



Meeting	SPA People Committee
Date	28 August 2025
Location	Webex
Title of Paper	Year 2 People Strategy/Strategic Workforce Planning (SWP) Implementation Plan
Presented By	Katy Miller, Director of People and Development
Recommendation to Members	For discussion
Appendix Attached	A – Mapping of 3-year 2030 Vision business plan to People Strategy (PS) & Strategic Workforce Planning (SWP) commitments B – Year two deliverables for People Strategy C – Year two deliverables for SWP

PURPOSE

This paper

- describes Police Scotland priorities and deliverables for year two of the People Strategy and Strategic Workforce Plan, aligned to the Police Scotland's 2030 Vision 3-year business plan.
- describes refreshed arrangements for reporting.
- details the benefits the above arrangements will bring.

1. BACKGROUND

- 1.1 The Scottish Police Authority approved the current People Strategy (PS) and Strategic Workforce Plan (SWP) in November 2023. In May the following year, the SPA People Committee endorsed associated delivery plans for 2024/25.
- 1.2 Later that year, the new Chief Constable published a new policing vision for 2030: Safer Communities, Less Crime, Supported Victims, and a Thriving Workforce. Her intention was to *"simplify our strategic direction [and] improve how we prioritise."*
- 1.3 The first 2030 Vision 3-year plan outlines 136 high level milestones across each of the four elements of the vision, to be delivered between 2024 and 2027. She described it as an *"integrated long-term plan" [to] "modernise the Police Scotland workforce through the right investment in non-warranted support...[to] focus on strengthening our frontline capacity while ensuring that we give those officers and staff the best possible support to do their jobs...,[to] undertake effective workforce planning to identify and introduce the skills and experience we need for the future, [to] carefully examine which roles can and should be done by police staff, creating opportunities for new positions that allow us to deliver services in a more efficient manner, enabling a wider range of people to access a career in policing and allowing more of our officers to return to frontline and operational policing roles"*.
- 1.4 This plan is about modernising policing in Scotland, streamlining and focusing finite policing resources towards delivering a programme of transformational change that that will deliver for the communities of Scotland, and for our workforce who work tirelessly to serve them.
- 1.5 We have completed and earlier this year, reported on year one commitments across each of the three strategic plans described above. Moving forward into year two, we must stand behind the Chief Constable's intentions by aligning these plans to help simplify and prioritise what we deliver this year.

2. WHAT DOES THIS MEAN FOR DELIVERY OF THE PEOPLE STRATEGY AND THE STRATEGIC WORKFORCE PLAN?

- 2.1 Police Scotland remains steadfastly committed to these strategies. Now is the time to refocus and align the 3-year business plan milestones to show how they will deliver our People Strategy, and Strategic Workforce Plan.

- 2.2 Appendix A shows how the 136 3-year business plan milestones align with the People Strategy and Strategic Workforce Plan outcomes. Over 50% of milestones in the 3-year business plan support deliverables within our People Strategy and over 25% support deliverables within the Strategic Workforce Plan.
- 2.3 Appendices B and C provide more detail about deliverables to achieve these, and these are our priorities for this financial year.
- 2.4 Members of Finance and People Board approved this alignment in July 2025.

3. BENEFITS

- 3.1 Aligning our strategic deliverables brings significant benefits.
- 3.2 For delivery, our teams can focus on priority deliverables:
 - De-cluttering the strategic landscape removes uncertainty and confliction.
 - It ensures clarity of purpose and direction.
 - It also ensures our teams can commit resources to activity that will have the biggest impact on delivering our strategic direction.
 - It removes the distraction of multiple implementation plans that were created in advance of the integrated 3-year business plan.
- 3.3 This alignment also brings further substantial efficiency benefits to Police Scotland's oversight and scrutiny reporting arrangements.
- 3.4 Mid-year, and end-of-year reporting for year one of the 3-year plan was undertaken by a different department within Police Scotland than the year one People Strategy and SWP implementation plans.
- 3.5 The Chief Constable's assessment of policing provided updates against the 3-year plan and was scrutinised by the SPA Performance Committee. SPA People Committee scrutinised the People Strategy and SWP year-end reports.
- 3.6 Both reports involved teams separately requesting input from across the organisation – often seeking similar, but not identical inputs from the same people, at separate times to service different Committee governance deadlines. Due to the volume of activity being delivered across the three plans, it is not difficult to imagine the many hundreds of hours that went into production of these reports: administration emails, authoring, editing, designing, proofing, reviewing, and approving.

- 3.7 Now we have streamlined our deliverables we can streamline our reporting processes. Work is ongoing inter-departmentally to ensure People Strategy and SWP reporting aligns to and flows from the Chief Constable's bi-annual assessment of policing. Not only will this ensure we provide a clear and consistent organisational voice; the efficiency gains will reduce bureaucracy and administrative work to focus on delivery of the service we have prioritised.

4. NEXT STEPS

- 4.1 Recently a Head of Organisational Development and a Director of Transformation have taken up posts. This has enabled a renewed focus to be placed on strategic workforce planning. We will be developing a re-iterated workforce plan and expect that this will be reported to Committee following conclusion of the current SWP which runs until the end of FY 2026/27.

5. FINANCIAL IMPLICATIONS

- 5.1 There are no financial implications in this report.

6. PERSONNEL IMPLICATIONS

- 6.1 Positively, in terms of resourcing, approving, and implementing the recommendations in this paper will remove duplication and improve efficiency.
- 6.2 Workflows will be streamlined and processes integrated across departments, stopping redundant tasks, breaking down silos and enabling teams to work from a single source of the truth for faster, more consistent service delivery.
- 6.3 This will result in colleagues spending less time doing administrative tasks thus having more time to focus on higher value activities.

7. LEGAL IMPLICATIONS

- 7.1 There are no legal implications in this report.

