



<b>Meeting</b>	<b>SPA People Committee</b>
<b>Date</b>	<b>28<sup>th</sup> August 2025</b>
<b>Location</b>	<b>MS Teams</b>
<b>Title of Paper</b>	<b>Learning, Training &amp; Development and Leadership &amp; Talent – Joint Thematic Report</b>
<b>Presented By</b>	<b>Chief Superintendent Louise Harvie, Head of Learning, Training and Development</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Appendix I LTD Strategic Delivery Appendix II LTD Audit/Inspection Recommendations</b>

## PURPOSE

The purpose of this paper is to

- Demonstrate the criticality of Learning, Training & Development and Leadership & Talent to the delivery of Strategic Outcomes
- Outline progress made in relation to relevant strategic commitments
- Assess the impact in improving performance, mitigating strategic risks, and delivering recommendations from audits/inspections.

## 1. Strategic Commitments

- 1.1 A number of Learning, Training & Development (LTD) and Leadership & Talent (L&T) commitments sit within and across the People Strategy, Strategic Workforce Plan (SWP), Policing Together and the Chief Constables 3 Year Business Plan. These include:

### **People Strategy**

- We support our people to be confident leaders, innovative active contributors and influencers.
  - Take collaborative approach to Continuous Professional Development (CPD) with partners to provide opportunities for secondments, placements, shared learning and training
  - Develop outcome focused approach to outlining impact of learning and development programmes
  - Look towards innovation in training and learning provision ensuring they link to the strategic framework and our Learning & Development Strategy, to reflect new ways of working and the skills required to support the workforce i.e. use of technology

### **Strategic Workforce Plan**

- We are clear on the skills, capabilities and experience we need
- We attract and retain suitable talent
  - Develop a framework to an organisational approach aligned to target operating model
  - We will work to ensure that all training and development is easily accessible for colleagues and has improved functionality
  - Improve capabilities to meet current and future policing demands in terms of digital forensics, cybercrime and intelligence analysts

### **Policing Together**

- Provide updated anti-discrimination, equality, diversity and inclusion training to all officers and staff at regular intervals, including enhanced training for supervisory and senior roles.

### **3 Year Business Plan**

- Strengthen frontline policing by reviewing role profiles and redeploying officers to roles which make best use of their training, knowledge and skills
- Provide training to support an understanding of everyday discrimination and the application of equality and inclusion within the workplace

- Further develop trauma informed training and mental health awareness ensuring staff are confident, trained and empowered.
  - Commence and embed new learning and development approaches, while continuing to maximise opportunities to re-shape training, support colleague learning, improving skills and knowledge of our workforce.
- 1.2 In addition, the organisation has approved a 3 Year Learning & Development Plan covering the period 2024-2027 which focusses on the underpinning systems and processes that support front end training delivery. The priorities within this (Structure, Governance & Prioritisation, Protected Time for Learning, Identification of Role Requirements, Virtual Instructor Led Training, and an Online CPD Platform) support some of the above strategic commitments.

## 2. Strategic Delivery

- 2.1 We are a short way into Year 2 of delivery of the above commitments. An update on activity undertaken, or in progress, is provided in Appendix I.
- 2.2 It should be noted that ownership of the learning pillar under Policing Together has transferred from the LTD function to the Policing Together team. It is, therefore, proposed that activity be cross-referenced with the paper at agenda item 3.6.

## 3. Alignment to Strategic People Risks

- 3.1 The above delivery also supports the mitigation of strategic risks relative to LTD with oversight for two, and L&T who have oversight for one.

Risk	Risk Register	Risk Score
If Police Scotland does not have a structured and coordinated approach to organisational learning, there is a risk that critical lessons learned are not appropriately retained or shared, resulting in repeated failure.	Professionalism & Enabling Services/LTD	12 (Impact 4 x Probability 3)
If officers are not provided with annual operational safety training, there is a risk they may start to	Professionalism & Enabling Services/LTD	8 (Impact 4 x Probability 2)

experience skills fade or be unaware of the latest techniques, resulting in greater potential for injury.		
If Police Scotland and the SPA do not invest sufficient time and resource in identifying future talent and developing current and future leaders, there is a risk that we may not have a capable, resilient and diverse leadership within the organisation, resulting in a lack of strong accountability, and a weakened ability to deliver and support effective policing, which may have a negative impact on service delivery and the development of the organisation's culture.	Professionalism & Enabling Services/L&T	12 (Impact 4 x Probability 3)

- 3.2 Organisational learning features within the L&D 3 Year Plan in relation to re-shaping the structure of, and governance processes within, LTD to incorporate this. This risk will also be mitigated through activity in response to Internal Audit recommendations outlined in Appendix II.
- 3.3 Operational Safety training (OST) is assessed as an essential training requirement for all officers. The prioritisation processes, which are being refreshed under the L&D 3 Year plan, will provide clear direction and scrutiny over compliance with this requirement.
- 3.4 The control measures in place to manage and mitigate against the risk relating to leadership development, predominantly constitute the activities led by L&T, progress against which is covered from 5.15 below.

