
- 2.6 We continue to implement a structure of continuous personal development for champions with monthly themed sessions, these have included Police Care UK, See Me Campaign, PSD Investigation Feedback Guidance, Vivup Employee Assistance Programme, LGBTI Ally, Optima Health Occupational Health contract, Your Voice Matters, mediation, Police care UK, stress awareness and resilience and the Police Treatment Centre.
- 2.7 The champions activity tracker, which is our commitment to explore how we can provide greater feedback and evaluation on the roles of the champions throughout our organisation, continues to provide us with insight and trends emerging throughout the force. These have consistently included mental health issues, service provision and force mobilisation.
- 2.8 The tracker also allows us to track champion activity within their areas and we can see that many are failing to engage in the completion of the monthly tracker and to commit to the core elements of being a champion as outlined below i.e. there were 54 submissions in April out of 232 Wellbeing Champions at that time.
 - Protected (paid) time of up to 4 hours per month for each Champion to undertake their role.

- Committing to 3 pieces of wellbeing work conducted over a 4 month period to continue in the role of a Wellbeing Champion.
- 2.9 The 12-month network review mark is approaching at which point we will return to the Finance and People Board with a full overview of the network and proposals for the future.

Police Traumatic Events Checklist (Q4 – 25/26)

2.10 We have held initial discussions, both internally and externally, around the implementation and development of the Police Traumatic Events Checklist (PTEC) for Police Scotland and this will be a key focus in 2025/26. PTEC can empower individuals to self-reflect on the common ground of their most vulnerable and resilient moments in a fresh and honest way. PTEC may also bring new organisational insight into the reality of trauma load and the risks to psychological resilience that come with specific roles.

Trauma Risk Management (Q2 - 25/26)

2.11 We will undertake an in-depth review of our support provisions in relation to trauma (including TRiM) to ensure we have appropriate and effective support mechanisms in place. This will be a focus of Q2 25/26.

Your Wellbeing Assessment (Q3 – 25/26)

- 2.12 Your Wellbeing Assessment (YWA) a confidential screening tool (an MOT, but for our mental health) has now been shared with all officers and staff across the organisation. YWA was re-viewed and re-designed by Optima Health for 2025. The reminders & the redesigned questionnaires were e-mailed to all officers & staff between 6 February and 3 March 2025.
- 2.13 The objective of the assessment is to, with consent, put in place support, advice and guidance before an individual may realise that they need it. The assessment will be reviewed by a member of Optima Health's mental health team. The questions asked are to enable the mental health clinician to spot the early signs of potential difficulties before they become problems. During quarter four a total of 887 assessments were reviewed with the opportunity for onward routing to counselling, cognitive behavioural therapy (CBT) and eye movement desensitization and reprocessing (EMDR) support where appropriate.

Collaborate with Health & Safety (Q2 - 25/26 and then ongoing)

2.14 We are currently working with health and safety to explore our organisational approach to health surveillance with a specific focus on audiometry. Health surveillance is a way to monitor employee health and detect early signs of work-related ill health. Any health surveillance programme would support our current fitness for task medicals. We will return to the Board at a future date with a proposal in this space.

Health and wellbeing goal - Set strategic direction for health and wellbeing which is equitable, evidence informed and evaluated

The National Police Wellbeing Service (Oscar Kilo) Collaboration (Q1 -25/26)

2.15 The National Police Wellbeing Service (Oscar Kilo) collaboration memorandum of understanding has now been approved by information assurance and information security and is now with Oscar Kilo for final review and sign off. The next step is to meet with Oscar Kilo colleagues to agree a delivery plan for the next 12 months with a particular focus on the Blue Light Wellbeing framework.

People Strategic Plans (Q1 – 25/26)

2.16 People strategic plans have been developed in collaboration with our People Partners. They contain specific wellbeing measures for local leaders to commit to and be held accountable for. These plans are out for consultation and it is anticipated that these will be implemented in line with the People and Development restructure.

Health and Wellbeing Governance Board (Q4 - 24/25)

2.17 A review of the purpose and impact of the Health and Wellbeing Governance Board has taken place. Health and wellbeing will report into the newly merged Finance and People Board with health and wellbeing now a standing item on the Boards agenda.

Health and Wellbeing Communications and Engagement (Q3 – 25/26)

2.18 The team recently attended a number of events including the Scottish LGBTI Police Association AGM as well as events set up by Policing Together and Professional Standards to deliver a health and

wellbeing workshop to those in attendance. The workshop aims to develop understanding of health and wellbeing, the influences and determinants of health and wellbeing and how we can all take positive action to support not only our own health and wellbeing but that of our colleagues and teams.

2.19 The health and wellbeing intranet site has been reviewed and is now a reliable source of information. We have been tracking the usage of the site over the last 12 months with 102,000 hits during this time. The most popular areas of the site include Employee Assistance Programme, Occupational Health (over 10,000 each) and the wellbeing champions site (over 5,000). These insights are enabling us to continually evolve and improve the site. A new look and improved content will be launched in the coming months.

Your Voice Matters 24/25 - WHO-5 - Reporting on the World Health Organisation Wellbeing (WHO) Index (Q2 - 25/26 and ongoing)

- 2.20 Health and wellbeing contributed to the design of the survey and the WHO-5 index questions were included as investigating the wellbeing of colleagues who completed the workforce survey is crucial in planning and shaping our health and wellbeing programme to support our colleagues' needs.
- 2.21 General wellbeing was measured by how colleagues felt during the past two weeks, in line with the WHO criteria. As a guide, a score of above 52% is considered a good wellbeing score. Police Scotland's score at present is 46%, median 48%, which further highlights the importance of the health and wellbeing action plan and our commitment to deliver on each aspect.
- 2.22 When looking deeper at all respondents to the survey (n = 10,613), there were similar levels across several of the WHO-5 questions. Most notably, though, was that only a third (31%) of all respondents identified that they had woken up feeling fresh and rested more than half the time in the past two weeks. The chart below provides an overview of responses across the WHO-5 index.



2.23 We have also found that there are mixed feelings across all the wellbeing aspects assessed within the survey, with around half feeling well and positive more than half of the time. The lowest scores for this relate to having support to rest and recharge and being able to reflect on the impact of my role.

YOUR WELLBEING: INDEX SCORE		
Have access to appropriate uniform	78%	High
Have support from my supervisor/line manager	77%	High
Have the correct access to digital/tech that I need to do my job	70%	High
Feel safe and protected at work	70%	High
Get the breaks that I need	56%	Moderate
Have support in achieving a better work-life balance	52%	Moderate
Talk about how I'm feeling with a colleague	52%	Moderate
Have the support to rest and recharge from the demands of my role	48%	Low
Reflect on the impact my role could have on me	47%	Low

Health and wellbeing goal - continuous improvement of the delivery and effectiveness of wellbeing services and corporate functions

<u>Develop Neurodiversity Offering (Q2 – 25/26)</u>

- 2.24 We are currently working with our occupational health provider to review our current neurodiversity support offering to ensure that it is fit for purpose and adequate in relation to this ever-growing demand. We are actively linking in with the neurodiversity strategic oversight board on the development of this area.
- 2.25 The negative impact of the ongoing challenges and delays we face due to the Department of Work and Pensions, Access to Work programme is being felt across the organisation and has led us to

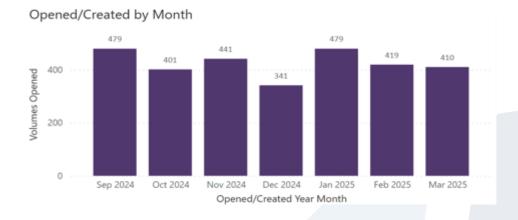
raise this as an organisational risk. We are progressing work to review and provide recommendations for the future of this process.