8. REPUTATIONAL IMPLICATIONS

- 8.1 There are no reputational implications in this report.

9. SOCIAL IMPLICATIONS

9.1 There are no social implications in this report.

10. COMMUNITY IMPACT

10.1 There are no community implications in this report.

11. EQUALITIES IMPLICATIONS

11.1 There are equality implications in this report. Delivery of the programme of work detailed in the appendices will support the values of Police Scotland and will drive improvements to how policing in Scotland reflects, represents and serves all our communities.

12. ENVIRONMENT IMPLICATIONS

12.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss this paper.



Our Vision

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

Strategic Objectives

Objective 1

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

Objective 2

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

Objective 3

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

Our Commitments

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

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

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

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VISION 2030

Safer Communities

YEAR 1 (to March 2025)			
PS1.3	1.03	Start critical updates of our call handling systems to improve stability and unlock new functionality	ACC LP NORTH & C3
PS1.1	1.22	Continue to support our neurodivergent colleagues and communities	ACC LP WEST
PS1.3	1.23	Explore the potential for further rollout of Taser across the operational frontline	ACC OP SUPPORT
PS1.3	1.24	Commence rollout of BWV to frontline officers and staff, enhancing our ability to capture evidence & allowing us to increase transparency, better support victims & keep our officers and staff safe.	CDIO

Less Crime

PS1.3	2.04	Implement our Data Foundation Platform.	CDIO
PS1.3	2.05	Develop and invest in our data science, AI and analytics capabilities to enable officers and staff to search, interpret and generate value and insights from various data sources.	CDIO
PS1.3	2.06	Deliver Digital Division programme, including Office 365 and criminal history system technology refresh to address impacts of legacy technology and enable innovation in process, service delivery and ways of working for officers and staff.	CDIO
PS1.3	2.07	Invest in capabilities outlined within our Policing in a Digital World workstreams to better prevent, protect, prepare and pursue cyber-crime, including, Police Cyber Alarm.	ACC OCCTI

Supported Victims

PS1.3	3.04	Continue the rollout of DESC.	CDIO
PS1.3	3.05	Work with other criminal justice partners to redesign and enhance our processes, speeding up justice for victims.	ACC CJSD
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Thriving Workforce

YEAR 2 (to March 2026)			
PS1.3	1.25	Complete the upgrade of our command and control call handling system, harnessing the latest technology to improve our response to calls for service.	ACC LOCAL POLICING NORTH & C3
PS1.3	1.26	Enhance community policing by developing a modern volunteering service that is flexible and adaptable and meets the needs of policing challenges now and in the future.	ACC LOCAL POLICING EAST

PS1.1	2.08	Conduct a review of processes, policy and resourcing rules to ensure a modern, fit for purpose resourcing function that better balances operational need with welfare of officers and staff.	ACC OPS SUPPORT
PS1.3	2.13	Invest in capabilities outlined within our Policing in a Digital World workstreams to better prevent, protect, prepare and pursue cyber-crime, including joining the fraud and cybercrime reporting and analysis service.	CDIO
Ps1.3	2.14	Continue to invest in AI capability, standards and new policing AI powered products.	CDIO
PS1.3	2.15	Pilot rollout of new Single Search capabilities to Local Policing and Specialist Crime Division (SCD) to accelerate access to accurate and valuable data and intelligence.	CDIO
PS1.3	2.16	Continue to rollout Digital Evidence Sharing Capability (DESC) and BWV, maximising opportunities to capture and share best evidence at the earliest opportunity, ensuring speedier justice for victims and reducing bureaucracy and delays in the justice system.	CDIO
PS1.3	2.17	Continue delivery of our Core Operational Solutions (COS) programme to provide better, joined up systems for our frontline officers and staff which reduces rekeying of information, speeds up processes and provides higher quality national data sets.	CDIO

PS1.3	3.16	Enhance resources for frontline officers to support victims and tackle offenders of human trafficking and prostitution.	ACC MC, PP & LC
PS1.3	3.21	Complete the national rollout of DESC and BWV to secure best evidence and improved outcomes for victims.	CDIO
PS1.3	3.23	Roll out of a national enquiry system creating a new national data set with advanced features, improved resilience and allowing decommissioning of legacy solutions.	CDIO

PS1.3	4.14	Further enhance enabling services and commence a phased implementation of new technology for back-office functions.	DIRECTOR TRANSF'N
PS1.3	4.18	Deliver an accessible and responsive system for addressing complaints against the police.	ACC PROF & ASSURANCE
PS1.2	4.19	Develop a total reward framework which is fair, transparent and which recognises achievement.	DIRECTOR HR
PS1.3	4.20	Commence procurement of the enabling technology platform for corporate and back office support to reduce reliance on manual processes and deliver innovation and automation.	DIRECTOR TRANSF'N
PS1.3	4.21	Deliver rank ratio review findings and strip out some of the demands on supervisors allowing more focus on core duties and support to staff.	ACC LP EAST
PS1.1	4.22	Evaluate and provide evidence-based assessment on our wellbeing support for colleagues.	DIRECTOR HR
PS1.3	4.24	Introduce technology to enhance our capabilities while enabling efficiency and improved colleague welfare.	CDIO
PS1.3	4.25	Embed digital integration of the court scheduling application.	ACC CJSD
PS1.3	4.26	Continue investment in technology to enable automation of processes and reduction of manual activity.	CDIO
PS1.3	4.27	Develop a proof-of-concept generative AI solution for use by officers and staff in execution of system activity, delivering increased productivity and enhanced ways of working.	CDIO
PS1.3	4.28	Develop a proof-of-concept to enhance in-house capability to develop AI and other innovative data-based technologies.	CDIO

YEAR 3 (to March 2027)			
PS1.3	1.45	Introduce a new duty management system to provide significantly greater flexibility of resource planning to respond to emerging crime trends & demands & to support staff wellbeing.	
PS1.3	1.47	Complete BWV phase two rollout.	