#### 4. Alignment to Audit/Inspection Recommendations

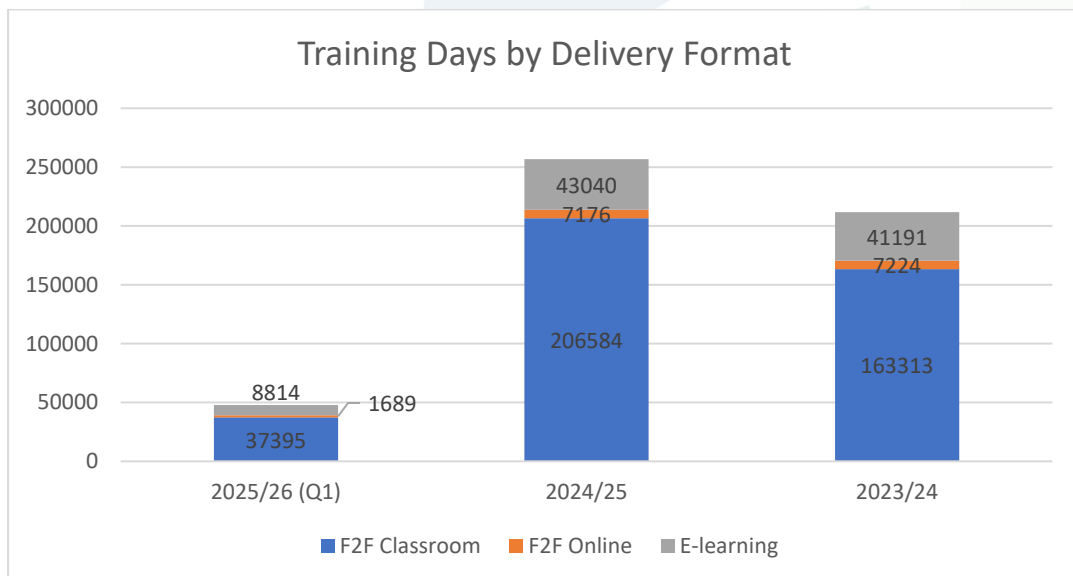
- 4.1 Audit and Inspection recommendations are all captured on the organisation's 4Action system. LTD managers review and discuss updates against these monthly.
- 4.2 LTD are currently progressing activity against a number of recommendations across the HMICS Organisational Culture Inspection, the Human Rights Baseline Assessment, and Independent Review on Modern Apprenticeship delivery and an Internal Audit on

Organisational Learning. The majority of these align to the strategic commitments above. A breakdown of the recommendations and associated activity is provided within Appendix II.

- 4.3 The Your Leadership Matters (YLM) programme delivered by L&T (see more at 5.15.1) was subject to internal audit by BDO with report produced in August 2024. 9 recommendations were made with 3 remaining open. An agreed pathway is in place to progress and close these in October 2025 linked primarily to build on normal evaluation methodology through an established plan to measure and analyse medium and longer-term participant and organisational impacts.

## 5. Overall Assessment of Progress & Impact

- 5.1 LTD maintain both an internal performance dashboard encompassing a range of L&D data (scrutinised by the LTD management team on a quarterly basis) and dashboard for the wider organisation which focusses solely on completion rates for training assessed as essential/high priority. In addition, a set of refreshed metrics has been agreed for inclusion in the Force Performance and Accountability Framework this year.
- 5.2 Whilst the majority of the L&D 3 Year Plan will be progressed in Years 2 and 3, the following performance information is aligned to the strategic commitments.
- 5.3 Metrics in support of elements of the **L&D 3 Year Plan, People Strategy, SWP and the 3 Year Business Plan** are as follows:



- 5.4 The increase in face to face (classroom) days between from 2023/24 to 2024/25 was, in part, due to the extended length of Probationer

training (inclusion of an induction week and the increased number of Probationers last year. Also impacting this, was the number of days on OST as officers sought to attend refresher training prior to the end of February deadline last year.

- 5.5 In relation to the proportion of days spent on 'essential' training for all officers/staff (not role-specific), which aligns with our prioritisation processes under the L&D 3 Year Plan, so far this year 11,389 days (23.8%) have spent on this. This includes training in OST, Data Protection, Body Worn Video and Unity through Learning to name a few.
- 5.6 Completion rates of essential or high priority training currently captured on the Training Completion dashboard are as follows at the time of reporting:

Training Course	% of officers/staff completed training
Data Protection	69.3%
Fire Safety	78.4%
OST	97.6%
Upholding our Values	80.7%
ACRA Incident Management	80.4%
CBRN Initial Operational Response	57.1%
Anti-Corruption	5.5% ( <i>only recently launched</i> )

- 5.7 In relation to CPD activity, 686 people attended Empower Hours last year, slightly lower than planned due to the focus on Unity through Learning during the last quarter. The average rating, based on evaluations, was 9.16 out of 10 for these sessions. 324 out of 346 (93.6%) returned evaluations indicated that they would be very likely (266) or likely (58) to recommend the sessions to others.
- 5.8 In Quarter 1 this year, 137 people have attended Empower Hours with an average rating of 9.14 out of 10 and 96.4% indicating that they would be very likely or likely to recommend the sessions.
- 5.9 Of the 27 Quality Assurance audits undertaken last year on a range of training courses, 15 of these were assessed as 'Green', 6 were 'Amber' and, for the remaining 6, a RAG status was not applicable due to the course not being credit-rated. Recommendations are currently being progressed in relation to the courses assessed as Amber.