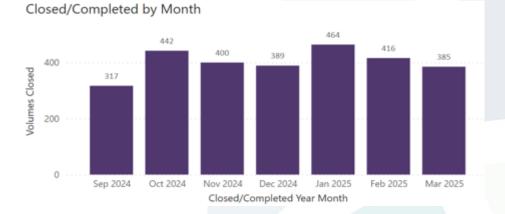
<u>Continuous review and development of the IHR/IOD processes</u> (Ongoing)

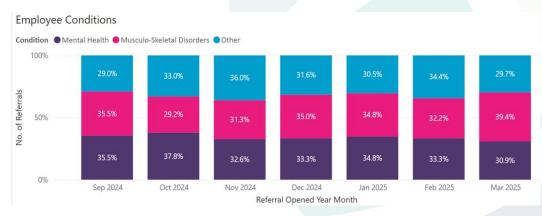
- 2.26 Further to recommendations 5.2 and 5.3 of the internal audit of ill health retirement and injury on duty carried out by BDO, members are invited to note the feedback from the survey introduced for both processes and progress against the themes identified in the audit where negative experiences had been identified.
- 2.27 The internal audit of ill health retirement and injury on duty was approved by the Audit, Risk and Assurance Committee of the Authority on 7 November 2023. The audit made recommendations related to Police Scotland requiring to improve the analysis of feedback from participants in both ill health retirement and injury on duty processes.
- 2.28 The audit also recommended that from this feedback, lessons learned activity should be undertaken to analyse and address negative feedback and issues and provide an update to the people committee.
- 2.29 During the audit, BDO obtained feedback from a small sample of officers and ex officers put forward by the Scottish Police Federation (SPF), this highlighted of a number of areas of negative experience from both processes. This included lack of awareness of case progress, uncertainty about when to expect updates or who to contact for updates as well as lack of information in documentation, especially regarding rights of appeal.
- 2.30 Police Scotland and the SPA had already identified changes to approaches in relation to support and contact for participants in these processes. Changes included nominated case advisors for support through these processes, including the offer of an initial meeting to makes agreements on the timing and format updates to the individual's case.
- 2.31 To assist in fulfilling both recommendations 5.2 and 5.3, a survey for participants in both processes was created in March 2024. Survey questions were focussed on enquiring about issues that had been provided to the auditors, specifically around support, progress updates and supporting documentation.

- 2.32 A total of 16 responses were received across the year which represents around 30% of the officers who have been through these processes since the survey was introduced in March 2024.
- 2.33 Members are requested to note that in response to question two 'Were you provided with details of your nominated Advisor who was supporting your case through the process?' 75% of respondents advised that they had.
- 2.34 Similarly for question three 'Did you have an initial meeting or communications with the Advisor at the beginning of the process?' 75% of respondents again advised they had. Whilst the rationale for those answering 'no' to both the name of the nominated support contact and this question is unknown Police Scotland, we will reaffirm with case advisors and case managers the need to ensure the now agreed approach is undertaken.
- 2.35 In response to question ten "Overall, how satisfied were you with the support you received during the process?" Members will note 75% of participants now reporting either being very satisfied, satisfied with or not dissatisfied with the support they received though either process.
- 2.36 There are some responses indicating significant dissatisfaction with support during these processes. We will look to find out further information regarding these issues and work with stakeholders including the SPF to identify any learning or change in practice required.
- 2.37 We will also contact those who report a negative experience where their details are provided to identify any remedial steps necessary. Results will continue to be reported as required to the people committee and updates along with any changes made to Ill Health Retiral and Injury on duty processes resulting from feedback.
 - Occupational Health (Ongoing)
- 2.38 Since 1 April 2024 we have had 5,833 touch points with occupational health through management referrals.
- 2.39 This year has seen a significant increase in the number of recruitment medicals with 1,418 delivered by the end of quarter four due to our increase in intake numbers.
- 2.40 Physiotherapy is also on the rise with 3,988 assessments and treatments sessions delivered this year.

2.41 The new 'My OH' portal was introduced at the beginning of September 2024. The portal hosts all occupational health related activity and provides us with a new level of data and insights via Power BI. An example of referral volumes opened and closed by month and employee condition is provided below.







2.42 A breakdown of overarching occupational health delivery is also provided below.

Occupational Health Description	Year 1 TOTAL (2024- 2025)
Referrals (OHA/OHP referral and report / review of complex case / Further medical evidence required / rejected referrals)	5,833
Recruitment Medicals (pre appointment assessment / F2F OHA assessment)	1,418
Fit for Task Medicals (Firearms/Driver Medical / HGV / Airside / Diving / Offshore)	3,018
Assessment (Night worker / Hearing / Psychological Assessment)	1,450
Pensions (SMP review, IHR /IOD)	847
Immunisations (Body Fluid Exposure Management / Hep A / Hep B / Tetanus / Blood Tests)	1,231
Physiotherapy (Assessment online/onsite / Treatment)	3,988
TOTAL contacts	17,785

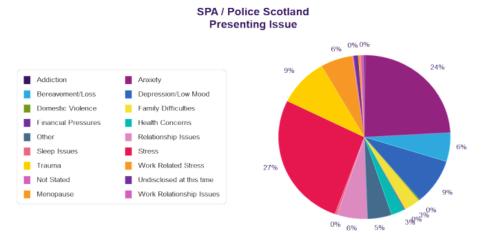
- 2.43 In relation to contract performance the areas of challenge across this year have been within the approach to recruitment medicals, delivery of occupational health reports and occupational health reporting content (modified duties and reasonable adjustments)
- 2.44 We, alongside our contract management colleagues, have been working with the provider to ensure positive action in these areas including:
 - Short life working group set up with recruitment and Optima Health with a review and improvement action plan in place.
 - Introduction of the 'My OH' portal, has improved timely delivery and efficiency of reporting.
 - People and Development have been working with the Senior Medical Director and the Clinical Lead at Optima Health to ensure the focus of reports is based on the 'Office of Constable' and the organisational demands.

Employee Assistance Programme (ongoing)

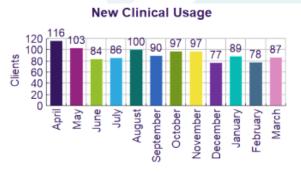
2.45 Since 1 April 2024 we have had 1,956 officer and staff contacts with the EAP service



2.46 The top three presenting issues are stress, anxiety and trauma / depression / low mood.

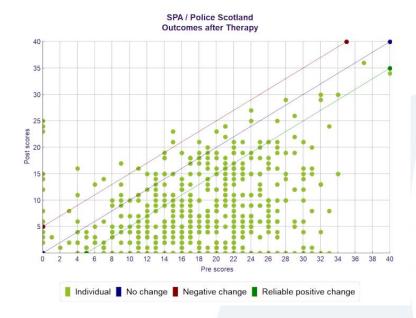


- 2.47 1,104 staff and officers advanced to the counselling service via the 24/7 helpline. 4,283 sessions of support have been delivered which vary from in the moment support via telephone to the virtual and face to face.
- 2.48 This support also includes more specialist support in the form of Pure CBT and EMDR with nearly 300 sessions delivered to officers and staff.