PS1.3	2.20	Further professionalise and equip community policing teams to effectively prevent local crime working with statutory, community and third sector partners.	
PS1.3	2.21	Digitise productions and introduce a new operating model that covers the storage of productions.	
PS1.3	2.22	Enhance capabilities of digital forensic laboratories to create efficiencies and keep up with technological developments.	
PS1.3	2.23	Establishment of a new, permanent multi-disciplinary digital and data innovation product team to support officers and staff in finding efficiency and power real innovation.	
PS1.3	2.24	Invest in capabilities outlined within our Policing in a Digital World workstreams to better prevent, protect, prepare and pursue cyber-crime, including enhancing capabilities of digital forensic laboratories to gain formal accreditation, create efficiencies and keep pace with technological developments.	
PS1.3	2.25	Continue investment and development of policing AI products	
PS1.3	2.26	Continue the rollout of single search capabilities to operational policing.	
PS1.3	2.27	Modernise public contact platforms to provide a more responsive and user-focused service enabled by digital technology with enhanced self-service options to create capacity for frontline officers.	

PS1.3	3.26	Introduce an automated electronic communications process to deliver aftercare and support to victims, survivors and witnesses.	
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PEOPLE STRATEGY OUTCOME 1

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

PS1.1	We have a coordinated approach to health and wellbeing which meets the full needs of our people
PS1.2	Our Total Reward approach is fair, transparent and recognises achievement.
PS1.3	Our people have the uniform, equipment and skills they need to keep themselves and the communities they serve safe

Safer
Communities

Less
Crime

Supported
Victims

PS2.4	4.07	Commence and embed new learning and development approaches, while continuing to maximise opportunities to reshape training, support colleague learning, improving skills and knowledge of our workforce.	ACC PROF & ASSURANCE
PS2.2	4.08	Enhance our use of MyCareer to support positive and proactive development conversations.	DIRECTOR HR
PS2.5	4.06	Establish an improved colleague engagement forum and carry out a whole workforce survey annually.	DIRECTOR STRAT & ANALYSIS
PS2.1	4.13	Enhance our approach to performance management and internal governance to enhance accountability at all levels.	DIRECTOR STRATEGY ANALYSIS

PS2.1	4.23	Develop and roll out the next phase of leadership development.	DIRECTOR HR
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Thriving
Workforce

PEOPLE STRATEGY OUTCOME 2

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

PS2.1	We support our people to be effective leaders.
PS2.2	Our officers and staff have equitable access to career development opportunities.
PS2.3	We have a person-centred recruitment process
PS2.4	We support the delivery of the Learning & Development Strategy
PS2.5	Enhanced colleague engagement and feedback mechanisms support problem solving and communication across the service

VISION 2030

YEAR 1 (to March 2025)

YEAR 2 (to March 2026)

YEAR 3 (to March 2027)

Safer Communities

PS3.2	1.07	Increase our officer establishment levels, attracting a diverse workforce to reflect and represent our communities.	DIRECTOR HR
PS3.1	1.16	Continue to implement our Policing Together Strategy and drive cultural improvement	ACC POLICING TOGETHER
PS3.1	1.17	Continuously review our policies, processes and procedures to ensure that we tackle discriminatory behaviours within our organisation.	
PS3.1	1.18	Provide training to support an understanding of everyday discrimination and the application of equality and inclusion within the workplace.	
PS3.1	1.19	Develop our Culture Dashboard, capturing key metrics that inform progress and evidence of culture change and improvement.	
PS3.1	1.20	Increase support and coordination around disability, LGBTQI, race and religion portfolios with community partners.	

PS3.2	1.38	Implement inclusive, consistent and transparent standards within recruitment, tenure and development through the Policing Together programme.	ACC POLICING TOGETHER
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Less Crime

Supported Victims

Thriving Workforce

PS3.1	4.11	Progress work to utilise conduct and performance regulations to ensure a zero-tolerance approach to inappropriate conduct.	ACC PROF & ASSURANCE
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PS3.1	4.29	Further develop our Performance Framework to include the impact of organisational culture.	DIRECTOR STRATEGY AND ANALYSIS
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PEOPLE STRATEGY OUTCOME 3

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

PS3.1	We are an inclusive workplace where our policing values are demonstrated across our day to day activities.
PS3.2	Our recruitment, induction and promotion processes meet the needs of all under-represented groups.
PS3.3	We understand and can meet the needs of our people.
PS4.4	We support our people through organisational change