- 5.10 In support of **Policing Together** commitments, the EDI e-learning module 'Upholding our Values', available for completion over 2023/24 into 2024/25, achieved a completion rate of 80.7% across the organisation by the official target completion date early last year. Evaluations returned an 87% satisfaction rate (4823 responses) with 93% agreeing they had the confidence to apply the knowledge gained from the module. The effectiveness of the YLM programme delivered by L&T (see 5.15.1) is a key part of the Policing Together Action Plan with evaluation data enabling increased understanding of impacts and perceptions across all sections of the workforce, including those from under-represented groups.
- 5.11 In relation to the **OST strategic risk**, since March 2025 (which was the deadline for all officers to undertake their refresher training), there has been a compliance rate over 95% of the deployable officers (13,602) up to Inspector rank and eligible staff who are required by role to remain trained and authorised in Operational Safety Training (OST).
- 5.12 July 2025 compliance figures show the Force sitting at 97.6% which is a marked increase when compared to 75% in August 2024. This compliance relates only to those who can take part in training and excludes those: -
- on career break
  - probationary constables on initial training
  - long term sickness or injury absence (i.e. more than 28 days)
  - on modified duties
- 5.13 At the time of reporting, there are 43 Ill Health Retirement (IHR) Retained officers and another 2,654 who are currently restricted from completing OST due to a modified duties category as follows: -
- Adjusted (more than 12 months) – 1615
  - Protected (Pre/Post natal) – 152
  - Recuperative (less than 12 months) – 705
  - Restricted (PSD) – 182
- 5.14 2,654 represents 15.7% of 16,900 officers and staff who could be available for OST, which aligns to the number referenced at the previous SPA board meeting. Of this number, there are 850 currently trained and authorised, and 246 have a re-certification course booked. This shows that a number of those currently with a modified duties category are either ready, or will be ready to perform operational duties once the reason for modification ends.

5.15 Within L&T, in support of delivery of Objective 2 of the People Strategy (We support our people to be confident leaders, innovative active contributors, and influencers) the focus of the last six months has been to deliver the following leadership and management development signatory products and activities:

#### 5.15.1 YLM Phase 2 Core Development Programme

YLM Phase 2 leadership behaviour content and focus continued to be refreshed and delivered through the last six months which links the behaviours and values at the heart of the programme to the recently launched 2030 Vision. Core programme delivery concluded at the end of June with no events for Senior, Middle or First Level leaders cancelled.

Based on our definition of programme complete (attendance at 3 Summits plus the Amplify Your Impact consolidation session (AYI)) 69% of leaders from an eligible pool of 3678 completed the programme whilst others attended part of the programme. This is a powerful performance given the demanding operational environment we draw participants from and challenges with capacity and resilience over the past 12 months.

Focus in the coming months will be applying evaluation methodology to understand the short, medium and long-term impact of the programme on the organisation. This will add to the consolidation of learning activity and basic evaluation data available immediately post event, which will be sourced from the final Amplify Your Impact (AYI) sessions; participant surveys and the annual workforce survey which will provide additional insight.

Whilst this report is not designed to provide a specific detailed report of the YLM evaluation and completion activity, it is useful to note that on conclusion of the programme, the following data collected from participants about their immediate reaction indicates a broadly positive view. This is based on 3 data points from Phase 2 participants.

- An overall rating for the Summits of 'good or better.'
- % of participants who agreed they understood how to apply the learning in their roles.
- % of participants who agreed that they understood what was expected of them in role modelling these behaviours as leaders following the learning.



	Summit 1	Summit 2	Summit 3	YLM Collective
<b>Positive Rating</b>	79%	78%	63%	73%
<b>Apply the Learning</b>	79%	80%	64%	74%
<b>Role Modelling</b>	87%	90%	78%	85%

### 5.15.2 People Manager Development Programme (PMDP)

PMDP continued to run once a week with 431 participants completing the programme during the reporting period with 169 available places not utilised due to cancellations and lack of enrolment. The training focuses on the following areas of managing people, however as part of the programme development, new modules about managing effective conversations, and people health and safety will be added:

- The Competency and Values Framework
- Capability
- Creating a Positive Workplace
- Attendance Management and Duty Modification
- Health and Wellbeing
- Diversity and Inclusion
- People Administration

The initial focus has been on First Level Managers however all people managers will be scheduled to attend through a phased implementation.