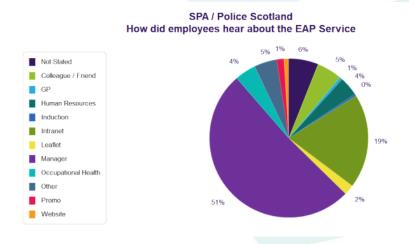


2.49 As of the end of March 2025, **86.01% of clients receiving** therapy were experiencing positive outcomes after the therapy.

Average Pre Score:	16.96
Average Post Score:	10.24
Average Change:	-6.72
Percentage of	
clients with	86.01%
improved scores:	



2.50 51% of officer and staff outlined that their line manager introduced them to the EAP.



2.51 In relation to contract performance the areas of challenge across this year have been in relation to telephone support service, the triage of calls, the provision of face-to-face counselling and the

timely response to complaints. We, alongside our contract management colleagues have been working with the provider to ensure positive action in these areas. This includes:

- The telephone and triage of calls are now all done in house and allocated staffing levels have been reviewed and increased.
- There has been a significant increase in the network of counsellors that can be utilised across to Scotland, this is now over 100. Police Scotland vetting have provided great support in the processing of applications.
- New update timelines introduced for all complaints, with individuals supported throughout the investigation until it reaches a conclusion.

Health and Wellbeing partner forum (ongoing)

- 2.52 Our partners are key in assisting us in how we support our officers and staff; not only as key allies in support of the health and wellbeing work, we do, but also in their own roles, providing support mechanisms and vital networks for our people.
- 2.53 It is essential that we have strong, positive links with these partners and maintain open communication channels to allow both sides to contribute to supporting the wellbeing of our people and to ensure joined up, collaborative relationships. It will also allow health and wellbeing to continue to improve engagement with officers and staff, as part of our action following on from the HMICS Frontline Focus Wellbeing Report (April 2024).
- 2.54 The health and wellbeing partner forum held its first meeting in November 2024. The first meeting was a positive and productive beginning to this community, with attendees agreeing to the draft common purpose: Working together to improve the health and wellbeing of everyone in PS and SPA. The terms of reference (ToR) and ways of working were agreed. In January 2025, the focus was on culture, and a follow-up meeting is to be confirmed in due course.

Health and wellbeing goal - develop a workforce who prioritise wellbeing

Police Scotland learning products contain consistent wellbeing messages (ongoing)

2.55 Work is being undertaken to develop a common thread of health and wellbeing content in all learning content throughout the

organisation. A summary of some of the ongoing activity is provided below:

- Health and wellbeing content in probationer training and unit 5
 (health and wellbeing) has been reviewed and new content planned,
 revised learning outcomes to be approved by SQA
- For managers, the eLearning HWB related content for the sergeant's diploma, Police Leadership Development Programme (PLDP) has been reviewed and improvements implemented.
- New HWB content for the newly promoted chief superintendent and superintendent learning programmes was piloted with c. 40 civilian investigators in early January 2025 and the first cohort of chief superintendents and superintendents in February 2025. This content is now expanded and part of the first session for each of the future cohorts of learners. Plans for Level 3 evaluation are being developed with leadership and talent colleagues.
- Senior Investigating Officers (SIO) course review is also underway.
- Staff induction HWB content has been updated.
- Health and wellbeing content in probationer training and unit five (health and wellbeing) has been reviewed and new content is now in place. Revised learning outcomes will require approval by SQA.
- For managers, the eLearning HWB related content for the Sergeant's diploma has been reviewed and requires SQA approval to make major changes.
- New HWB content earmarked for the newly promoted Chief Supt and Supt learning programme was piloted with c. 40 civilian investigators in early January 2025. Plans for evaluation are being developed with leadership and talent colleagues.

3. FINANCIAL IMPLICATIONS

3.1 There are financial implications associated with this paper, as more investment is needed which allows for the development of the various projects and the further integration and mainstreaming of wellbeing across the organisation in a meaningful way.

4. PERSONNEL IMPLICATIONS

4.1 Health and wellbeing resources and expertise will be required to achieve the plan.

5. LEGAL IMPLICATIONS

5.1 There are legal implications associated with this paper in that Police Scotland requires to be compliant with the Health & Safety at Work Act 1974. There is direct correlation between an individual's wellbeing and their working environment. We must do everything reasonably practical to provide a safe and healthy workplace for our people.

6. REPUTATIONAL IMPLICATIONS

6.1 There are reputational implications associated with this paper in that if Police Scotland/SPA do not continue to prioritise the wellbeing of our people, then staff morale and public perception may be negatively affected.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications associated with this paper.

8. COMMUNITY IMPACT

8.1 There are no community impacts associated with this paper.

9. EQUALITIES IMPLICATIONS

9.1 We will continue to work closely with our ED&I colleagues within the department to ensure all equalities are considered throughout our work, and when required we will complete the necessary EQHRIA process.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications associated with this paper.

RECOMMENDATIONS

Members are requested to:

Discuss the information contained within this report.



Health & Wellbeing Action Plan

HWB Goal	HWB Objective	Evidence / Measures	Time scales	HWB Action	HMICS Recom
Improve workforce Mental Health and reduce suicide Impact statement: Our people are valued	Develop MH informed workforce	WHO 5 wellbeing score. Workforce mental health and suicide prevention action plan production. Lifelines Scotland active facilitators and attendee numbers. Lifelines Scotland pre and	Q2 - 2025	Develop and implement an overarching workforce mental health and suicide prevention action plan. The plan would drive this agenda and aim to connect work in this space throughout the organisations i.e PPCW, LTD, L&T.	HMICS 1 & 7
and we have reduced the stigma of mental ill health Measure: WHO 5 wellbeing score		post session evaluation. Annual Lifelines Scotland Level 3 evaluation. Wellbeing champs activity tracker completion and thematic analysis.	On going	Develop and deliver the Lifelines Scotland Facilitators programme to expand the reach of the project, target to reach the whole workforce with crucial resilience, self-care, supporting colleagues and post trauma support training through a Police Scotland/SPA and peer support lens.	HMICS 6
improves, Benchmarking Framework Output.		analysis.	On going	Deliver an effective and evaluated HWB Champions network. Build on the existing Wellbeing Champions Network to foster a supportive, connected work environment, where 2 way communication is valued.	HMICS 2

