



Meeting	SPA People Committee
Date	28 August 2025
Location	Webex
Title of Paper	HMICS Strategic Workforce Plan Assurance Report
Presented By	Katy Miller, Director of P&D
Recommendation to Members	For Discussion
Appendix Attached	Appendix A - HMICS SWP Assurance Review - Areas for Development (AFD)

PURPOSE

The purpose of this paper is to provide the SPA People Committee with an overview of progress against HMICS Strategic Workforce Planning Assurance Review recommendations and areas for development (AFDs).

1 Background

- 1.1 There were 10 recommendations made within the Strategic Workforce Planning HMICS Assurance Review. We have closed 8 and received confirmation of discharge from HMICS. We are progressing with 1 recommendation which relates to governance over resourcing decisions (Recommendation 4). The final recommendation relates to establishing a governance process for the areas for development (Recommendation 10)

2 Closures Within Reporting Period

- 2.1 Below is a summary of the action taken to close the recommendations with a description of the impact.

Recommendation	What we did and the impact
<p>R01 Target Number of Officers</p> <p>The Scottish Government, Scottish Police Authority and Police Scotland should collectively cease to use 17,234 officers as a target and focus instead on developing a workforce based on the skillset and mix required to sustain policing in Scotland</p>	<p>The direction for workforce modernisation is outlined with the Business Plan 2024-2027 which provides milestones in Years 1, 2 and 3 where workforce mix is prioritised subject to achieving savings in other areas/investment. Specific examples include milestones 1.32 Staff investigators, 1.33 Modernised back office, 1.34 Firearms Licensing. We have put in place strong performance management arrangements and will systematically measure performance, progress and impact across all our areas of activity. Monitoring will take place by the Scottish Police Authority at regular Board meetings in accordance with our Public Performance Reporting responsibilities.</p>
<p>R02 Redesign Workforce Plan</p> <p>Police Scotland should redesign its workforce planning approach requiring a set of design principles and parameters to facilitate meaningful involvement of senior staff to deliver</p>	<p>The Vision and 3 year Business Plan set out the Force Executive's direction for workforce design and change and this has been directed by the Chief Constable with significant engagement and input from the wider Force Executive as well as consulting with officer/staff groups.</p>

<p>a consistent design and planning approach.</p>	<p>DCC Connors is the Executive Lead for the delivery of these high level milestones.</p> <p>The People Strategy and Strategic Workforce Plan has been reviewed and aligned to the vision and priorities within the Business Plan. Updated versions were approved at People Board on 9 September 2024 and will be presented to SPA People Committee on 30 November 2024 but initial consultation has been positive.</p>
<p>R03 Target Operating Model Police Scotland should establish a clear model and plan for producing a Target Operating Model and set out a route map for its delivery through business planning and change activity.</p>	<p>Police Scotland Vision 2030 and three year business plan provides clarity around the future Direction of Police Scotland and sets out a route map through the three-year business milestones for the delivery of business planning and change activity.</p> <p>Police Scotland have established processes to measure progress of the three-year plan against the target model to ensure that the right issues are being addressed, with the Transformation Board providing strategic governance and ensuring delivery of Police Scotland's transformation journey to 2030, providing oversight of strategic decisions, resource allocation, communications, investments, and change programmes.</p>
<p>R05 Tasking & Co-Ordination Police Scotland should strengthen the links (at all levels in the force) of tasking and co-ordination to workforce planning, fully adopting the demand response model to demonstrate how changes in threat, risk and demand translate directly into tactical and resource decisions</p>	<p>Evidence submitted describes the National Tasking and Review process that was carried out, which is now rebranded (from April 2025) as Operational Policing Tasking.</p> <p>The OPT is the forum by which our Executive officers will identify threat / risk and allocate resources appropriately. The OPT will have a Strategic Workforce Planning representative on the group to look at long term resourcing, demands and opportunities.</p>