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

VISION 2030 Safer Communities		YEAR 1 (to March 2025)				YEAR 2 (to March 2026)				YEAR 3 (to March 2027)			
STRATEGIC WORKFORCE PLAN OUTCOME 1 We structure and organise our workforce to create capacity and efficiency		SWP1.1	1.01	Progress work to strengthen our community policing model to meet current and future needs.	ACC LP EAST	SWP1.1	1.26	Enhance community policing by developing a modern volunteering service that is flexible and adaptable and meets the needs of policing challenges now and in the future.	ACC LP EAST	SWP1.1	1.40	Deliver a new model for policing courts which removes all officers other than those performing core policing duties.	
SWP1.1	Workforce organised to reflect our target operating model, and which adheres to design principles	SWP1.1	1.02	Begin to re-organise local policing approaches to incident response, community policing, local investigation, public protection and divisional systems.	ACC LP EAST	SWP1.1	1.33	Implement a new operating model for criminal justice which releases officers back to the frontline through redesign of services and continuous improvement	ACC CJSD	SWP1.1	1.41	Identify and implement a sustainable model of policing roads across Scotland	
SWP1.2	Services are prioritised, efficient and affordable	SWP1.3	1.05	Improve partnership working with the NHS and local authorities and ensure data protection is prioritised while continuing to protect the public.	ACC POLICING TOGETHER	SWP1.3	1.37	Continue to embed and enhance mental health pathways, developing stakeholder working and relationships and being clear on our responsibilities in safety and justice.	ACC POLICING TOGETHER				
SWP1.3	We work in partnership and collaboration	SWP1.3	1.06	Continue to work in collaboration with partners to progress objectives as set out in the COSLA / Police Scotland / SPA Partnership Delivery Plan 2023-25.	CFO								
SWP1.4	We scenario plan in line with our budget strategy and priorities	SWP1.1	1.09	Implement an effective resource management process that supports the dynamic movement of staff and officers across the organisation to better align to priorities	ACC OPS SUPPORT								
		SWP1.1	1.12	Increase capacity of police officers who are supporting the administration/operation of judicial processes.	ACC CJSD								
		SWP1.2	1.13	Reduce the volume of witness citations that police officers are required to serve.	ACC CJSD								
		SWP1.2	1.15	Understand, measure and evidence demand to influence decision making at strategic, tactical and operational levels through the development of demand data dashboards, which are available to all staff.	DIRECTOR STRATEGY & ANALYSIS								
STRATEGIC WORKFORCE PLAN OUTCOME 2 We are clear on the skills, capabilities and experiences we need		SWP2.1	1.08	Conduct a rank ratio review to support increased frontline supervision capacity.	DIRECTOR HR	SWP2.1	1.32	Monitor and evaluate workforce modernisation in relation to staff investigators	ACC PROF. & ENABLING SRVICES				
SWP2.1	Workforce profile – future proofing, downsizing, rightsizing and trailblazing												
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STRATEGIC WORKFORCE PLAN OUTCOME 3 We attract and retain suitable talent		SWP3.1	1.07	Increase our officer establishment levels, attracting a diverse workforce to reflect and represent our communities.	DIRECTOR HR	SWP3.2	1.38	Implement inclusive, consistent and transparent standards within recruitment, tenure and development through the Policing Together programme.	DIRECTOR HR				
SWP3.1	Positive progress towards agreed diversity and equality outcomes and representation	SWP3.3	1.10	Strengthen frontline policing by reviewing role profiles and redeploying officers to roles which make best use of their training, knowledge and skills.	DIRECTOR HR								
SWP3.2	Create end-to-end recruitment process which puts the candidate at the heart of it												
SWP3.3	Future proof the roles we are recruiting for												

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VISION 2030 Less Crime		YEAR 1 (to March 2025)		YEAR 2 (to March 2026)		YEAR 3 (to March 2027)																									
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VISION 2030 Supported Victims		YEAR 1 (to March 2025)				YEAR 2 (to March 2026)				YEAR 3 (to March 2027)															
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VISION 2030 Thriving Workforce		YEAR 1 (to March 2025)				YEAR 2 (to March 2026)				YEAR 3 (to March 2027)											
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<div>STRATEGIC WORKFORCE PLAN OUTCOME 3</div> <div>We attract and retain suitable talent</div> <table><tr><td>SWP3.1</td><td>Positive progress towards agreed diversity and equality outcomes and representation</td></tr><tr><td>SWP3.2</td><td>Create end-to-end recruitment process which puts the candidate at the heart of it</td></tr><tr><td>SWP3.3</td><td>Future proof the roles we are recruiting for</td></tr></table>		SWP3.1	Positive progress towards agreed diversity and equality outcomes and representation	SWP3.2	Create end-to-end recruitment process which puts the candidate at the heart of it	SWP3.3	Future proof the roles we are recruiting for														
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VISION 2030

Safer
Communities

Less
Crime

Supported
Victims

Thriving
Workforce

YEAR 1 (to March 2025)

SWP1.1	1.01	Progress work to strengthen our community policing model to meet current and future needs.	ACC LP EAST
SWP1.1	1.02	Begin to re-organise local policing approaches to incident response, community policing, local investigation, public protection and divisional systems.	ACC LP EAST
SWP1.3	1.05	Improve partnership working with the NHS and local authorities and ensure data protection is prioritised while continuing to protect the public.	ACC POLICING TOGETHER
SWP1.3	1.06	Continue to work in collaboration with partners to progress objectives as set out in the COSLA / Police Scotland / SPA Partnership Delivery Plan 2023-25.	CFP
SWP1.1	1.09	Implement an effective resource management process that supports the dynamic movement of staff and officers across the organisation to better align to priorities	ACC OPS SUPPORT
SWP1.1	1.12	Increase capacity of police officers who are supporting the administration/operation of judicial processes.	ACC CJSD
SWP1.2	1.13	Reduce the volume of witness citations that police officers are required to serve.	ACC CJSD
SWP1.2	1.15	Understand, measure and evidence demand to influence decision making at strategic, tactical and operational levels through the development of demand data dashboards, which are available to all staff.	DIRECTOR STRATEGY ANALYSIS

SWP1.2	4.01	Redesign divisional back-office support to improve the service provided to operational policing by reducing its size, removing duplication and improving efficiency.	CDIO
SWP1.2	4.02	Review and re-design corporate functions to maximise efficiencies while delivering agreed services internally and externally	CDIO

YEAR 2 (to March 2026)

SWP1.1	1.26	Enhance community policing by developing a modern volunteering service that is flexible and adaptable and meets the needs of policing challenges now and in the future.	ACC LP EAST
SWP1.1	1.33	Implement a new operating model for criminal justice which releases officers back to the frontline through redesign of services and continuous improvement	ACC CJSD
SWP1.3	1.37	Continue to embed and enhance mental health pathways, developing stakeholder working and relationships and being clear on our responsibilities in safety and justice.	ACC POLICING TOGETHER