Reduce the impact of exposure to trauma	Trauma tracker in place and used by Line manager. % of referrals to EAP post trauma exposure. TRiM referral volumes, active assessors and coordinators. Pre and post TRiM intervention outcomes.	Q4 - 2026 Q2 - 2025 and then ongoing	Scope out and develop a systematic approach to managing wellbeing to ensure that following injury, assault or exposure to trauma in the workplace, people are given appropriate and timely professional support. Approaches to consider include the development of trauma tracker, using PTEC ((Police Traumatic Events Checklist from PCUK), to enable line managers to monitor and take action. Deliver effective and evaluated Trauma Risk Management service building on the existing programme.	HMICS 2
Develop understanding of impact of operational pressures	WHO 5 wellbeing score. Uptake of wellbeing and resilience assessment. Outcome pre and post assessment.	Q3 - 2025	Develop innovative approach to wellbeing and resilience assessments, Approach to be informed by a full review and evaluation of the existing measures in place. Approaches to consider the National Police Wellbeing Service's (NPWS) approach of using bespoke psychological questionnaires and structured interviews for screening individuals in high-risk policing roles as a commendable practice	HMICS 2
		Q2 - 2025 and then on going	Collaborate with Health & Safety to develop understanding and utilise the data and insights and connect agendas particularly in relation to the impact on wellbeing of "undesirable circumstances". Key aspect is to develop a pathway for highlighting issues.	HMICS 2
Reduce mental health stigma	Production of the communications strategy. Production of lived experience series.	Q3 - 2025 and then on going	Work to ensure can access the right help at the right time, through the development of a cohesive communication and engagement strategy for health and wellbeing. LINKS to F15	

			OFFICI		
		Engagement with communications through Google analytics data.	Q3 - 2025 and then on going	Produce a series of lived experience pieces with clear sign- posting and call to action	
Set strategic direction for health and wellbeing which is equitable,	Set strategic, evidence informed direction for WB nationally, to be delivered	WHO 5 wellbeing score. Annual benchmarking report. Production of HMICS improvement plan, HWB action plan and corporate people	Q1 - 2025 and then on going	Conduct scoping exercise and implement bench marking framework of ongoing reflection and iterative improvement via Oscar Kilo and the blue light Wellbeing framework	HMICS 1 8 2
evidence informed and evaluated	locally	plans. Accountability at local commander and	Q1 - 2025	Adopt and implement 'theory of change' methodology for individual streams of work with a focus on prevention which is informed by the people plan.	HMICS 1
Impact statement: Our people receive an evidence informed, consistent service		management level i.e. reporting on corporate people plans.	Q1 - 2025	Work closely with our People Partners on the development of the health and wellbeing aspect of the national corporate people plans. Providing Divisions and Departments with clarity on national health and wellbeing priorities and activities to be delivered and reported upon locally. Leaders are held to account through the governance structure in place to support the plan.	HMICS 1
Measure: Benchmarking Framwork Output.			Q4 - 2025	Review health and wellbeing governance boards structures and reporting of wellbeing actions to ensure equitable programme is delivered and leaders are held to account.	HMICS 1

Messaging on wellbeing is consistent and clear	Production of the communications strategy. Engagement with communications through Google analytics data. Engagement of health and wellbeing network i.e. Wellbing Champions, Lifelines Facilitators and TRIM team.	Q3 - 2025	Work to ensure people can access the right help at the right time, through the development of a cohesive communication and engagement strategy for health and wellbeing. To include the continued development of health and wellbeing intranet page, planning and delivering an annual health and wellbeing campaign calendar, promoting wellbeing through various initiatives such as Wellbeing Champions Network, roadshows, town hall events, world cafes, unconferences and other participatory methods for engagement and dialogue.	HMICS 7
		Q1 - 2025	Develop and implement a quality assurance procedure and process within HWB for all communications and messaging.	HMICS 7
		Q1 - 2025	Proactively manage organisational engagement opportunities, developing generic messaging for delivery by our advocates i.e. Wellbeing Champions, Lifelines Facilitators and TRiM team.	
		Q3 - 2025	Work with Corp Communications on monitoring the reach and impact of health and wellbeing communications	
Evaluate initiatives to understand what works and	WHO 5 wellbeing score is used and understood Health and wellbeing department to set	Q2 - 2025	Use Kirkpatrick model of evaluation of learning to demonstrate effectiveness in changing behaviour across all aspects of the health and wellbeing programme.	
how these are implemented equitably	organisational principles and approach for all health and wellbeing	Q2 - 2025	Upskill HWB team on evaluation planning and delivery	HMICS 2

		activity i.e joined up approach.	Q2 - 2025	Develop pulse survey to check subjective wellbeing	HMICS 2& 7
	Deliver efficient and effective	Performance management driven by	Ongoing	Develop and implement the My OH portal	
Continuous improvement of	OH service	KPI's and SLA's, to include: Number of referrals.	Q3 - 2025	Improve operational delivery and uptake wellbeing and resilience assessments	
the delivery and effectiveness of wellbeing		Assessment booking times. Report completion times.	Q2 - 2025	Develop person centred, sustainable, equitable and preventative neurodiversity offering	
services and corporate functions	Case closed/completed.	Ongoing	Continuous review and development of the IHR/IOD processes to include a deep dive in conjunction with SPA.		
Impact statement: Our service are effective and			Ongoing	Develop management information KPIs for performance management of OH supplier, implement feedback loop	
good quality, we get the right help to the right people at the right time	Deliver efficient and effective EAP service	Performance management driven by KPI's and SLA's, to include: Number of contacts.	Ongoing	Develop and implement the Employee Assistance Programme particularly the new stepped care model of support.	
Measures: we		New clinical usage. Support (and type)	Ongoing	Define and promote line management EAP referral pathway	
monitor and take action on feedback from our service users		delivered. Outcomes after therapy.	Ongoing	Develop management information KPIs for performance management of EAP supplier, implement feedback loop	
		WHO 5 wellbeing score Risk review completed,	Q2 - 2025	Conduct annual Business Continuity Plan review	

		external partners forum formed.	Ongoing	Manage, monitor and report on HWB risk with a clear/defined process for raising/reporting risks.	
			Q2 - 2025	Review wellbeing investigation / grievance process and guidance	
	Operate a well governed and		Q2 - 2025	Give consideration to potential to the development of a Workforce Wellbeing Network to include the TRIM team, Wellbeing Champs, Wellbeing SPOCs, Lifelines facilitators, H&S colleagues.	HMICS 2
	sale service		Ongoing	Manage external stakeholders and partners via an external partners wellbeing group/forum inc MoUs & delivery plans.	
			Q1 - 2025	Impact on wellbeing is considered and included in board papers	HMICS 5
Develop a workforce who prioritise wellbeing	Police Scotland learning products contain	WHO 5 wellbeing score Development and roll out of new content. PMDP, PLDP and YLM evaluation to include	Q1 - 2025	Work with Leadership & Talent (L&T) and Learning, Training and Development (LTD) to ensure that Police Scotland/ SPA's approach to managerial development in health and wellbeing is both effective and tailored	HMICS 6
Impact statement : Our	wellbeing wellbeing.	Ongoing	Influence HWB content in leadership and line manager programmes to include PMDP, PLDP and YLM.	HMICS 6	
people's wellbeing is			Ongoing	Influence HWB content in probationer training and build on the latest introduction of Lifelines Scotland to the training.	HMICS 6
protected by systems, culture			Ongoing	Influence HWB content in learning programmes such as tutor cops, detective training, roads policing etc	HMICS 6

and conditions which are designed to help	Collaborate across silos to improve wellbeing	WHO 5 wellbeing score Access to organisational (H&S, RDU, Estates) data to understand and influence 'organisational stressors'. Wellbeing mitigation implemented to new policies and considered at board paper stage.	Q2 - 2025	Work with Health & Safety and Your Safety Matters colleagues to take a data led approach to wellbeing and early intervention	HMICS 2
measure: WHO 5 scores increase			Ongoing	Work with RDU and Estates, identified as organisational stressors, to drive wellbeing as a priority within the strategic plans and delivery. RDU and Estates to lead on HMICS recommendations.	HMICS 3 &
			Q1 - 2025	Work in partnership with the Policy team to mitigate wellbeing impact, implement a wellbeing aspect to board papers	HMICS 5
			Q1 - 2025	Work with leadership and talent My Career colleagues to host and evidence wellbeing conversation. Consideration within My Career Phase 2.	HMICS 7