- **Phase 1** includes Sergeants and Staff Grade's 4-7
- **Phase 2** includes Inspectors, Chief Inspectors and staff equivalent 8 -10.
- **Phase 3 – design in progress** (senior leaders PMDP)

Evaluation reports indicate the following for the PMDP Programme:

- 91% of respondents believe the learning outcomes were clearly defined and met.
- 86% of respondents believe the training is relevant to them and their role.
- 85% of respondents believe they will be able to apply the skills, knowledge, and understanding gained in the workplace.
- 71% of respondents say they feel more confident and competent after attending the training.

#### 5.15.3 Police Leadership Development Programme (PLDP)

At the date of reporting, there were 204 students on the programme with another 104 leaving the programme having achieved the qualification in February. Police Scotland continues its partnership with British Transport Police (BTP) with 2 officers completing in February 2025 and 1 officer currently undertaking a bespoke version of PLDP through 2025.

#### 5.15.4 Managing Organisational Change Training

38 participants completed this course which focuses on ensuring best practice: procedural compliance and how to support people through change. Evaluation reported that 96% of attendees agreed the course had achieved its aims.

#### 5.15.5 High Performing Team Development Interventions

This intervention focuses on diagnosing team health and delivering tailored, inclusive approaches to increase team effectiveness and to maximise effective relationships and team working. Whilst tailored for the needs of each team, the following tools, themes, concepts, and models are consistently explored 'in person' with the team over several months:

- Exploring Vulnerability-based Trust in Leadership
- The Functions of a High Performing Team
- Building a More Cohesive Team
- Plotting Our Course – The Journey for Our Leadership Team
- Clarity 4D – Personal and Team Development Through Psychometric Profiling

During the reporting period, one team completed the input; six are ongoing and three are ready for diagnosis.

#### 5.15.6 Executive Coaching

During the reporting period 17 colleagues received coaching via our internal resource. 15 colleagues received coaching via Taylor Clark (external provider).

#### 5.15.7 The National Mentoring Programme

The review and audit of the National Mentoring Programme was completed; proposal and action plan approved with a view to a relaunch by 31 March 2026.

#### 5.15.8 Accelerated Leadership Pathway for Officers (ALP)

- There are currently four cohorts with 20 officers including: 1 Sergeant, 8 Inspectors, and 11 Chief Inspectors. Another 5 Officers have been selected to attend the CoP Assessment Centre in September – those successful will form a fifth cohort.
- There were 6 promotions in the programme during the reporting period with 3 officers promoted to PI, and 3 to CI.
- The continuous improvement review was completed and resulting recommendations and action plan approved which focuses on 5 pillars – policy review, programme offering, programme documentation, evaluation, and comms & engagement.

#### 5.15.9 Newly Appointed Chief Superintendents Programme & Superintendents Programme

The 12-month Newly Appointed Superintendent/Chief Superintendent Development Programmes supports transition into new roles.

Newly Appointed Chief Superintendents Development Programme;

- 13 officers completed Cohort 2 and 3 of the programmes with evaluation providing themes about the value of network with peers, the impact of inputs from Executive colleagues and experienced Chief Superintendents
- A further 4 officers (Cohort 4) commenced in January.

Newly Appointed Superintendents Development Programme;

- 16 Officers (Cohort 1) completed the inaugural programme with positive feedback about the inputs and visibility of Executive colleagues provided throughout.
- Another 24 Officers (Cohort 2) participated in their health and wellbeing development session, and again it was positive feedback about the session and the inputs delivered by Chief Officers.

Newly Appointed Chief Inspectors (in development);

- Following the success of the Chief Superintendent and Superintendent Programmes, a Newly Appointed Chief Inspector programme was scoped with a view to final design and delivery during the next reporting period.

#### 5.15.10 Executive Leadership Programme (ELP)

Although no Police Scotland applicants were successful at the Cohort 3 Assessment Centre in 2024, 9 potential applicants have been supported to write portfolios which will be considered for Cohort 4. If selected at the Police Scotland Local Portfolio Assessment Board, applicants will progress to the CoP Assessment Centre and if successful will commence the programme in early 2026.

#### 5.15.11 Digital Graduate Programme

- Following its launch in 2024, our Graduate Cyber Security Analyst and Graduate Developer are progressing through their two-year programme with another about to launch.
- The Programme includes a mix of role specific and core business acumen training in addition to Divisional Mentoring
- Both completed their first six-monthly Reflection Review, with their Line Managers, Mentors, and Leadership and Talent Consultants. The feedback was overwhelmingly positive, highlighting the graduates' progress and the constructive nature of their development.

#### 5.15.12 MyCareer

The MyCareer cycle concluded on 31<sup>st</sup> March 2025, ahead of the new annual cycle commencing 1<sup>st</sup> April 2025.

- 71.% of the workforce engaged in the MyCareer process during the year (74% of officers and 67. % of staff) however only 47% completed the process (49.7% Officers and 43.5% of Staff.)
- In preparation for refocusing the performance management approach following the review, audit and evaluation conclusions of year 1 and 2 of MyCareer, it was recently agreed that the refreshed CVF (launched via the College of Policing in 2024) and the College of Policing Leadership Standards will be adopted by Police Scotland. Phase 2 of the MyCareer journey will deliver simpler tools and approaches to set performance expectations for all; have robust feedback tools and ensure that personal development plans are supporting the delivery of a thriving workforce.