SWP1.2	3.04	Continue the rollout of DESC	CDIO
SWP1.2	3.05	Work with other criminal justice partners to redesign and enhance our processes, speeding up justice for victims	ACC LP NORTH & C3

SWP1.2	4.21	Deliver rank ratio review findings and strip out some of the demands on supervisors allowing more focus on core duties and support to staff.	ACC LP EAST
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YEAR 3 (to March 2027)

SWP1.1	1.40	Deliver a new model for policing courts which removes all officers other than those performing core policing duties.	
SWP1.1	1.41	Identify and implement a sustainable model of policing roads across Scotland	

SWP1.1	2.21	Digitise productions and introduce a new operating model that covers the storage of productions.	
SWP1.2	2.23	Establishment of a new, permanent multi-disciplinary digital and data innovation product team to support officers and staff in finding efficiency and power real innovation.	
SWP1.2	2.27	Modernise public contact platforms to provide a more responsive and user-focused service enabled by digital technology with enhanced self-service options to create capacity for frontline officers.	

SWP1.1	3.13	Design urban, rural and remote models for local public protection which are trauma informed and victim-centred.	
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SWP1.1	4.33	Further progress implementation of the Estates Masterplan to support wider operational transformation. Move towards the ‘hub and spoke’ model in urban areas with new deployment hubs supporting smaller policing locations while also enabling Custody, Productions and Operational Support to operate in cross divisional hubs. In rural areas, ensure that we endeavour to meet local needs with the establishment of cross divisional facilities and local sites that enable effective community engagement.	
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STRATEGIC WORKFORCE PLAN OUTCOME 1
We structure and organise our workforce to create capacity and efficiency

SWP1.1	Workforce organised to reflect our target operating model, and which adheres to design principles
SWP1.2	Services are prioritised, efficient and affordable
SWP1.3	We work in partnership and collaboration
SWP1.4	We scenario plan in line with our budget strategy and priorities

VISION 2030

YEAR 1 (to March 2025)

YEAR 2 (to March 2026)

YEAR 3 (to March 2027)

Safer Communities

SWP2.1	1.08	Conduct a rank ratio review to support increased frontline supervision capacity.	DIRECTOR HR
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SWP2.1	1.32	Monitor and evaluate workforce modernisation in relation to staff investigators	ACC PROF. & ENABLING SRVICES
SWP2.1	1.34	Complete the modernisation of the firearms and explosive licensing workforce mix.	ACC PROF. & ENABLING SRVICES
SWP2.2	1.35	Further develop trauma informed training and mental health awareness ensuring staff are confident, trained and empowered.	ACC POLICING TOGETHER

Less Crime

SWP2.3	2.07	Invest in capabilities outlined within our Policing in a Digital World workstreams to better prevent, protect, prepare and pursue cyber-crime, including, Police Cyber Alarm.	ACC OCCTI
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SWP2.3	2.13	Invest in capabilities outlined within our Policing in a Digital World workstreams to better prevent, protect, prepare and pursue cyber-crime, including joining the fraud and cybercrime reporting and analysis service	CDIO
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SWP2.3	2.22	Enhance capabilities of digital forensic laboratories to create efficiencies and keep up with technological developments	
SWP2.3	2.24	Invest in capabilities outlined within our Policing in a Digital World workstreams to better prevent, protect, prepare and pursue cyber-crime, including enhancing capabilities of digital forensic laboratories to gain formal accreditation, create efficiencies and keep pace with technological developments.	

Supported Victims

SWP2.2	3.11	Deliver training to improve quality of contact handling by Contact, Command and Control Division.	ACC LP NORTH & C3
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Thriving Workforce

SWP2.2	4.23	Develop and roll out the next phase of leadership development	DIRECTOR HR
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STRATEGIC WORKFORCE PLAN OUTCOME 2

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

SWP2.1	Workforce profile – future proofing, downsizing, rightsizing and trailblazing
SWP2.2	Training and development which reflects future skills needs
SWP2.3	Support colleagues to acquire new skills and transition to new posts
SWP2.4	Leadership offering supports our leaders to deliver our future

VISION 2030

YEAR 1 (to March 2025)

YEAR 2 (to March 2026)

YEAR 3 (to March 2027)

Safer
Communities

SWP3.1	1.07	Increase our officer establishment levels, attracting a diverse workforce to reflect and represent our communities.	DIRECTOR HR
SWP3.3	1.10	Strengthen frontline policing by reviewing role profiles and redeploying officers to roles which make best use of their training, knowledge and skills.	DIRECTOR HR

SWP3.2	1.38	Implement inclusive, consistent and transparent standards within recruitment, tenure and development through the Policing Together programme.	DIRECTOR HR
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Less
Crime

Supported
Victims

Thriving
Workforce

STRATEGIC WORKFORCE PLAN OUTCOME 3

We attract and retain suitable talent

SWP3.1	Positive progress towards agreed diversity and equality outcomes and representation
SWP3.2	Create end-to-end recruitment process which puts the candidate at the heart of it
SWP3.3	Future proof the roles we are recruiting for

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Appendix B - 2025/26 CC 3-year business plan activity, delivering the People Strategy