OFFICIAL



HEALTH & SAFETY

Health & Safety Board

Manager Report – Yearly report 2024/2025

Accident/Incident/ Near Miss



Health & Safety Dashboard

Report monitoring – Year end 2024-2025



H&S enforcement notices





Fire safety enforcement notices



No reportable incidents



Total Reports
8624
23/24 - 8545

Total RIDDOR
230
23/24 - 203

Breakdown of figures – assault figures

Total ASSAULT

5775

23/24 - 5567

Total RIDDOR

51

23/24 - 33

Total INJURY

1432

23/24 - 1409

Breakdown of figures – exc assault figures

Total ACCIDENT

2129

23/24 - 2055

Total RIDDOR

178

23/24 - 169

Total NEAR MISS

720

23/24 - 923

1. Report Monitoring

RIDDOR Reporting

The number of RIDDORs have **increased** by 55% on assaults in comparison to last years figures despite there only being 3.7% overall increase in reports of assault

Reporting figures

The highest number of accident reports are within the category **During Arrest/Custody** (see slide 9 for further breakdown)

Near Miss reporting

The number of near miss reports has **fallen by 22%** from last year. Near miss reporting is imperative to allow for continuous improvement and to prevent accidents from happening in future.

Data Scrutiny

There have been no obvious trends or patterns over the last 5 years

1a. Report Monitoring: RIDDOR Reporting

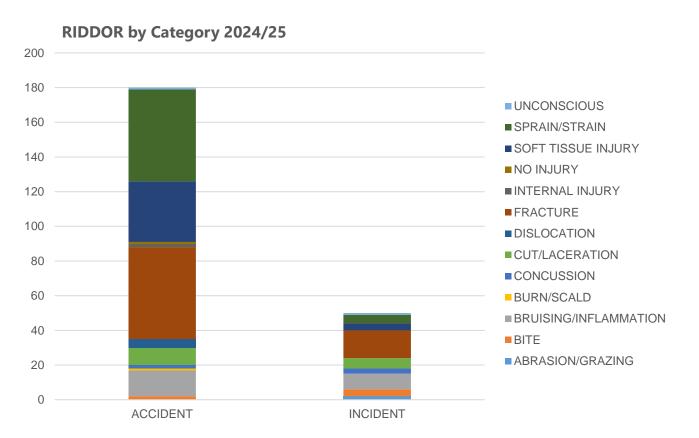
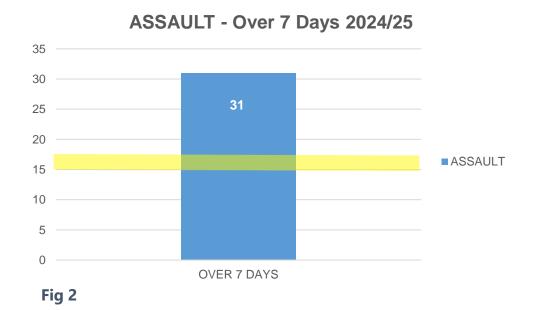


Fig 1

Fig 1 - gives an overview of the number of Accidents in comparison to Incident/Assaults over the last year.

Fig 2 and Fig 3 show the comparison of the number of assaults that result in an over 7-day absence and are reported to RIDDOR as such. This would suggest that the physical injury has been minor and did not meet the criteria for Specified Injury.

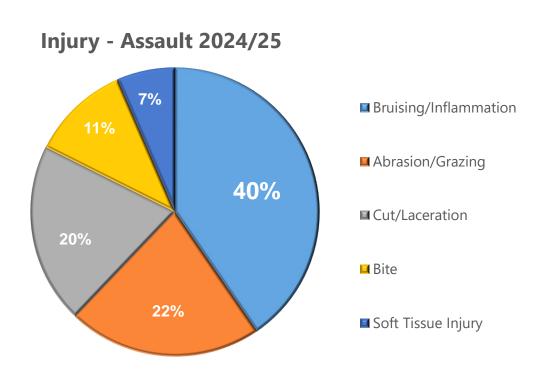
The yellow highlighted sections on the charts note the number that were significantly over the 7-day absence by over 21 days (**15 and 16**), despite there being only mention of a minor injury. This raises concern that these incidents may have culminated in psychological harm.





1c. Report Monitoring: Assault Reporting

Data & trend analysis – 2024/25 report



Total INCIDENTS

5775
2024/25
5567 - 23/24

Total RIDDOR
51
2024/25
33 - 23/24

Management response

The data shows that the number of RIDDOR reports has seen a significant increase following what looked like they had stabilised over the past 2 years. The number of reports have only increased by 3.7% on last year.

In spite of a 1.6% increase in assaults resulting in injury, the injury rate has decreased by 0.5%.

A Total of
1432
resulted in injury
2024/25

1409 – 23/24

1d. Report Monitoring: Assault Reporting 2024/25

Div Desc	2024/25 REPORTING RATE	2023/24 REPORTING RATE	% POINT CHANGE
Ayrshire	96.2%	97.5%	-1.3
Lanarkshire	89.4%	83.9%	5.6
Argyll and West Dunbartonshire	87.7%	80.7%	7.0
Fife	86.8%	91.7%	-4.9
Highland and Islands	84.4%	62.3%	22.1
The Lothians and Scottish Borders	80.5%	86.2%	-5.8
Renfrewshire and Inverclyde	79.8%	70.9%	8.9
North East	75.9%	81.2%	-5.3
Dumfries and Galloway	75.6%	92.8%	-17.2
Tayside	73.9%	69.4%	4.5
Forth Valley	73.3%	90.9%	-17.6
Edinburgh	70.8%	106.7%	-35.9
Greater Glasgow	64.4%	67.8%	-3.4
Total	78.0%	80.6%	-2.6