## 6. FINANCIAL IMPLICATIONS

6.1 There are/ are no financial implications in this report.

## 7. PERSONNEL IMPLICATIONS

7.1 There are/ are no personnel implications in this report.

## **8. LEGAL IMPLICATIONS**

8.1 There are/ are no legal implications in this report.

## **9. REPUTATIONAL IMPLICATIONS**

9.1 There are/ are no reputational implications in this report.

## **10. SOCIAL IMPLICATIONS**

10.1 There are/ are no social implications in this report.

## **11. COMMUNITY IMPACT**

11.1 There are/ are no community implications in this report.

## **12. EQUALITIES IMPLICATIONS**

12.1 Learning and development updates in support of Policing Together, and specifically EDI and anti-racist offerings, are contained within this paper.

## **13. ENVIRONMENT IMPLICATIONS**

13.1 There are/ are no environmental implications in this report.

## **RECOMMENDATIONS**

Members are invited to discuss this update.

## **Appendix I – Strategic Delivery**

The Learning & Development (L&D) 3 Year Plan focusses on the underpinning processes and systems that support front end training delivery. This will contribute to delivery of activity in support People Strategy, Strategic Workforce Plan and 3 Year Business Plan commitments. The following provides an update on activity against the L&D Plan with alignment to the appropriate commitments.

<b>L&amp;D 3 Year Plan Priority</b>	<b>Progress Update</b>	<b>Alignment with Strategic Commitments</b>		
		<b>People Strategy</b>	<b>Strategic Workforce Plan</b>	<b>Chief Constable 3 Year Business Plan</b>
Structure	<p>This priority focusses on establishing the revised L&amp;D structure for Police Scotland which will be progressed through Op Uriel. This work will seek to amalgamate the majority of training delivery functions under one portfolio. Currently, training is delivered across several business areas. Resource has been identified to commence the planning for this. Additional resource has been approved through the transformation budget and we are engaging with Portfolio Management Office to seek approval to recruit into these posts.</p> <p>Whilst Op Uriel was initially planned for implementation in 2025, this has been paused until 2026 (Year 3 of the Plan) to</p>			<p>Commence and embed new learning and development approaches, while continuing to maximise opportunities to re-shape training, support colleague learning, improving skills and knowledge of our workforce.</p>



	accommodate significant demands in relation to reviews across Probationer training and Investigative Mindset and also demands within Driver Training.			
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L&D 3 Year Plan Priority	Progress Update	Alignment with Strategic Commitments		
		People Strategy	Strategic Workforce Plan	Chief Constable 3 Year Business Plan
Governance & Prioritisation	<p>This priority will primarily flow after the above with the agreement and embedding of governance structures and prioritisation/approval processes which span the amalgamated learning and development portfolio. This work will also incorporate the re-defining of the role of Quality Assurance within the new structure. Most of this work will, therefore, be completed in Year 3 of the Plan.</p> <p>In the interim, processes are embedding at a strategic level in relation to the approval and prioritisation of learning and development products. Training assessed as 'essential' for all officers and staff (not role-specific) was agreed earlier this year and this will be updated through the Strategic Learning &amp; Development Governance Board as and when new products are launched.</p> <p>In addition, the revised Force Performance &amp; Accountability</p>	Develop outcome focused approach to outlining impact of learning and development programmes.		

	Framework now includes a metric based on the proportion of days undertaken on training assessed as 'essential' for all officers/staff.			
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L&D 3 Year Plan Priority	Progress Update	Alignment with Strategic Commitments		
		People Strategy	Strategic Workforce Plan	Chief Constable 3 Year Business Plan
Protected Time for Learning	<p>This priority is focussed on affording protected time for officers (and staff as appropriate) to undertake essential e-learning. It is recognised that, whilst face to face training is protected and scheduled in duty management, officers and staff are expected to complete e-learning during their day to day work which is not always possible or pragmatic.</p> <p>A pilot exercise is planned to be implemented in the second half of this year which will see a day added onto annual OST refreshers for officers to undertake essential e-learning packages (in line with the training prioritised as 'essential' above). The pilot is planned to run for 6 months after which an evaluation will be conducted with a view to full roll out across the organisation supported by an organisational policy.</p> <p>The Protected Learning Day can also apply to police staff as appropriate.</p>			<p>Commence and embed new learning and development approaches, while continuing to maximise opportunities to re-shape training, support colleague learning, improving skills and knowledge of our workforce.</p>