SAFER COMMUNITIES			
PS outcome	Year Two Milestone	Key Deliverable	Strategic Lead
PS1.3	1.25 Complete the upgrade of our command-and-control call handling system, harnessing the latest technology to improve our response to calls for service.	Assess, agree and complete the full scope of the projects deliverables and identify the benefits and key milestones.	ACC Local Policing North & C3
		Identify technical dependencies such as critical markers and data governance and address historical inefficiencies through new technology and business process.	
		Undertake a training needs analysis within Contact, Command and Control Division (C3) and the wider organisation relating to command and control to ensure all users are ready and upskilled for the 'go live' date.	
		Deliver new omni-channel contact centre solution for C3, replacing 999, 101 and Contact Us platforms.	
		Deliver new Customer Relationship Management (CRM) solution for C3 public contact handling.	
		Add real-time demand management to new Workforce Management (WFM) solution for C3 Service Centre.	
		Assess and deliver additional functionality through STORM technology to improve operational efficiencies and service delivery.	
		Design and implement a rigorous testing environment to ensure a seamless transition to the upgraded live command and control system.	
		Design and map a comprehensive 'go live' plan.	
		Deliver new WFM solution to C3 Service Centre for forecasting	
PS1.3	1.26 Enhance community policing by developing a modern volunteering service that is flexible and adaptable and meets the needs of policing challenges now and in the future.	Refresh volunteering strategy and implementation plan focusing on attraction, recruitment, training and retention of volunteers	ACC Local Policing East
PS3.2	1.38 Implement inclusive, consistent and transparent standards within recruitment,	Continue to develop diversity monitoring/protected characteristics reporting mechanisms for our recruitment and promotions processes.	Director People and Development
		Capture organisational learning from the recruitment process and utilise findings to inform improvements.	

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	tenure and development through the Policing Together programme.	Continue to benchmark best practice and new innovative recruitment strategies.	
		Mainstreaming Policing Together at a local level through the people planning process	
LESS CRIME			
PS outcome	Year Two Milestone	Key Deliverable	Strategic Lead
PS1.1	2.08 Conduct a review of processes, policy and resourcing rules to ensure a modern, fit for purpose resourcing function that better balances operational need with welfare of officers and staff.	Review of deployment and associated business processes.	ACC Operational Support
		Introduce fit for purpose IT solutions and transparent business rules to allow a greater degree of flexibility when balancing service delivery with officer welfare.	
PS1.3	2.13 Invest in capabilities outlined within our Policing in a Digital World workstreams to better prevent, protect, prepare and pursue cyber-crime, including joining the fraud and cybercrime reporting and analysis service.	Approve Full Business Case for Fraud Strategy and Operating Model.	Chief Digital & Information Officer
		Deliver Fraud Strategy and Operating Model.	
		Delivery of Cyber Training and Capability involving preparation of training material, including specialised training and associated planning to support roll-out.	
		Delivery of Cyber Command structure.	
		Deliver Phase 1 of Cyber Choices Scotland.	
PS1.3	2.14 Continue to invest in AI capability, standards and new policing AI powered products.	Implement improved data discovery via DataBelt to directly support operational policing.	Chief Digital & Information Officer
		Deliver AI Use Case 1 to support design and delivery of new AI "starter-kit" environment.	
		Deliver AI Use Case 2 to support next phase design and delivery of new AI "starter-kit" environment.	
		Deliver AI Use Case 3 to support further phase design and delivery of new AI "starter-kit" environment.	
PS1.3	2.15 Pilot rollout of new Single Search capabilities to Local Policing and Specialist Crime Division (SCD) to accelerate access to accurate and valuable data and intelligence.	Delivery of Single Search via Insight for local policing.	Chief Digital & Information Officer
		Delivery of Single Search via i2 for SCD.	
PS1.3	2.16 Continue to rollout Digital Evidence Sharing Capability (DESC) and BWV, maximising opportunities to capture and share best evidence at the earliest opportunity, ensuring speedier justice for victims and reducing bureaucracy and delays in the justice system.	Complete National DESC rollout together with associated training.	Chief Digital & Information Officer
		Continue first phase rollout of BWV.	

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PS1.3	2.17 Continue delivery of our Core Operational Solutions (COS) programme to provide better, joined up systems for our frontline officers and staff which reduces rekeying of information, speeds up processes and provides higher quality national data sets.	Implementation of National Enquiry and Lost & Found modules.	Chief Digital & Information Officer
SUPPORTED VICTIMS			
PS outcome	Year Two Milestone	Key Deliverable	Strategic Lead
PS1.3	3.16 Enhance resources for frontline officers to support victims and tackle offenders of human trafficking and prostitution.	Continue to provide frontline officers with the awareness of how best to respond to human trafficking incidents and where to obtain relevant advice and guidance.	ACC Major Crime, Public Protection and Local Crime
PS1.3	3.21 Complete the national rollout of DESC and BWV to secure best evidence and improved outcomes for victims.	Complete National DESC rollout together with associated training.	Chief Digital & Information Officer
		Continue first phase rollout of BWV.	
PS1.3	3.23 Roll out of a national enquiry system creating a new national data set with advanced features, improved resilience and allowing decommissioning of legacy solutions.	Implementation of National Enquiry and Lost & Found modules.	Chief Digital & Information Officer