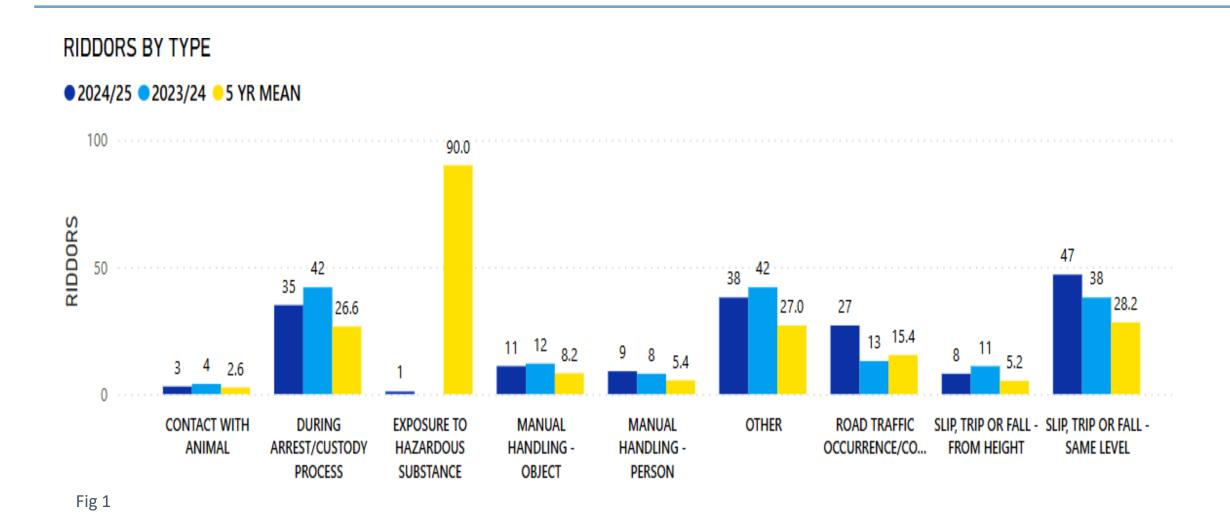
Management response

The data shows that reporting has seen a slight decrease overall, associated with the number of crime reports.

Whilst it is encouraging to see an improvement in some divisions, others have unfortunately seen a downturn. This has been reported at divisional and area command level through the local committees.

The Health & Safety team will continue to monitor and support divisions to ensure better reporting in line with crime data.

1e. Report Monitoring: RIDDOR Reporting by Accidents

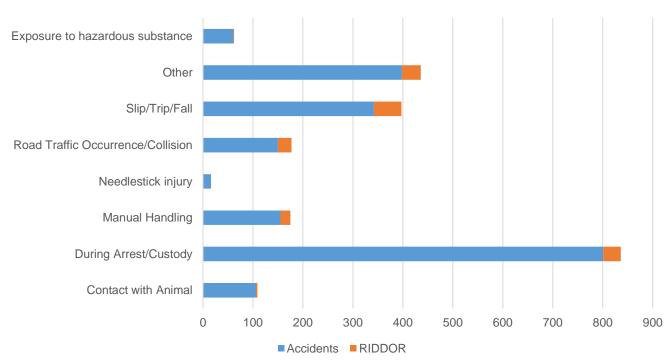


The chart shows the breakdown, and comparison of 2023/24 and 2024/25 data, of **ACCIDENTS** and the hazards by which they occurred.

Slip/trip/falls comprised (**30%**) of accidents in 2024/25, which is comparable to the HSE statistics on most industries.

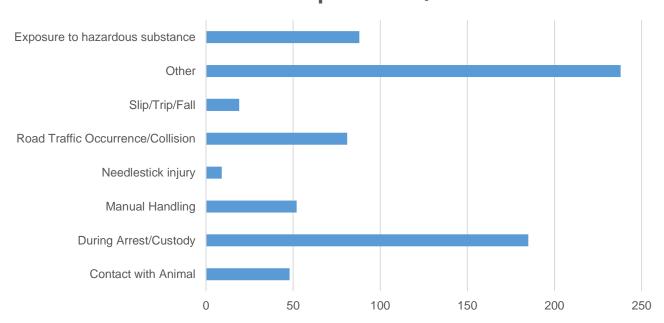
1e. Report Monitoring: Accident Reporting

Accidents/RIDDORS - 2024/2025



The most accidents and near miss reports continue to be highest within the category *During Arrest/Custody*, however, there has been a decrease of 11% in comparison to last year.

Near Miss Reports 2024/2025



The '**Other**' Near Miss category includes:

- Physical Exertion
- Airwave Issues
- Equipment Failure
- PPE Issues

The category 'Other' has been scrutinised by the team and additional categories (as above) will be incorporated into 2025/26 reports.

1f. Report Monitoring – Command areas

North Command

A recent incident, in which a letter was thought to contain an unknown harmful substance in Inverness, will require a further debrief involving health and safety, CBRN, Productions and LP. The matter was not dealt with through the proper processes and needs further scrutiny to establish why this occurred.

East Command

C Division brought to our attention that the kit list suggests officers can only order 1 spit hood at a time. I raised this at the Clothing and Equipment WG and was given the assurance that, where it says quantity 1, this is only for starter kits and therefore the Divisions DCU or custody centres can store as many as they need. The Health and Safety Advisors have been asked to share this with their divisions

West Command

The Health and Safety team are running a pilot in Q1, within G Div, whereby an email is being sent in acknowledgement that there has been receipt of an accident/incident report. It highlights next steps, as well as what the data is used for within the force. If the pilot is successful in showing an increase in reporting as a result, then further investigations will take place to pursue automation of the process nationally.

2. 2024-2025 Workplan Overview

Objective	Outcomes			
Key Area 1.3 – Improve assurances to SPA/PS that health and safety is embedded	PA/PS suggest that the newer process has been welcome, and divisions and support areas have been able to			
Key Area 2.3 - Develop new policies, SOPs and national guidance where relevant	The team have managed to exceed expectation in terms of the number of new policy and guidance documents written this year. These documents will influence the needs analysis going forward for the learning and development work within the team that is required to share with the wider force; AZET			
Key area 3.2 - Improve Health and Safety Intranet site	The team were able to take ownership to administer the pages themselves which has allowed the health and safety Intranet page to become a wide and informative source of information. This continues to evolve as new and emerging risks, information and needs are defined.			
Key area 4.1 & 5.3 – Investigate the use software to improve compliance	se internal options such as 4Risk/4Action, Citizen Space and significant efforts to address the user interface on			
Key area 6.1 - Continue to identify ways to reduce RIDDORS across the organisation	pertinent to the types of incidents being reported and prioritising needs. The group have achieved a lot over the past 12 months, namely adapting training for virtual delivery, that can be effectively disseminated over shorter, more manageable durations to accommodate busy work environments, whilst meeting compliance			
Key area 7 - Maintain strong connections internally and externally,	The Health and Safety team have maintained strong connections internally, being involved in approximately 30 operations, some of which are ongoing. Each HSA has developed working relationships with officers and staff within their areas of responsibility, continuing to offer support and advice where needed.			
collaborating on future initiatives to affect positive change.	Some of the team have been part of wider external conferences, table-top exercises and development opportunities that have all served to bring new knowledge and skills to the assist in the delivery of the workplan moving forward.			

Timescales on the Workplan are on track as outlined in the 2024-2027 Strategic Plan

3. Certificate of Assurance - Outcome

2024-2025 – Risk Assessment and Implementation of Controls

The Health & Safety Assurance process for 2024/25 has concluded. The audit theme was Risk Assessment and Implementation of Controls. Most areas have submitted responses which have now been gathered, reviewed and outcomes communicated via 4Action. This will provide an audit trail on improvements arising from recommendations.

The process produced 27 recommendations over 26 business areas and Divisions. A postponement was granted to CJSD - Productions due to the number of assurance processes they were undergoing at the time. D and N Division were also provided some lenience for responses due to there being a break in Advisory support due to retirement in the Health and Safety team. These areas will be revisited as part of the upcoming 2025/2026 iteration, which will focus on leadership.