	<p>This ties in with MATDB whereby requests that require multi-agency assistance will be pushed to, ensuring that joined up resource approach. The link to the Multi Agency Tasking is to ensure that threats to other agencies are known and the impact of policing. The detail of wider threat will greatly assist policing response to threats we face but also how we support partners also operating in the communities of Scotland and beyond where new and emerging threats are emanating from elsewhere.</p> <p>Divisional/Regional and Force Tasking and Coordination Reports provide supporting evidence of Police Scotland utilising APU/DPU products and dashboards demonstrate how changes in threat, risk and demand translate directly into tactical and resource decisions, with resource allocation decisions based on current/future threat and demand.</p>
<p>R06 Data Science Capability</p> <p>Police Scotland should develop a unified and expanded data science capability within the Demand and Productivity Unit.</p>	<p>Building a Data Science Capability is a key programme within the Digital Strategy 2023. An organisational wide strategy for Data Science has been created under the Chief Data Office. This three-year strategy outlines our vision for growing this capability and is supported by an implementation plan.</p> <p>We have appointed a Data Science Co-ordinator, within the Chief Data Office, to co-ordinate this work. This role is being supplemented by extensive support internally from the wider community of practice within Police Scotland, and externally from academia as a way of building capacity and providing expertise.</p>
<p>R07 Future Scenarios</p> <p>The SPA and Police Scotland should progress the development of future scenarios and use</p>	<p>There was no bespoke scenario planning undertaken in the development of the 2030 vision. However, the development work drew on our National Strategic Assessment significant engagement</p>

<p>them to support the production of a longer-term vision as part of the new Joint Strategy due in 2023.</p>	<p>across the Force Executive and wider officer and staff workforce around issues which should be taken account of in agreeing this long term vision. We have acknowledged within the 3 year plan that certain funding scenarios could present a risk to the successful implementation of the plan. We will continue to develop analysis and insights as we progress with implementation of the plan to ensure that we are adequately prepared for a variety of future scenarios.</p> <p>Many of the milestones identified for growth area within the business plan are as a result of the scenario planning detailed within the assessment of the workforce – The Future of Workforce.</p> <p>Confirmation of support from SPA for closure – “The 2023 Strategic 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 PS (Strategy, Insights and Engagement). This, along with the STRA, were used as the basis of planning for 2023-2026. Support of closure based on this and the Vision and 3-year Business Plan.”</p> <p>The budget scenario paper that went to the SPA in November 2024 on the potential impact on workforce is also provided as evidence to support closure.</p>
<p>R08 Strategic Assessment & Delivery Plan</p> <p>Police Scotland should focus on two main areas of activity:</p> <ul style="list-style-type: none"> ■ Develop a strategic assessment of the workforce and a refreshed delivery plan to address the gaps and 	<p>A strategic assessment of the workforce was delivered to SPA in February 2023. (link attached)</p> <p>- Scottish Police Authority People Committee - 28 February 2023 Scottish Police Authority (spa.police.uk)</p> <p>The workforce assessment was an important feature on which the Strategic Workforce Plan was originally created and was used to develop the implementation</p>