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THRIVING WORKFORCE			
PS outcome	Year One Milestone	Key Deliverable	Strategic Lead
PS2.2	4.08 Enhance our use of MyCareer to support positive and proactive development conversations.	Redefine the purpose and focus of performance management, and design improved tools for leaders to drive effective people performance.	Director People and Development
PS1.3	4.14 Further enhance enabling services and commence a phased implementation of new technology for back-office functions	Undertake a detailed functional and technical assessment of the Scottish Government Shared Services Enterprise Resource Planning (ERP) Solution.	Director of Transformation
PS1.3	4.18 Deliver an accessible and responsive system for addressing complaints against the police.	Deliver Centurion V8 Upgrade.	ACC Professionalism and Assurance
PS1.2	4.19 Develop a total reward framework which is fair, transparent and which recognises achievement.	Implement a Total Reward package relevant to and in recognition of all colleagues.	Director People and Development
		Progress a collaborative and strategic approach to pay and reward.	
		Strengthen evaluation/reporting on policy progress & impact	
		Embed fair work principles in partnership with trade unions	
PS1.3	4.20 Commence procurement of the enabling technology platform for corporate and back-office support to reduce reliance on manual processes and deliver innovation and automation.	Progress procurement process of the enabling technology platform.	DCC Transformation
PS1.3	4.21 Deliver rank ratio review findings and strip out some of the demands on supervisors allowing more focus on core duties and support to staff.	Deliver a detailed design of the workload of supervisors, with all ranks being provided with a revised role profile, core functions and clear responsibilities of the services provided.	ACC Local Policing East
		Conduct a review of analytical products such as those within Demand and Productivity Unit (DPU) and the Risk Harm Index.	
		Deliver improved and relevant training packages to enable better support for supervisors.	
		Support the ongoing implementation of dependency work such as Policing Together Mental Health Task force and Missing People demand reduction.	
PS1.1	4.22 Evaluate and provide evidence-based assessment on our wellbeing support for colleagues.	Report on delivery of the recommendations from the 2024 HMICS Frontline Focus inspection.	Director People and Development
		Conduct a scoping exercise and implement a bench marking framework of ongoing reflection and iterative improvement via Oscar Kilo and the Blue Light Wellbeing Framework.	

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		Utilise World Health Organisation (WHO-5) wellbeing score index within Your Voice Matters to check subjective wellbeing of the workforce.	
		Deliver year two activity from the health & wellbeing action plan	
PS2.1	4.23 Develop and roll out the next phase of leadership development.	<p>Develop and implement leadership development opportunities to build the confidence, skills and knowledge to address issues arising and challenge discrimination:</p> <p>1 - Policing leadership standards, to build effective and adaptable leaders and a positive leadership culture (now to Oct 25)</p> <p>2 - PMDP - delivery & evaluation (Y2 & Y3)</p> <p>3 - Create Talent Framework and Toolkit and implementation.(Aug 25 - Dec 25)</p> <p>4 - Research, analyse and propose potential fit for purpose career pathway models that align to the Talent Framework (Oct 25 - Mar 26)</p> <p>5 - Raise awareness of enhanced national mentoring programme and relaunch (July 25 - Dec 25)</p> <p>6 - Develop plan for senior leadership forum & senior leaders [end date tbc]</p> <p>7 - Roll out targeted support and development of newly promoted PI & CI ranks</p> <p>8 - CVF review by CoP – implementation of revised CVF (Q4 26/27)</p> <p>9 - Create a framework and methodology to enable bespoke collaboration, diagnosis and solutions for teams to strengthen their performance.</p> <p>Continuously deliver evaluation plan for Your Leadership Matters (YLM) programme and assessment of short, medium and long-term programme benefits achieved through enhanced values-based leadership behaviours</p> <p>Undertake review and deliver refreshed approach to Accelerated Leadership Programme (ALP)</p>	Director People and Development
PS1.3	4.24 Introduce technology to enhance our capabilities while enabling efficiency and improved colleague welfare.	<p>Implement new Human Resources (HR) case management system.</p> <p>Develop technologies including Robotic Process Automation, Low Code Development Platform, Generative AI, Automated Data Discovery and Data Science across approved Operational Policing Use Cases.</p>	Chief Digital & Information Officer
PS1.3	4.25 Embed digital integration of the court scheduling application.	Roll out Court Scheduling application nationally.	ACC Criminal Justice Services Division
PS1.3		<p>Configure Enterprise Infrastructure Platform.</p> <p>Conduct Discovery, Design and Delivery of Use Cases based on agreed prioritisation.</p>	

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	4.26 Continue investment in technology to enable automation of processes and reduction of manual activity.	Agree on future pipeline activity.	Chief Digital & Information Officer
		Expansion of our existing use of Robotic Process Automation technology, creating a centre of excellence and pipeline of delivery based on agreed use cases.	
PS1.3	4.27 Develop a proof-of-concept generative AI solution for use by officers and staff in execution of system activity, delivering increased productivity and enhanced ways of working.	Design Gen AI proof-of-concept with entry and exit criteria.	Chief Digital & Information Officer
		Implement Gen AI proof-of-concept based on agreed use cases.	
		Evaluate Gen AI proof-of-concept with recommendations for future use and scalability.	
PS1.3	4.28 Develop a proof-of-concept to enhance in-house capability to develop AI and other innovative data-based technologies.	Design proof-of-concept with agreed entry and exit criteria.	Chief Digital & Information Officer
		Implement solution based on agreed Use Case(s).	
		Evaluate proof-of-concept with recommendations for future use and scalability.	
PS3.1	4.29 Further develop our Performance Framework to include the impact of organisational culture.	Develop Culture Dashboard to inform Policing Together and Sex Equality and Tackling Misogyny (SETM).	Director Strategy and Analysis
		Align Performance Framework to Vision 2030.	
		Develop Performance Framework Refresh 2025/26.	

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Appendix C – 2025/26 CC 3-year business plan activity, delivering the Strategic Workforce Plan