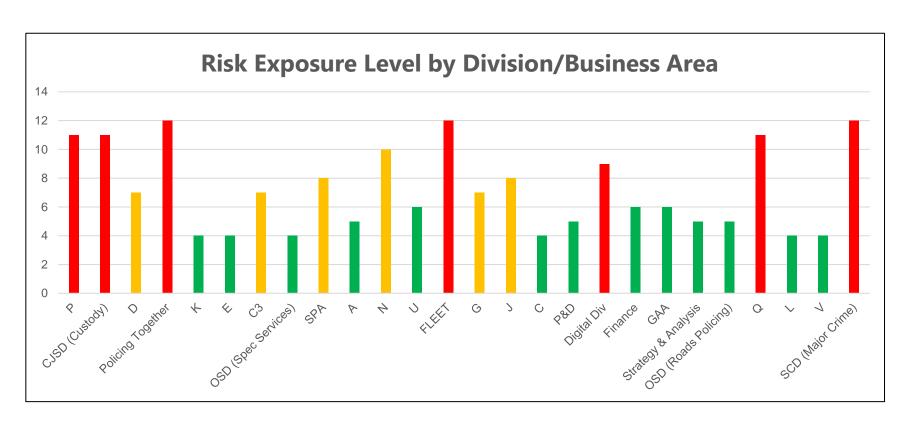
No responses to the assurance process were received from the following:

- 6 sub-divisions of SCD (exception of Major Crime)
- Corporate Communications
- Estates

Statistical data on the outcomes of the process can be found on slides 13 and 14.

3a. Certificate of Assurance - Statistics

2024-2025 – Risk Assessment and Implementation of Controls



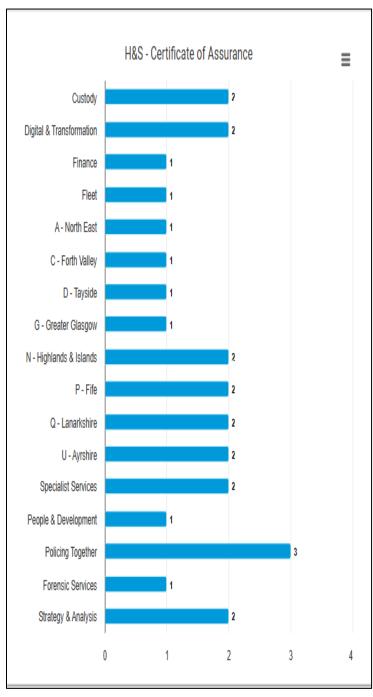
Risk Exposure Level

- High 7
- Moderate 6
- Limited 13

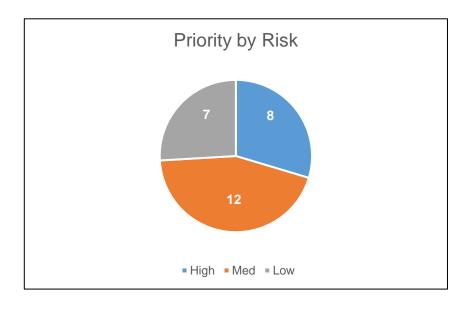
Scoring: Limited risk column = 1 point. Moderate risk column = 2 points. High risk column = 3 points

Total	Description
Scores	
4-6	Limited risk exposure – Controls adequate, effective, and working effectively but could be strengthened to prevent risks being created.
	Use ideas or working practices as best practice
7-9	Moderate Risk exposure - Evidence that controls are inadequate or ineffective and may increase risk if process improvements not made. Recommendations required
10-12	High Risk Exposure - Concerns regarding the absence or failure of controls which may require SMT attention due to the fundamental risk to organisation. Recommendations and support required

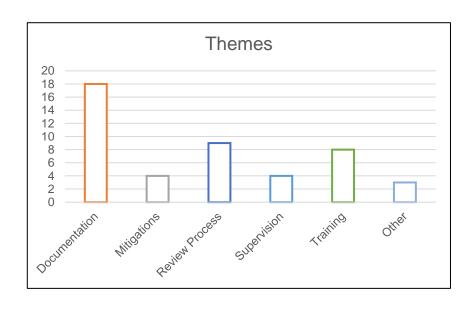
3b. Certificate of Assurance - Statistics



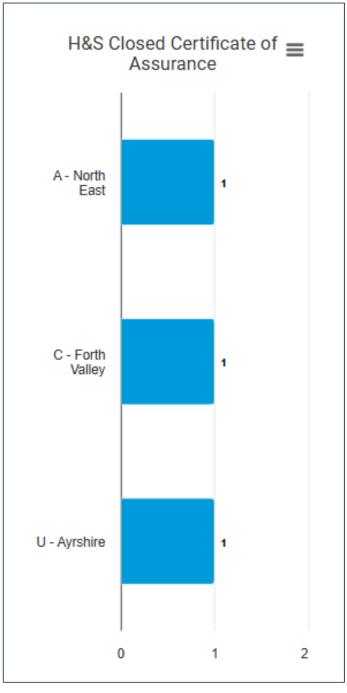
No. of recommendations - 27



Recommendations by risk level



Recommendations by theme



No. closed - 3

4. Areas of concern

Health and Safety Executive Intervention – Police Searches

In January 2025, the HSE visited a custody suite in Aberdeen. This was part of a UK wide initiative in response to recommendations that had been made in 2022 following the murder of Sgt Matt Ratana in the Met in 2020. A Notification of Contravention was received on 6th March 2025, which mentioned concerns with panic alarms and how searching is monitored. The letter has been considered and a response given. PS await further correspondence from HSE in reply.

Accident Incident Near Miss Reporting

With a view to improve reporting, the Health and Safety team has begun a pilot in G Division whereby we email a response to those who have submitted a form. It explains that the data is checked by the Advisors and, where applicable, there may be further action taken. It also describes the benefit of continuous improvement in a variety of ways such as training and equipment needs. If the pilot shows an increase in engagement with reporting, then we will seek to automate the process with assistance from the SCoPE Development Team.

Locus Protection

Work continues in LTD to establish what amendments are required within training for locus protection on roads for response policing. The formation of the Vehicle Equipment Working Group will also have a pivotal role in providing support from the above outcomes. Health and safety will continue to support in both areas to ensure compliance and protect the safety of officers.

5. In development

Certificate of Assurance 2025/26

The Health and Safety team are currently finalising the question set for next years theme which will be focussed on Leadership.

Recruitment

Due to funding agreed through RIG, we have a new Risk Assessor starting on 12th May 2025 (temporary Dec 2025) who will be looking to review all the current available risk assessment templates to bring them up to current standard and seek to identify any other areas of the force that could benefit from having a template to cover new or emerging risks.

Health and Safety Work Plan 2025/26

A copy has been submitted included in agenda.

6. Internal Audits

BDO Audit – Dangerous Goods

The SPA agreed to commission an audit pertaining to Dangerous Goods transported, stored, retained and disposed of by PS. The closing meeting took place on 22nd April 2025. Recommendations ahead of management responses should be received w/c 28th April 2025. There are early signs of good practice but there are noticeable gaps where improvement can be made, of which an action plan will be compiled and shared with the Board in due course.

High Risk Goods Working Group

In preparation for the impending outcomes of the above, the first meeting of this group was held on Mon 10th March 2025. The membership comprised of PS officers and staff, SPA Forensics and COPFS. The purpose of the group is to collate, review and assess all work being conducted throughout the relevant agencies, relating to the hazards and risks associated with retention, transportation and disposal of high-risk goods. It will also look to identify and address any knowledge gaps, and to develop suitable risk control measures and associated procedures/guidance to effectively manage all risks associated with the above.