L&D 3 Year Plan Priority	Progress Update	Alignment with Strategic Commitments		
		People Strategy	Strategic Workforce Plan	Chief Constable 3 Year Business Plan
Identify Role Requirements	<p>Activity under this Priority is focused on identifying the essential training requirements for all roles/ranks across the organisation and ensuring that these are reflected on role profiles.</p> <p>Due to the volume of work involved with this, it is not anticipated to be completed until the end of Year 3 of the Plan. Progress with this has been impacted by delays in securing resource to support this. Some resource has now, however, been identified to co-ordinate this and it is anticipated that this will commence in Sept/Oct. Additional resource has also been approved through the transformation budget and we are engaging with Portfolio Management Office to seek approval to recruit into these posts.</p> <p>There is also a dependency on the work to establish a Target Operating Model and we will continue to engage with the Local</p>		<p>We are clear on the skills, capabilities and experience we need</p> <p>Develop a framework to an organisational approach aligned to target operating model</p>	<p>Strengthen frontline policing by reviewing role profiles and redeploying officers roles which make best use of their training, knowledge and skills</p>

	Policing Service Design Review Team in this respect.			
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L&D 3 Year Plan Priority	Progress Update	Alignment with Strategic Commitments		
		People Strategy	Strategic Workforce Plan	Chief Constable 3 Year Business Plan
Virtual Instructor Led Training	<p>This priority is focussed on reviewing the existing delivery format of our training courses and ensuring that the most appropriate and efficient format is in place. Namely, whether the course can be delivered 100% through e-learning, a blended delivery or if face to face (online or classroom) is most appropriate dependent on the subject being trained.</p> <p>Again, progress on this has been impacted by lack of resource to support this and current demands being placed on our e-learning team.</p> <p>Funding for posts to support this has been confirmed and approval is awaited to establish, and recruit to, these posts. Completion of this work is, therefore, not anticipated until the end of Year 3 of the Plan.</p> <p>In the interim, all new training being designed is scrutinised in relation to the most appropriate</p>	<p>Look towards innovation in training and learning provision ensuring they link to the strategic framework and our L&amp;D Plan, to reflect new ways of working and the skills required to support the workforce i.e. use of technology</p>	<p>We will work to ensure that all training and development is easily accessible for colleagues and has improved functionality</p>	

		delivery format and the frequency of any refresher requirements.			
L&D 3 Year Plan Priority	Progress Update	Alignment with Strategic Commitments			
		People Strategy	Strategic Workforce Plan	Chief Constable 3 Year Business Plan	
Online Platform CPD	<p>Activity to support this Priority is focussed on assessing the options available in relation to online CPD offerings and proposing the most appropriate solution going forward.</p> <p>Currently, the HowTo platform is accessible to all officers and staff with a small number, in specific functions, also having access to the LinkedIn Learning platform.</p> <p>Our HowTo licence is due to expire at the end of March 2026 and interim options are currently being explored in relation to next year whilst a longer term solution is assessed.</p> <p>A learning needs analysis is planned for the second half of this year to inform requirements.</p>		<p>We will work to ensure that all training and development is easily accessible for colleagues and has improved functionality</p>		

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There are a small number of remaining strategic commitments which are relative to delivery of specific learning and development products, the following outlines delivery in support of these.

<b>Other Learning &amp; Development Activity</b>	<b>Alignment with Strategic Commitments</b>			
	<b>Policing Together</b>	<b>People Strategy</b>	<b>Strategic Workforce Plan</b>	<b>CC Business Plan</b>
<p>The CPD team within LTD have participated in partnership activity as follows:</p> <ul style="list-style-type: none"><li>• Delivery of Unconscious Bias Empower Hours across 63 people in South Ayrshire Council</li><li>• Delivery of a Self Confidence and Growth Mindset Empower Hours for Devon and Cornwall Police and West Yorkshire Police with further engagement planned.</li><li>• Delivery of Growth Mindset Empower Hours to Derbyshire Constabulary. Continued engagement will take place throughout the year.</li></ul>		<p>Take collaborative approach to CPD with partners to provide opportunities for secondments, placements, shared learning and training</p>		

Other Learning & Development Activity	Alignment with Strategic Commitments			
	Policing Together	People Strategy	Strategic Workforce Plan	CC Business Plan
<p>The following learning and development products have been introduced to support current and future policing demands:</p> <ul style="list-style-type: none"> <li>• Two e-learning packages covering Open Source and Communications Data for all officers.</li> <li>• Digital Foundation Module for specialist roles</li> <li>• Bitesize online sessions and recorded inputs on Cryptocurrency and the Dark Web</li> <li>• Knowledge Hub as an accessible resource with information on cyber and digital skills required to undertake investigations effectively</li> <li>• Training course in Foundation in Network Investigations</li> <li>• Training course in Cyber Operations (Advanced)</li> <li>• New GIS course for Intelligence Analysts</li> </ul>			<p>Improve capabilities to meet current and future policing demands in terms of digital forensics, cybercrime and intelligence analysts</p>	

