



<b>Meeting</b>	<b>SPA People Committee</b>
<b>Date</b>	<b>29 May 2025</b>
<b>Location</b>	<b>Videoconference</b>
<b>Title of Paper</b>	<b>People Strategy &amp; Strategic Workforce Plans: Year One Closure Report</b>
<b>Presented by</b>	<b>Nicky Page, Chief Officer, Human Resources</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>A – People Strategy year one closure report B – Strategic Workforce Plan year one closure report</b>

## PURPOSE

The purpose of this paper is to provide a status and progress update against all activity detailed in the 2024/25 People Strategy and Strategic Workforce Plans that were approved at People Committee in May 2024.

This paper is presented to members for discussion.



## 1. BACKGROUND

- 1.1 In November 2023, SPA approved Police Scotland's People Strategy (PS) and Strategic Workforce Plan (SWP) for the period 2024-27. These documents contained three-year implementation plans.
- 1.2 In May 2024, year-one implementation plans for 2024-25 were tabled and approved at People Committee. This report provides a year-end status and update for all activities that were articulated in the plans.

## 2. STRUCTURE OF REPORTS

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



### 3. NEXT STEPS

- 3.1 We have already begun to define and prioritise deliverables for the coming year, and this will continue throughout quarter one of this financial year. This will involve balancing delivery of the PS & SWP activity with deliverables that will transform the People and Development department into a modern, strategic, person-centred HR service for Police Scotland. Year-two plans for 2025-26 will be tabled at People Committee for discussion at the August Committee.

### 4. FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial implications in this report. Whilst some of the activities in the implementation plans will have significant budget attached, scrutiny of these is via other for and out with the scope of this update report.

### 5. PERSONNEL IMPLICATIONS

- 5.1 There are no direct personnel implications in this report. Whilst all of the activities in the implementation plans will have people implications, both in terms of how their delivery is resourced, the implementation process, and the intended positive impact of delivery on the workforce, these will be considered independently by each implementation team.

### 6. LEGAL IMPLICATIONS

- 6.1 There are no legal implications in this report.

### 7. REPUTATIONAL IMPLICATIONS

- 7.1 There are no direct reputational implications in this report. However, objective three of the SWP is to "ensure we attract and retain suitable talent" and consequently, positive and impactful work in this aspect of the plan should impact positively on the reputation of the organisation as an attractive employer.

### 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 direct equality implications in this report. However, section three of the People Strategy contains activity designed to “support our people to identify with and demonstrate Police Scotland’s values and have a strong sense of belonging.” Consequently, positive and impactful work in this aspect of the plan should impact positively on the reputation of the organisation as an inclusive, welcoming employer.

## 11. ENVIRONMENT IMPLICATIONS

- 11.1 There are no environmental implications in this report.

### RECOMMENDATIONS

Members are invited to discuss the content of the appendices.



# People Strategy 2024-2027

Year 1 activity status

Year 2 planning

---





# Contents

<b><u>Plan on a page</u></b> .....	3
<b><u>Y1 summary and Y2 plan</u></b> .....	4
• <u>1: We prioritise wellbeing and keep our people safe, protected and well equipped</u> .....	5
• <u>2: We support our people to be confident leaders, innovative contributors and influencers</u> .....	8
• <u>3: We support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging</u> .....	11
<b><u>Year one activity status</u></b> .....	14
• <u>1: We prioritise wellbeing and keep our people safe, protected and well equipped</u> .....	15
• <u>2: We support our people to be confident leaders, innovative contributors and influencers</u> .....	20
• <u>3: We support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging</u> .....	26





# Plan on a page

## 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.





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

Activity is coded as follows:

**BLUE** – activity complete

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

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

**GREEN** – activity on track for completion to planned timeframe

**APP** – denotes link to activity in our Annual Policing Plan



1

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



## YEAR ONE summary

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

Our Total Reward approach is fair, transparent and recognises achievement

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

1 We prioritise wellbeing and keep our people safe, protected and well equipped	
Apr 2024	Oct 2024
Undertake independent review of our health & wellbeing framework	
Further develop & embed Health & Wellbeing Strategy & framework & evaluation (evidence) reflecting : HMICS audits & independent review	
Improve the provision of occupational health & EAP	Improved contract/performance management
Develop & launch mediation	
Embed wellbeing in leadership development & training	[Q2 2025 – HMICS sign-off required]
Embed & evaluate wellbeing champions, Lifelines & wellbeing impact assessments	
Strengthen colleague visibility & accessibility of support	
Progress a collaborative & strategic approach to pay & reward whilst seeking to minimise annual pay negotiation challenges – <b>APP</b> [Q4 25/26]	
Develop & describe total reward for colleagues – <b>APP</b> [Q3 25/26]	
Progress work on developing our total reward framework which is fair, transparent and which recognises achievement – <b>APP</b> [Q4 25/26]	
Establish approach to policy review prioritisation (programme of work)	Strengthen evaluation/reporting on policy progress & impact [Q1 25/26]
	Review our support for special constables & volunteers – NOT P&D
Training needs analysis of future role related training (SWP) [Q4 26/27]	
Prioritise automation & self-service (policing in a digital world, modernising contact & engagement, enabling policing for the future) – <b>APP</b> [Q4 26/27]	
Delivery of body worn video – <b>APP</b> [Q4 26/27]	
Work with all relevant stakeholders through the uniform & equipment working group; During tenders to ensure that we achieve fit for purpose and best value uniform and equipment.	

**OFFICIAL**



YEAR TWO plan

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.





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



YEAR ONE  
summary

2

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

Apr 2024

Oct 2024

Mar 2025

We support our people to be effective leaders

Your Leadership Matters – ongoing rollout & evaluation – ‘amplifying impact’ [Q1 25/26]

People Manager Development Programme (PMDP) – delivery and evaluation [Q4 26/27]

Embed Police Leadership Development Programme (PLDP) sergeants qualification

Review of national mentoring programme [Q2 25/26]

Our officers and staff have equitable access to career development opportunities

Review & evaluation of MyCareer [Q1 25/26]

Research talent framework & approaches [Q1 25/26]

Review of promotions/transfers

Scoping work on career paths for staff [end date tbc]

We have person centred recruitment

Undertake an independent review of recruitment

Agree prioritisation of actions from audits, insight/research & take forward

Review of probationer training

We support the delivery of the Learning and Development Strategy

Development of L&D strategy is paused and under review. Delivery of mandatory, role-related and development training & learning continues. [Q4 26/27]

Develop approach to colleague surveys

Enhanced colleague engagement & feedback mechanisms support problem solving & communication

Procurement of survey provider

All colleague survey – results, analysis & action planning

OFFICIAL



YEAR TWO plan

2

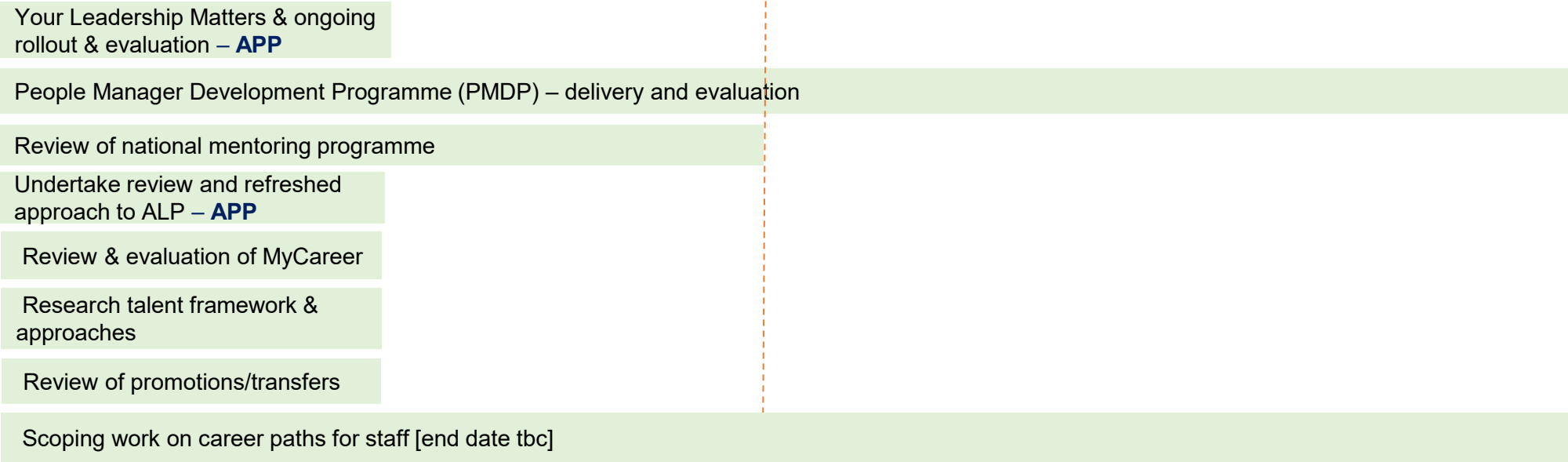
We support our people to be confident leaders, innovative contributors and influencers