BDO Audit – Health and Safety Management System

The Scoping meeting was held on the 10th April 2025. Draft scope is pending.

Fire Safety

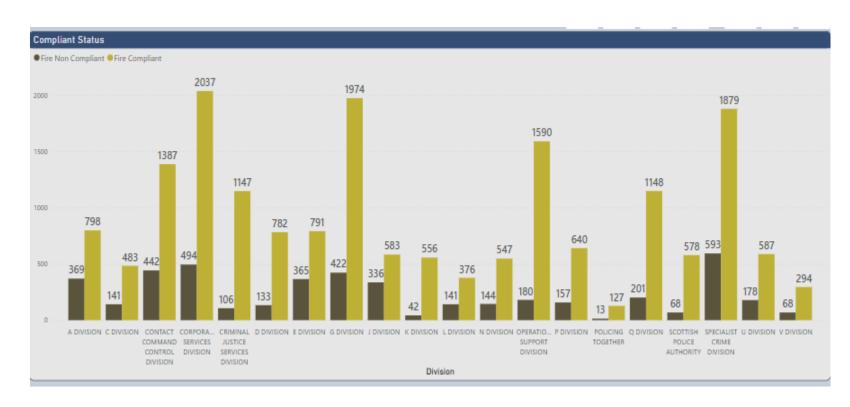


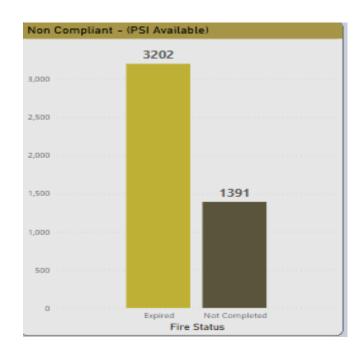
5. Fire Risk Assessment - Actions

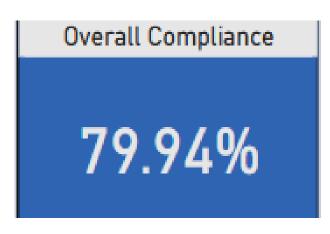
Work continues to progress with the fire risk assessment actions review. Annual leave and absence has delayed the start date, which was 1st April 2025, however the team are confident that by the end of May, this process will be operational. A reminder of the process is bullet pointed below:

- For those buildings with overnight sleep risks i.e. our custody suites and training establishments with room provision these will have a full FRA carried out every 3 years with an intervening review every year. For the rest of our Estate, buildings will have a full FRA carried out every 4 years with an intervening review every year. These processes are caveated that, if there are any structural changes or issues arising that impact fire safety, a full FRA will be conducted.
- An action review group will be established comprising of the Estates and Compliance Lead, Asst Manager Health and Safety and the OCS Fire Risk Assessor, with assistance from Regional Facilities Management Leads. Prior to attending the review group, the RFML will gather updates on any actions, ensuring that where actions are reported as having been completed, they are appropriately updated on the recording system.
- It is anticipated that by introducing the above revised process, we will see a greatly improved picture both on outstanding Fire issues and Fire safety across the Estate.

5a Fire Training Statistics







FIRE SAFETY AWARENESS (INC FIRE WARDENS RESPONSIBILITIES) E-LEARNING

This has now been merged into one course.

Comparison of the figures show that compliance has improved. This is still a combined figure of the previous course and the newer version so it is hoped that further compliance will be reached when recertification takes place. This will hopefully be much improved with the new flag system on SCoPE, alerting people when mandatory/statutory training is due for renewal. However, an 80% compliance rate is within tolerance.

H&S Training



6. Current H&S Training

Learning Development Working Group

The Learning Development Working Group had developed toolbox talks for dissemination. On feedback received from LTD, it has been determined that they would be more beneficial as narrated videos. These will be short reference guides on areas we feel officers and staff need supported and will be available as a resource on the H&S Intranet site.

The Health and Safety team continue to deliver a wide variety of F2F and virtual learning and all offerings can be found via SCoPE and the H&S Intranet site. We are also highly encouraging participants of the training to evaluate our course to ensure we are providing the most up to date, relevant content.

H&S for PS/SPA Line Management

A briefing paper was discussed for approval in relation to the above through the Professionalism and Assurance governance structure. A meeting was held with Leadership and Talent to discuss the possibility of introducing an input into the already established People and Development Management Programme and the Leadership Programme. A paper is currently being drafted for consideration at People Board.

6a Training courses

Courses Available

Course Title	Description	Who is it for?	Requirement	How is it delivered and what is the duration of the course?
Risk Assessment	This course will provide the learner with knowledge and skills on how to undertake a risk assessment in the workplace	This course is aimed at anyone who will be required to write risk assessments on behalf of PSOS/SPA.	Mandatory - Core	Courses are available to book on SCoPE. Virtual delivery is preferable. Face-to-face delivery on request. Duration is 2 - 3hours Pre-read - Risk Assessment blank template Hazard Checklist Example RA templates
Health and Safety Inspection Guidance	This course will provide the learner with knowledge required to carry out the 6 monthly inspections	Those persons nominated by the Responsible Person to carry out the weekly/monthly/ 6-monthly checks	Desirable - Competence	The course can be delivered in person with a practical walkthrough (recommended) or via Webex. Duration 1-3 hours depending on delivery type
Designated Safety Co-ordinator (DSC)	This course will cover all the H&S responsibilities required within a PS building. This includes both fire and safety responsibilites within common areas and the reporting process.	This course is aimed at those who are appointed as the DSC in line with the Health and Safety Policy p26.	Mandatory - Core	Courses are available to book on SCoPE. Duration is 2 - 3 hours
Manual Handling	The purpose of this course is to instruct delegates on how to manual handle loads safely, reducing the risk of injury. It will focus on correct lifting techniques and how to risk assess the task.	This course is for anyone who requires to move and handle items on a regular basis, such as Estates, IT and Production staff.	Mandatory - Core	Courses are available to book on SCoPE. Virtual delivery is preferable. Face-to-face delivery on request. Duration is 2 - 3 hours
Manual Handling Awareness	The purpose of this course is to give delegates an awareness on safe handling of loads and reducing risks.	This course is for anyone who has an element of manual handling in their role, but is limited.	Mandatory - Competence	Courses are available to book on SCoPE. Virtual delivery is preferable./ Face-to-face delivery on request - duration approx. 2hrs
Asbestos Awareness	This online presentation seeks to inform officers and staff about asbestos, how to spot the signs and how to protect yourself and others from exposure	This presentation should be viewed by anyone who may come into contact with Asbestos materials	Desirable - competence	Asbestos Awareness

Moodle Packages

There are Health and Safety <u>Moodle</u> <u>packages</u> that must be completed online when you start with PSOS/SPA.

They are:

- Staff Induction (Module 7)
- Fire Awareness
- · Basic Driver Authorisation

How do I book on the course?

You should complete a <u>Training Request</u> form - 140-006

Line managers must authorise this request. If you are already on the P1 list, at the next available course, you will be allocated a space.

Evaluation

We would welcome any feedback you may have on any of our training content and delivery.

6b Training Statistics