<p>issues we have identified for consideration by the SPA (by April 2023)</p> <ul style="list-style-type: none"> ■ As part of that delivery plan, develop a revised methodology to deliver the next iteration of the SWP in April 2024. 	<p>plan. This product included a list of observations for consideration in the development of the SWP and Implementation Plan.</p> <p>A new methodology was adopted for the SWP as described in Recommendation 2 and a revised SWP delivered in November 2023.</p> <p>Scottish Police Authority People Committee - 14 November 2023 spa.police.uk</p> <p>In September 2024, the Chief Constable delivered a Vision and Business Plan for Police Scotland. Our vision provides the service with a clear, aspirational direction of travel to shape the development of Police Scotland. The purpose of the 2030 Vision is not only to motivate our workforce to deliver, but also to support strategic decision making around service investment priorities and our portfolio of change. DCC Connors is leading Operation Evolve and has co-ordinated the work we have undertaken to get to this point. She will continue to drive us towards delivery of our long-term plan.</p> <p>Our People Strategy and Strategic Workforce Plan have been reviewed to align with the priorities within the Vision and Business Plan. This was approved at People Board on 9 September 2024 and will be submitted to SPA People Committee in November 2024.</p> <p>The role of the SWP team, as exists, is to support the organisation to deliver against its commitments set out in the Implementation Plan and therefore no separate delivery plan is required for this small team.</p>
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<p>R09 Roadmap of SWP Objectives Police Scotland should develop a roadmap for delivery of strategic SWP objectives and programme for workforce change.</p>	<p>This recommendation has been addressed by the development of the Police Scotland Vision and Business Plan 2024-2027 which provides clarity over our purpose, direction and priorities for change. This also provides a Roadmap for change with specific milestones for delivery a three year period. The Strategic Assessment of the workforce provided the evidence base for the most critical gaps and the roadmap identifies actions and priorities across the three year period to address these.</p> <p>This Business Plan outlines how we will improve our performance, manage areas of risk and high demand, optimise technology and automation and better manage resources. Many of the growth areas identified will require identification and realisation of capacity gains and savings.</p> <p>We have put in place strong performance management arrangements and will systematically measure performance, progress and impact across all our areas of activity. DCC Connors will lead Operation Evolve which is the programme to co-ordinate the delivery of this work in a more cohesive way than what has been achieved to date in Police Scotland. Monitoring will take place by the Scottish Police Authority at regular Board meetings in accordance with our Public Performance Reporting responsibilities.</p> <p>Now the Vision and direction has been articulated it has allowed for a refresh of the People Strategy and Strategic Workforce Strategy Implementation Plan to ensure alignment with the direction and ensure delivery of a cohesive set of objectives.</p>
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3 Open Recommendations

3.1 R04 Governance

The SPA and Police Scotland should review governance arrangements and processes, and clearly define how workforce planning decisions will be made and who will oversee their implementation.

- 3.2 **Update:** Police Scotland Corporate Governance Framework (February 2025) and the Decision-Making Model within the framework has been developed to demonstrate the approach for effective strategic decision making in Police Scotland and how this sits within the wider governance. The objective is to ensure clear accountability of strategic workforce decision making and to articulate where these decisions are made. The aim is to ensure that decisions are taken at pace, remove ambiguity, enable distributed leadership and provide clarity on which stakeholders require to input to and agree recommendations.

- 3.3 The framework is based on a RAPID model, where it will state who is accountable, consulted and informed on strategic decisions. This will include cross functional decision makers (e.g a board or group) and the Deputy Chief Constables portfolio areas. The decision framework will take into account how decisions align to the 2030 Vision and three-year business plan, the level of risk and budget and financial management. The thresholds within the financial scheme of delegation have been included where possible.

- 3.4 Police Scotland's Finance and People Board, which is a Primary Board chaired by DCC Professionalism and Enabling Services provides strategic oversight and direction on all aspects of people and financial management within Police Scotland. It acts to scrutinise, support and take appropriate decisions on strategic proposals relating to our organisation's workforce prior to progression for Executive/SPA approval as appropriate.

- 3.5 The terms of reference for this board is currently in draft for DCC approval and once approved will partly address the recommendation. The next stage will be to provide evidence of strategic workforce decisions via this forum and once these have been collated, we will present to HMICS for closure.

3.6 R10 Governance over delivery

The SPA and Police Scotland should put in place measures to monitor progress against the areas for development outlined in this assurance review, ensuring regular reporting at the SPA People Committee to allow assessment of progress.

- 3.7 **Update:** Appendix A provides the status of each of the areas for development identified by HMICS. A number of areas for development have been addressed in the process of addressing the main recommendations and others are no longer relevant due to a change of approach. Where areas remain open, we will integrate updates in our regular people reporting to this committee. Where others relate to realising benefits, these are reported through SPA Resources Committee and progress will be tracked in this way.

Next Steps

- 3.8 Whilst this report highlights the progress which has been made with the delivery of aspects of Strategic Workforce Plan, it is also recognised that there is more that the organisation needs to strengthen in respect of short-term workforce planning (resource / capability deployment) and delivery of strategic workforce planning.
- 3.9 Workstreams have been stood up specifically to develop and take forward short-term workforce planning focused on rank: ratios, warranted and non-warranted posts, identification of roles which need to be 'up-sized' and those predicted to be 'down-sized' and most effective deployment of resources and modified officers.
- 3.10 This will provide an evidence base around current workforce need and will inform Police Scotland's ability to forecast workforce needs (aligned to budget strategy) and plan accordingly to address identified gaps. Coupled with this, are broader workstreams addressing organisational effectiveness (automation, process re-engineering) and recommendations identified through Enabling Services Review.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications in this report.