<ul style="list-style-type: none"><li>• Online upskill sessions in PowerBI for Crime Intelligence Analysts</li><li>• Liaison continues around potentially developing a Data Analytics course</li></ul>				
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Other Learning & Development Activity	Alignment with Strategic Commitments			
	Policing Together	People Strategy	Strategic Workforce Plan	CC Business Plan
<p>The following has been introduced in support of Policing Together commitments:</p> <ul style="list-style-type: none"> <li>• Unity through Learning (anti-discrimination training) commenced delivery in October 2024. Initially aimed at non-supervisory officers/staff, this has since been widened to all officers/staff. The ownership of this has been transferred from LTD to the Policing Together team.</li> <li>• Two e-learning products have been delivered to all officers/staff in the last two years focussed Equality, Diversity &amp; Inclusion.</li> <li>• We deliver EDI Empower Hours as part of our CPD offerings.</li> <li>• Our EDI 'Creating Inclusive Climate' learning programme has been delivered to a number of senior leadership teams</li> </ul>	<p>Provide updated anti-discrimination, equality, diversity and inclusion training to all officers and staff at regular intervals, including enhanced training for supervisory and senior roles</p>			<p>Provide training to support an understanding of everyday discrimination and the application of equality and inclusion within the workplace</p>



<ul style="list-style-type: none"><li>• Deconstructing Institutional Discrimination is delivered as part of the People Management Development Programme to leaders across the organisation.</li><li>• In response to early learning from Op Tarn, the Probationer training programme now includes an input on the History and Ethics of Policing and Policing Diverse Communities as well as the actual training materials and examples now reflecting our diverse communities. A full Training Review and Needs Analysis has commenced within probationer training and will include the thematic integration of human rights and EDI to align with the human rights review recommendations.</li></ul>				
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Other Learning & Development Activity	Alignment with Strategic Commitments			
	Policing Together	People Strategy	Strategic Workforce Plan	CC Business Plan
<p>In support of Trauma Informed awareness and Mental Health training, the following is being progressed across the force:</p> <ul style="list-style-type: none"> <li>• We have very recently secured the Trauma Informed e-learning packages from the NHS NES. Once launched, these packages will be essential for all officers to complete.</li> <li>• We continue to engage with the Trauma Informed Team within the Policing Together portfolio to ensure that Trauma Informed principles are embedded into relevant existing training courses eg. Probationer training and the Advanced Investigators course. More generally, the impact of trauma will be a thread throughout all our crime training courses.</li> <li>• Bitesize videos are being developed to support mental health awareness for all officers/staff. These will be followed up with an</li> </ul>				<p>Further develop trauma informed training and mental health awareness ensuring staff are confident, trained and empowered</p>

<p>e-learning package later in the year.</p> <ul style="list-style-type: none"><li>• The revised Probationer training model now includes a bespoke communication and de-escalation package called C.A.R.E.S. This is based on negotiator tactics and incorporates learning in relation to dealing with vulnerable persons, mental health, neurodiversity and trauma.</li></ul>				
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## **Appendix II – Audit/Inspection Recommendations**

<b>HMICS Organisational Culture (Thematic)</b>	
<b>Recommendations</b>	
Police Scotland should ensure that the probationer training syllabus is more reflective of actual frontline demand and the Competency and Values Framework, to allow officers to feel equipped to deal with the realities of policing.	<p>As outlined in Appendix I, changes have already been made to the Probationer training programme and a full review and TNA has commenced. This review will be governed by a Strategic Oversight Group and the Terms of Reference will focus on the following three areas:</p> <ul style="list-style-type: none"> <li>• the Probationer Training programme</li> <li>• Tutor Constables programme</li> <li>• Probationer Governance</li> </ul> <p>In addition attrition rates and course evaluations will be analysed with a plan to provide more practical, work-based pathways and support mechanisms to better prepare Probationers for transition to Divisions.</p>
<b>Independent Review (HMIES) – Modern Apprenticeship delivery by Police Scotland</b>	
<b>Recommendations</b>	
Police Scotland should further develop training opportunities for Tutor Constables to ensure a consistent experience for all probationers	This aligns with the above Organisational Culture recommendation.
<b>Internal Audit (AZETS) – Organisational Learning</b>	
<b>Recommendations</b>	
<p>Definition - Police Scotland should agree a definition of organisational learning and articulate the key activities that are expected to fall within its scope.</p> <p>Framework - as the organisational learning framework is developed, Police Scotland should ensure that any additional systems, processes or structures introduced complement rather than duplicate existing arrangements. This will mean that soe existing processes within business areas should be replaced with centralised corporate processes.</p> <p>We understand that Police Scotland intend</p>	<p>Following a period of review and development, the recommendations within this Audit have transferred to LTD to progress the resourcing options prior to return to the force executive for decision. At the time of reporting, engagement is ongoing with the Director of Strategy &amp; Analysis on options for delivery prior to executive review.</p> <p>Implementation of the proposed Organisational Learning</p>