SAFER COMMUNITIES			
SWP outcome	Year Two Milestone	Key Deliverable	Strategic Lead
SWP1.3	1.05 Improve partnership working with the NHS and local authorities and ensure data protection is prioritised while continuing to protect the public.	Carried into APP 2025/26 to continue reporting	ACC Policing Together
SWP1.1	1.09 Implement an effective resource management process that supports the dynamic movement of staff and officers across the organisation to better align to priorities.	Carried into APP 2025/26 to continue reporting	ACC Operational Support
SWP3.3	1.10 Strengthen frontline policing by reviewing role profiles and redeploying officers to roles which make best use of their training, knowledge and skills.	Civilianisation – options for priority consideration Review of officer & staff role profiles	Director People and Development
SWP1.1	1.12 Increase capacity of police officers who are supporting the administration/operation of judicial processes.	Carried into APP 2025/26 to continue reporting	ACC Criminal Justice Services Division
SWP1.1	1.26 Enhance community policing by developing a modern volunteering service that is flexible and adaptable and meets the needs of policing challenges now and in the future.	Refresh volunteering strategy and implementation plan focusing on attraction, recruitment, training and retention of volunteers	ACC Local Policing East
SWP2.1	1.32 Monitor and evaluate workforce modernisation in relation to staff investigators.	Develop key indicators to evaluate effectiveness of new Professional Standard Department (PSD) Complaint Handling model incorporating Police Staff Investigators.	ACC Professionalism and Assurance
SWP1.1	1.33 Implement a new operating model for criminal justice which releases officers back to the frontline through redesign of services and continuous improvement.	Directly submit Standard Prosecution Reports (SPR) to Crown Office and Procurator Fiscal Service (COPFS).	ACC Criminal Justice Services Division
		Conduct review of custody provision.	

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		Begin remodelling of criminal justice.	
		Return officers to local policing.	
SWP2.1	1.34 Complete the modernisation of the firearms and explosive licensing workforce mix.	Introduce new police staff Firearms Licensing Team Leaders to release capacity at Sergeant level.	ACC Professionalism and Assurance
		Introduce first phase of new police staff Firearms Enquiry Officers to release capacity at Constable level.	
SWP2.2	1.35 Further develop trauma informed training and mental health awareness ensuring staff are confident, trained and empowered.	Continue to progress trauma informed training through partnerships with NHS Education for Scotland (NES) and Victim Support Scotland (VSS).	ACC Policing Together
SWP1.3	1.37 Continue to embed and enhance mental health pathways, developing stakeholder working and relationships and being clear on our responsibilities in safety and justice.	Conduct qualitative assessment of the Mental Health Index to ensure it provides the right support for officers.	ACC Policing Together
		Continue national rollout of Distress Brief Interventions across Scotland.	
		Develop and deliver a national response to high intensity users in collaboration with Scottish Government, SAS and NHS24.	
		Implement continued quality assurance and improvement to Enhanced Mental Health Pathway including warm transfer of calls.	
SWP3.2	1.38 Implement inclusive, consistent and transparent standards within recruitment, tenure and development through the Policing Together programme.	Continue to develop diversity monitoring/protected characteristics reporting mechanisms for our recruitment and promotions processes.	Director People and Development
		Capture organisational learning from the recruitment process and utilise findings to inform improvements.	
		Continue to benchmark best practice and new innovative recruitment strategies.	
		Mainstream Policing Together at a local level through the people planning process.	

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LESS CRIME			
SWP outcome	Year Two Milestone	Key Deliverable	Strategic Lead
SWP2.3	2.13 Invest in capabilities outlined within our Policing in a Digital World workstreams to better prevent, protect, prepare and pursue cyber-crime, including joining the fraud and cybercrime reporting and analysis service.	Approve Full Business Case for Fraud Strategy and Operating Model.	Chief Digital & Information Officer
		Deliver Fraud Strategy and Operating Model.	
		Delivery of Cyber Training and Capability involving preparation of training material, including specialised training and associated planning to support roll-out.	
		Delivery of Cyber Command structure.	
		Deliver Phase 1 of Cyber Choices Scotland.	
SUPPORTED VICTIMS			
SWP outcome	Year Two Milestone	Key Deliverable	Strategic Lead
SWP1.1	3.13 Design urban, rural and remote models for local public protection which are trauma informed and victim-centred.	Design and distribute Video Identification Parade Electronic Recording (VIPER) victim information leaflets to support and inform victims in all communities.	ACC Major Crime, Public Protection and Local Crime
THRIVING WORKFORCE			
SWP outcome	Year Two Milestone	Key Deliverable	Strategic Lead
SWP2.2	4.08 Enhance our use of MyCareer to support positive and proactive development conversations.	Redefine the purpose and focus of performance management and design improved tools for leaders to drive effective people performance.	Director People and Development
SWP1.2	4.21 Deliver rank ratio review findings and strip out some of the demands on supervisors allowing more focus on core duties and support to staff.	Deliver a detailed design of the workload of supervisors, with all ranks being provided with a revised role profile, core functions and clear responsibilities of the services provided.	ACC Local Policing East
		Conduct a review of analytical products such as those within Demand and Productivity Unit (DPU) and the Risk Harm Index.	

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		Deliver improved and relevant training packages to enable better support for supervisors.	
		Support the ongoing implementation of dependency work such as Policing Together Mental Health Task force and Missing People demand reduction.	
SWP2.2	4.23 Develop and roll out the next phase of leadership development.	Develop and implement leadership development opportunities to build the confidence, skills and knowledge to address issues arising and challenge discrimination:	Director People and Development
		1 - Develop and implement a new leadership development framework aligned to College of Policing leadership standards, to build effective and adaptable leaders and a positive leadership culture	
		2 – Police Management Development Programme - delivery & evaluation	
		3 - Create Talent Framework and Toolkit and implementation.	
		4 - Research, analyse and propose potential fit for purpose career pathway models that align to the Talent Framework	
		5 - Raise awareness of enhanced national mentoring programme and relaunch	
		6 - Develop plan for senior leadership forum & senior leaders	
		7 - Roll out targeted support and development of newly promoted PI & CI ranks	
		8 - CVF review by CoP – implementation of revised CVF	
		9 - Create a framework and methodology to enable bespoke collaboration, diagnosis and solutions for teams to strengthen their performance.	
		Continuously deliver evaluation plan for Your Leadership Matters (YLM) programme and assessment of short, medium and long-term programme benefits achieved through enhanced values-based leadership behaviours	
		Undertake review and deliver refreshed approach to Accelerated Leadership Programme (ALP)	

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