5. PERSONNEL IMPLICATIONS

- 5.1 There are no personnel implications in this report.

6. LEGAL IMPLICATIONS

6.1 There are no legal implications in this report.

7. REPUTATIONAL IMPLICATIONS

7.1 There are no reputational implications in this report.

8. SOCIAL IMPLICATIONS

8.1 There are no social implications in this report.

9. COMMUNITY IMPACT

9.1 There are no community implications in this report.

10. EQUALITIES IMPLICATIONS

10.1 There are no equality implications in this report.

11. ENVIRONMENT IMPLICATIONS

11.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the progress detailed within the report.

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Appendix A – HMICS SWP Assurance Review Areas for Development (AFD)

AFD	AFD Position / Closing Statement	AFD Status
<p>AFD 1</p> <p>Police Scotland should reconsider the requirements of the gap analysis element of workforce planning and revise its approach to involve other key functions.</p>	<p>This AFD is no longer relevant. The organisation took a decision to move away from local plans and instead took a top-down approach to the development of the latest Strategic Workforce Plan. (SWP) HMICS have acknowledged that a strategic assessment of the workforce was delivered to SPA in February 2023 and a new methodology was adopted for the Strategic Workforce Plan delivered to SPA People Committee and approved at Scottish Police Authority Board in November 2023.</p> <p>Both our People Strategy and Strategic Workforce Plan were developed in consultation with senior executives were clearer in their requirement to build the organisation in line with design principles. The implementation plan which accompanied the SWP to SPA Board in November 2023 detailed the necessary activity required to deliver the outcomes.</p> <p>In closing the substantive recommendation (R2) aligned with this AFD, HMICS commented that they consider the new 2030 Vision strategy and business plan for 2024-27 to be much more reliant on a workforce plan that is driving towards a new target operating within the financial constraints placed upon the organisation.</p>	<p>Complete / No further action</p>
<p>AFD 2</p> <p>Police Scotland should develop an improvement plan to address data availability and quality in its people datasets.</p>	<p>In closing associated SWP recommendation 5, HMICS were content that the review of tasking and coordination has included the need to manage and adapt workforce to meet threat, risk and harm as defined by quality analytical products. They noted that the work done to improve the coordination is of benefit and will start to deliver effectively across the performance landscape.</p> <p>We continue to develop and report on our workforce strategic dashboards which are presented to SPA People Committee quarterly. These were 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. We are also working to ensure full alignment between the dashboards and workforce metrics contained within the Performance Framework and to seek to</p>	<p>Complete</p>

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	<p>address system related gaps/barriers preventing effective and efficient outcome focused measurement and reporting.</p> <p>Furthermore, the organisation has 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.</p> <p>As part of the refreshed structure of HR, our new Insight, data and reporting team will work with organisational colleagues to develop and improve our dataset and wider performance reporting to support organisational decision making.</p>	
<p>AFD 3</p> <p>The SPA and Police Scotland should further develop the approach to benefits definition, management and reporting, in order to evidence their realisation and re-allocation.</p>	<p>The Finance and People Board is a primary board set up and chaired by DCC Professionalism and Enabling Services to provide strategic oversight and direction on all aspects of people and financial management within Police Scotland'. Its role is to 'scrutinise, support and take appropriate decisions on strategic proposals relating to our organisation's workforce prior to progression for Executive/ Committee/Board approval as appropriate. The Terms of reference for this board is currently in draft for DCC approval in the coming months (expected July 2025) Once in place this will allow for evidence of decision making to be collated.</p> <p>Aligning with this, SPA Resources Committee were provided with a plan for improving benefits management and realisation and the SPA governance group regularly monitoring this. A draft Value Framework was provided to Board members in November 2024. This is now subject to a pilot which will be undertaken over the next 18 months and progress reported against our Op Evolve Plan.</p>	<p>Incorporated / Progressing as part of SWP R4</p>
<p>AFD 4</p> <p>Police Scotland should define the purpose of the new People Strategy (or equivalent) and its relationship to supporting implementation frameworks, policies or plans (including the</p>	<p>Our People Strategy sets out the strategic direction across all key areas that impact on our people. The refreshed strategy also reflects and accommodates the people-related impacts within Police Scotland's other enabling strategies to enable colleagues to best serve the public. The strategy sets out an overarching and evidence-led approach to the support and development of our workforce and aims to inform a series of strategic documents and implementation plans across associated areas. Ambitions set out within the People Strategy guides areas such as leadership development, learning and development, pay and reward, align with Policing Together in relation to culture and values, and ultimately informs our strategic planning to build a future workforce for the</p>	<p>Complete</p>