Mapping Exercise - Police Scotland should carry out a mapping exercise with the objective of identifying the specific processes, carried out with divisions and functions, which produce outputs that are considered to be organisational learning within the scope of the framework.	<p>Framework aligns with the commitment in the 3 Year Business Plan to embed new learning and development approaches, while continuing to maximise opportunities to re-shape training, support colleague learning, improving skills and knowledge of our workforce.</p> <p>It will also directly address the Strategic risk outlined in section 3 of this paper.</p>
Documenting Actions - Police Scotland should create a template for documenting actions that enables consistence and clear recording across business areas. This should be supported by guidance that explains its use, in particular the assignation of risk ratings.	
Operational Learning Library - Police Scotland should determine whether to implement an organisational learning library that operates independently of any action tracking. If such a repository is implemented, Police Scotland should ensure there are criteria that should be satisfied before storing information. This should consider: <ul style="list-style-type: none"> <li>• Its significant (to exclude trivial matters)</li> <li>• Its likelihood of future use: and</li> <li>• Its potential relevance, expressed in terms of the scenarios or processes in which it could or should be used (such as major events planning)</li> </ul>	
Repository Information – information added to the repository should be articulated and recorded in such a way that it lends itself to analysis. The design of these arrangements should include an assessment of the likely needs of individuals making use of the repository. They may comprise: <ul style="list-style-type: none"> <li>• Categorisation of learning by nature of activity or operational area</li> <li>• Assignment of keywords to support searching and visibility of information</li> </ul>	
Resources – organisational learning systems must be supported by adequate resource. Police Scotland should consider the resource requirements for: <ul style="list-style-type: none"> <li>• Administration of any system used, such as adding new information</li> <li>• Maintenance and update of the information held, where applicable; and</li> <li>• Supporting users of the system both in its use and in locating relevant information</li> </ul>	
Assurance Process – the organisational learning function must be underpinned by an assurance process that ensures that recommendations and actions arising from organisational learning activity are implemented and embedded effectively.	

Human Rights Baseline Assessment	
Recommendations	
Police Scotland should develop a stand-alone human rights training package to establish a base level of human rights understanding across the organisation, in the same way that it has developed a mandatory EDI training package. Training should be based around case studies relevant to core policing business and should be refreshed every year to reflect developments in human rights law and practice.	<p>A Values e-learning packaged, which explores ethical decisions with human rights at their core and uses anonymised real life scenarios, was rolled out last year for all officers and staff.</p> <p>A programme of interactive training, Unity through Learning, commenced in October 2024 for all officers and staff. Ownership of this has recently transferred from LTD to the Policing Together team.</p> <p>This aligns with the Policing Together strategic outcomes.</p>
Police Scotland should ensure that human rights standards and principles form a central part of the new Police Scotland learning and development strategy and training curriculum. Learning, Training & Development should include an individual with human rights expertise on its strategy working group.	<p>No longer applicable – L&amp;D Strategy no longer being progressed and replaced with 3 Year L&amp;D Plan outlined in Sections 1 and 2 of this paper.</p> <p>This aligns with the Policing Together strategic outcomes.</p>
Police Scotland OST should be reviewed and revised as a matter of priority. Human rights should be fully integrated across OST modules and thresholds for the use of force made clear. Training on negotiation and liaison, especially in relation to police response to vulnerable persons / persons with mental health issues, should be incorporated so that response officers exhaust all possible non-UOF options before deploying force.	<p>A full review of the OST course was undertaken and the manual re-written with human rights at its core. The manual incorporates early learning from Op Tarn and has been subject to peer reviews involving the Scottish Prison Service and the Police Service of Northern Ireland.</p> <p>A 3-day communication and de-escalation training, based on negotiator tactics, is now delivered during initial probationer training (see Appendix I) and reinforced during OST.</p> <p>This aligns with the Policing Together strategic outcomes.</p>
Police Scotland should ensure that its CPD curriculum is a vehicle for embedding Police Scotland values, including the Code of Ethics,	All CPD courses have been reviewed and have EDI and Human Rights running through them as a golden thread.



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human rights and EDI. Human rights should be integrated into all CPD courses.	This aligns with the Policing Together strategic outcomes.
Police Scotland should review and revise its policy on the use of force as a matter of urgency. The policy should clearly define the relevant legal tests for the use of force and provide guidance on the human rights standards and principles relevant to police use of force, in particular the requirements of Article 2. The policy should comply with the UN Basic Principles on the Use of Force and Firearms by Law Enforcement Officials and the UN Code of Conduct for Law Enforcement Officials.	<p>The Use of Force Policy was reviewed through the lens of institutional discrimination.</p> <p><b>A further review to meet this recommendation will be undertaken and report through the Use of Force Management Group.</b></p> <p>This aligns with the Policing Together strategic outcomes.</p>
Police Scotland should review and revise its training and guidance on the use of restraint to ensure it is accurate, up to date, applies relevant human rights principles and properly considers human rights and equality impacts.	<p>The Use of Force Management Group considered legal opinion and agreed that the policy of handcuffing all persons in custody, to the protect the safety of arresting officers, should reflect human rights and empower individual officers to justify when to apply handcuffs considering proportionality and necessity. <b>A memo has been drafted.</b></p> <p>This aligns with the Policing Together strategic outcomes.</p>