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<p>SWP, training and development, recruitment and retention, equality and diversity strategies etc.).</p>	<p>service. It sets out our long-term ambitions, outcomes and commitments against which we deliver our policies, training, recruitment activity.</p> <p>The SWP articulates our workforce model and identifies and prioritises steps which can be taken which are deliverable within our current, and projected, budget. The development of this plan took a top-down strategic view, which is intended to be iterative in nature, such that it will be reviewed and adjusted in response to external and internal dynamics. Strategic themes identified will be delivered at an organisational-wide level and are integrated into People Plans at a divisional/functional level. In 2024, we 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. This is aligned with the organisation's 2030 Vision and was shared with people committee members in May 2024 and approved at people board in October 2024.</p> <p>Both the People Strategy & SWP were developed before the appointment of Chief Constable Farrell and later in 2024, the Chief Constable delivered her 2030 Vision and her 3-year business plan covering 2024-2027, emphasising that the intention was to “simplify our strategic direction [and] improve how we prioritise.”</p> <p>Our year two plans for the People Strategy and SWP are presented to this committee. However, to reinforce and deliver on the Chief Constable's intention to streamline strategic directions and reduce strategic plans, it is proposed to stand down the original PS & SWP plans, and in their place align the 3-year business plan to our PS & SWP commitments. A dedicated report under item 3.3.1 illustrates how milestones in the three-year business plan align and will deliver our PS & SWP commitments and provide detail of our future deliverables under each strategy.</p>	
<p>AFD 5</p> <p>Alignment - Police Scotland should consider how it integrates risk identification and management into its next iteration of workforce planning.</p>	<p>There have been improvements to integration of risk management into wider planning processes and decision-making regarding resourcing. Between September 2022 and January 2023, the Enterprise Risk Manager was an integral part of the Resource Prioritisation Tasking Group (RPGT) process by providing risk information which informed decision making on resource priorities. In more recent times, the Enterprise Risk Manager has supported decision making on VR/VER proposals using risk as a consideration for releasing staff.</p>	<p>Complete</p>

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	<p>The Enterprise Risk Manager was a key member of the Op Evolve Tactical Group to provide Strategic and Organisational risk information to inform planning for the 2030 Vision and Business Plan delivery. Business areas used their own risk registers for this purpose also. All business plan milestones were mapped to the risks ensuring that decisions were based on supporting the mitigation of existing risks and no new risks were being identified during this process. This was an iterative process throughout the development of the business plan. Risk played a role in identifying pain points for the development of the Current Operating Model (COM) and approved Target Operating Model (TOM).</p> <p>Plans involving the annual review of strategic risks at Strategic Leadership Board alongside the annual planning cycle ensures that risk is not a standalone activity and that full integration to wider planning is achieved. This will be further strengthened with the alignment of Risk within the Strategy and Analysis portfolio as a key linkage to delivering against strategy and objectives.</p> <p>Furthermore, the Strategic Threat and Risk Assessment (STRA) is used to identify operational priorities and a revised tasking and co-ordinating structures exists to take resourcing decisions based on the highest threats and risks. This links with R4 from the SWP publication which will see us continue to revise our governance structures to ensure decisions taken make the most effective use of resources. The revised TOR for Finance & People Board will further support this area for development. We consider there to have been sufficient progress and structures in place to integrate risk management into strategic resource decisions to allow this AFD to close.</p>	
<p>AFD 6</p> <p>Alignment - Police Scotland should undertake to develop specific service level standards which will facilitate the link between demand and resource requirements.</p>	<p>This area for development has been addressed and is reported via the Performance Accountability Framework to Policing Performance Committee through the following items:</p> <ol style="list-style-type: none">1. Vision and Business Plan – this ensures that there is a more consistent focus on outcomes across the organisation. The Police Scotland 2030 Vision provides the service with a clear, aspirational direction of travel to shape the development of Police Scotland. Our 2030 Vision is for safer communities, less crime, supported victims and a thriving workforce. Police Scotland Three-year business plan (2024-2027)2. Transformation High Level Plan – this shows stronger strategic alignment of our transformation portfolio and benefits management.	<p>Complete</p>

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	<p>3. Draft Value Framework is being piloted with Operation Evolve over the next 18 months to support stronger assessment of benefits, their outcome and impact. All linking to the single vision and business plan and therefore our Performance and Accountability Framework.</p> <p>4. The revised Performance and Accountability Framework will be the means in which we measure. It is provided to illustrate revised KPI and MI linking to the single PS Vision.</p> <p>5. The Chief Constable's end of year assessment – shows how Police Scotland performed against priorities. The Business Plan milestones contain all projects/programmes and therefore show their contribution to the priorities and assessment of overall performance. This will be further strengthened in the year ahead as outlined in the Transformation High Level Plan which will further support the vision and directly link benefits to the Vision.</p> <p>6. PowerBi Dashboards are the means by which we can monitor internally. We are presenting a range of dashboards across different activities to illustrate improve measurement and strategic alignment.</p>	
<p>AFD 7</p> <p>Application - Police Scotland should consolidate current national workstreams, with clear milestones and timelines, to address operational policy and practice issues which are monitored and supported by the SWP Unit.</p>	<p>The SWP closure report presented to SPA People Committee in November 2023 outlined the status of each national workstream however, this area for development has been superseded by the organisations 2030 Vision and Business Plan. An Op Evolve Roadmap has been shared with SPA and regular reporting is being provided against the business plan. Furthermore, the Head of Transformation is preparing a prioritised list of all projects linking them to the 2030 Vision Plan.</p>	<p>Complete</p>
<p>AFD 8</p> <p>Application - The SPA and Police Scotland should review their use of the available people</p>	<p>Our 2030 Vision provides the service with a clear, aspirational direction of travel to shape the development of Police Scotland. Our analysis and performance unit, through engagement with the organisation, provide reporting on the 2030 Vision Business Plan to Performance Board on a quarterly basis.</p>	<p>Complete</p>

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<p>information to develop a more focused escalation report with required actions identified.</p>	<p>In addition, we continue to report and develop our workforce strategic dashboards which are presented to SPA People Committee quarterly. These were 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. 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.</p> <p>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 and as part of our iterative approach to improvement there is an ongoing focus on:</p> <ul style="list-style-type: none">• 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. <p>We have also 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 with</p>	
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	<p>the aim of improving the understanding, collaboration and governance in relation to workforce ED&I data and supporting continuous improvement.</p> <p>As part of the refreshed structure of HR, our new Insight, data and reporting team will work with organisational colleagues to develop and improve our dataset and wider performance reporting to support organisational decision making.</p>	
<p>AFD 9</p> <p>Application - When developing a delivery programme for workforce change, Police Scotland should review the overall transformation portfolio to ensure appropriate prioritisation and alignment.</p>	<p>The 2030 Vision provides high level outcome pillars of Safer Communities, Less Crime, Supported Victims and a Thriving Workforce. The 3-year Business Plan commitments ranged from community policing development, criminal justice improvement, cultural improvement, to estates and workforce modernisation, technology, digital and data programmes of change.</p> <p>It was recognised that the existing transformation portfolio, whilst consisting of significant programmes of change, did not include all transformational change activity nor oversee, report or support them. Therefore, the Change function and wider enabling functions needed to reassess and pivot their activity to ensure they fully supported the delivery of these commitments and transformational change activities.</p> <p>In support of this requirement, Police Scotland commissioned Deloitte to carry out a change review entitled, 'Assessment of Police Scotland's current readiness and capability to successfully deliver transformation'. The review identified areas for improvement in thematic areas of:</p> <ul style="list-style-type: none">• Leadership and Vision• Delivery Capability and Resourcing• Governance <p>And recommendations were focused on 'strategic alignment', 'capability redesign' and 'streamlined governance'</p> <p>In spring 2025, Police Scotland realigned portfolios at Deputy Chief Constable level creating a DCC Transformation role to provide strategic leadership across all aspects of transformation in the organisation. Additionally, a Director of Transformation was appointed to reinforce the strategic</p>	<p>Complete</p>

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	<p>leadership in transformation and ensure delivery required against the 2030 Vision. Concurrently, the change function began redefining the transformation portfolio.</p> <p>To deliver the changes of approach and improvements in the change function requires a whole system approach and has been branded 'Transforming Change'. The report to SPA Resource Committee in June 2025 provides detail of the revised approach and governance arrangements.</p> <p>In closing SWP recommendation 5, HMICS were content that the review of tasking and coordination has now included the need to manage and adapt workforce to meet threat, risk and harm as defined by quality analytical products.</p>	
<p>AFD 10</p> <p>Application - Police Scotland should develop a comprehensive approach to SWP stakeholder engagement, involvement and communication, ensuring that staff associations and unions are able to engage on both group and individual bases.</p>	<p>The governance arrangements and engagement activity were articulated in the new People Strategy and Strategic Workforce Plan reports approved at SPA Board in November 2023.</p> <p>A SWP Project Group and SWP Oversight Board were set up during development of the current SWP. Through these forums, engagement on the SWP took place across the executive, trade unions and with statutory and diversity staff associations, with feedback considered as the working draft developed, along with the feedback of key colleagues and SPA representatives. The SWP was also discussed at a workshop with members of People Committee on 20 September 2023 and feedback from members included that they were pleased with our engagement approach, with some areas continuing to be the focus of ongoing engagement discussions.</p>	<p>Complete</p>
<p>AFD 11</p> <p>Application - Police Scotland should review the relative roles and resourcing of the service design and organisational design functions, to ensure both alignment with the strategy function and optimum</p>	<p>Through implementation of the PS-TOM are aligning 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.</p> <p>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. This has supported us to</p>	<p>Complete</p>

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<p>capability and capacity within the force.</p>	<p>embed service and organisational design principals in our organisational change approach which are reflected in our revised organisational change procedure.</p> <p>In support of this, a new HR Specialist in organisational design and change has been appointed to work alongside People Partners (now titled HR Strategic Leads) This post will continue to embed and develop OD skills and experience in the department. They will advise on organisational design and structures, support stakeholders and colleagues on the design of future organisational structures and, through taking a systems approach, they will have remit to upskill and coach our leaders, embed learning/knowledge transfer on organisational design as well as our organisational change approach / process.</p> <p>In closing SWP recommendation 3, HMICS recognised the work done to create an understanding of the current operating model and propose a new target model has been complex and detailed. HMICS are satisfied that the proposals shared with them conclude the recommendation and place Police Scotland and the SPA in a better position to model its future workforce and capability in a manner that understands the threat and risks faced and allows for better development of a work force to meet these within the budget set by Government.</p> <p>In addition, in closing SWP Recommendation 2, HMICS acknowledged the new 2030 Vision Strategy and Business Plan for 2024-27 is much more reliant on a workforce plan that is driving towards a new target operating within the financial constraints placed upon the organisation.</p>	
<p>AFD 12</p> <p>Application - Police Scotland should develop a new approach to SWP engagement with operational policing, requiring a more facilitated and supportive style involving a range of support functions.</p>	<p>This area for development has been superseded since the approach to SWP engagement has evolved since the first plan was published. A top down rather than bottom-up approach was adopted for the latest plan ensuring the plan aligned with the Force strategic objectives.</p> <p>Since then, further work has taken place to align the SWP with the 2030 Vision plan. The 2030 Vision development process involved intensive engagement with officers, staff and external partners to gather input on ambitions and priorities. Focus groups were conducted with officers and staff from various divisions and departments to better understand colleagues' perspectives. Staff associations, trade unions and external stakeholders such as Scottish Government were also engaged as part of this work.</p>	<p>Complete</p>

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<p>AFD 13</p> <p>Anticipation - Police Scotland should seek further clarity on People and SWP partner roles and responsibilities, skills required, their reporting lines and how they work together.</p>	<p>An independent survey was undertaken by Chartered Institute of Personnel & Development (CIPD) which identified several areas where People and Development could strengthen their capability and experience to support the organisation with organizational design (OD) work. CIPD procured a specialist OD advisor who delivered specialist training in this area for colleagues within P&D, Service Design and Digital. Following this, service and organisational design principals are being embedded in our organisational change approach going forward which will align to the newly revised organisational change procedure.</p> <p>The new HR structure, once fully implemented, will adhere more closely to OD principals and adopt a service design approach to support the organisation in developing, delivering, and embedding workforce related strategies that drive cultural change and organisational design.</p> <p>In support of this, a new HR Specialist in organisational design and change has been appointed to work alongside People Partners (now titled HR Strategic Leads) This post will continue to embed and develop OD skills and experience in the department. They will advise on organisational design and structures, support stakeholders and colleagues on the design of future organisational structures and, through taking a systems approach, they will have remit to upskill and coach our leaders, embed learning/knowledge transfer on organisational design as well as our organisational change approach / process.</p>	<p>Complete</p>
<p>AFD 14</p> <p>Anticipation - Police Scotland should consider the future design and plans for the SWP function, reflecting CIPD guidance, and addressing the areas for development and next steps we have set out in this report.</p>	<p>This AFD is no longer relevant. A strategic assessment of the workforce was delivered to SPA in February 2023. The workforce assessment, which was an important feature on which the Strategic Workforce Plan, was originally created and was used to develop the implementation plan. This product included a list of observations for consideration in the development of the SWP and Implementation Plan.</p> <p>A new methodology was adopted for the SWP and a revised SWP approved at SPA Board in November 2023. Our People Strategy and Strategic Workforce Plan have since been reviewed to align with the priorities within the 2030 Vision and Business Plan.</p> <p>The role of the SWP team has been reviewed as part of the new HR structure (which engaged with CIPD) and it will continue to support the organisation to deliver against its commitments set out in the revised year 2 plans which have been aligned to the 2030 Vision.</p>	<p>Complete / No further action</p>

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	<p>The team will also provide support to defined areas of the business, ensuring each area has a defined plan for their workforce that complies with best practice methodology, is financially sustainable, and feeds through to the strategic priorities of the service, encompassing both short to medium term scenario planning to address immediate workforce requirements and longer term capability, capacity and design to meet the future requirements of effective and efficient policing services. As such, there is no separate delivery plan required for this small team.</p>	
<p>AFD 15</p> <p>Next Steps - Police Scotland should include the training review as part of the SWP refresh.</p>	<p>The Bi-annual Learning, Training and Development Report to SPA People Committee in February 2025, outlines progress on the 3-year learning and development (L&D) plan.</p> <p>The L&D Plan was developed to replace the draft L&D Strategy and is a deliverable within the People Strategy. Implementation of this is being driven through the Strategic L&D Governance Board. It focusses on the infrastructure that underpins the delivery of L&D, as opposed to front end delivery of L&D products. The 6 priorities within the plan are:</p> <ul style="list-style-type: none">• Structure• Governance & Prioritisation• Protected Time for Learning• Identification of Role Requirements• Virtual Instructor Led Training• Online CPD Platform <p>The first two priorities have been the main area of focus over recent months with a paper approved through the Strategic Leadership Board to progress implementation of a centralised training function and enhancement of governance processes to support this.</p> <p>Owners and milestones have been proposed for all other priorities but have yet to be agreed. The majority of activity takes place in years 2 and 3 with the structure and governance strands being established first.</p>	<p>In progress – progressing through L&D Plan.</p>

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