Apr 2025

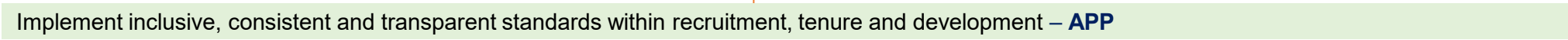
Oct 2025

Mar 2026

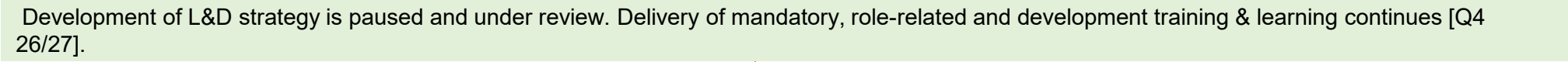
We support our people to be effective leaders



We have person-centred recruitment



We support the delivery of the Learning and Development Strategy



Enhanced colleague engagement & feedback mechanisms support problem solving & communication



**3**

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



YEAR ONE summary

3

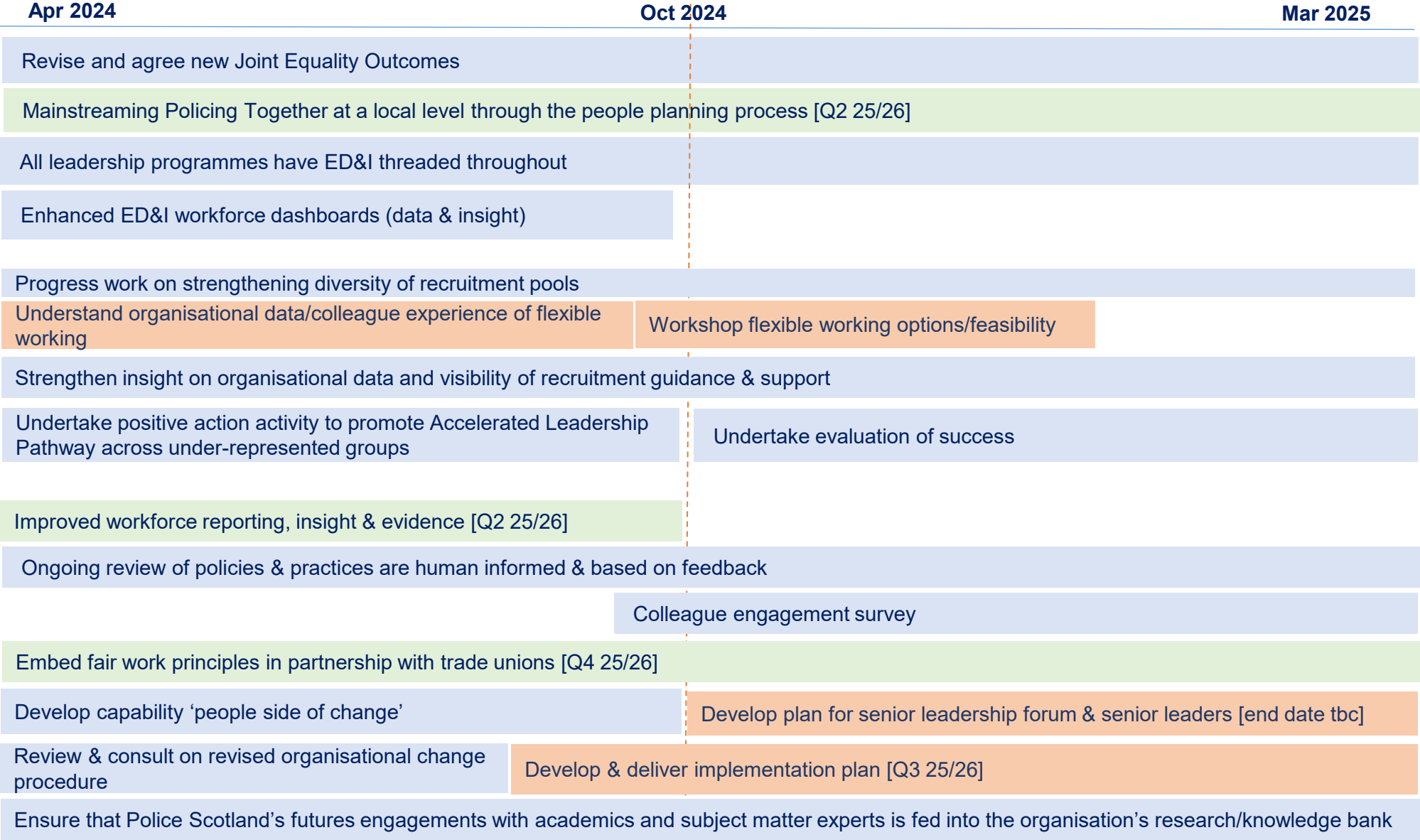
We support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging

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





YEAR TWO plan

3

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

Apr 2025

Oct 2025

Mar 2026

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

Mainstreaming Policing Together at a local level through the people planning process

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

Understand organisational data/colleague experience of flexible working

Workshop flexible working options/feasibility

We understand and can meet the needs of our people

Improved workforce reporting, insight & evidence

We support our people through organisational change

Embed fair work principles in partnership with trade unions

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

Develop & deliver organisation change procedure implementation plan





# Year one activity status

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



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



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

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

Develop and launch mediation	Q2 2024/25	COMPLETE
------------------------------	------------	----------

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

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

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

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

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

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

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

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

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

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

In 2024/25 our occupational health service:

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



Embed and evaluate wellbeing champions, Lifelines and wellbeing assessments	Q3 25/26	ON TRACK
<p>Work to embed each of these components of our wellbeing provision continues and all three elements will have been evaluated and recommendations for next steps will be reported by the end of quarter three 2025/26.</p> <p><b>Lifelines</b></p> <p>1,100 of our workforce have attended workshops on staying well and understanding resilience, since the project began. Key findings from an evaluation conducted earlier this year were:</p> <ul style="list-style-type: none"> <li>• 91.8% of respondents recalled the training either went well or very well.</li> <li>• Over 70% of respondents think about the messages from the session(s) on a daily or weekly basis, suggesting the training was memorable and impactful.</li> <li>• Over 86% of respondents rated at least eight or above (out of 10) for recommending the session to others, demonstrating a strong net promoter score (NPS) (Qualtrics, 2023) of 59.86%. This indicates that our people believe these sessions are worthwhile for their colleagues and peers to attend.</li> </ul> <p><b>Wellbeing Assessments</b></p> <p>This opt-in confidential mental health screening tool was redesigned and launched by our occupational health provider in February 2025. Uptake and outcomes are being monitored.</p> <p><b>Wellbeing Champions</b></p> <p>This is currently under review with recommendations due to be reported by quarter three 2025/26.</p>		

Strengthen colleague visibility and accessibility of support	Q4 2024/25	COMPLETE
<p>In our recent workforce survey, 73% of colleagues told us they had “a good understanding on how to access the wellbeing support offered by the organisation”. The new occupational health portal has afforded officers and staff better accessibility to the system, and we have developed new intranet pages with more interactive content designed to increase visibility of the range of wellbeing provisions and tools available to our workforce.</p> <p>We tracked site usage in 2024/25, which showed 102,000 hits. The most frequently accessed pages were the EAP and occupational health (over 10,000 hits each), closely followed by the wellbeing champions page (over 5,000 hits). We continue to track site usage, and insights gained from this will allow us to continually evolve and improve the site.</p>		



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

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

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

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

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

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

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

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

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

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

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

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

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

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



<b>Training needs analysis of future role-related training (Strategic Workforce Plan [SWP])</b>	<b>Q4 2026/27</b>	<b>ON TRACK</b>
Work has commenced, and training needs analyses have been completed for areas of priority as noted in the SWP (digital forensics, cybercrime, and intelligence analysts). Throughout years two and three, we will focus on identifying role requirements for all roles and ranks, as per our Learning and Development Plan priorities. This work is dependent on securing resources to support it.		
<b>Prioritise automation and self-service (policing in a digital world, modernising contact and engagement, enabling policing for the future)</b>	<b>Q4 2026/27</b>	<b>ON TRACK</b>
<p>In 2024 we have delivered some of our suite of transformation programmes in this space – all designed to increase efficiency, reduce bureaucracy and release capacity to front-line policing services:</p> <ul style="list-style-type: none"> <li>• We delivered digital evidence detection dogs and digital forensic vans across Scotland which has enhanced our ability to detect and recover digital devices and triage devices at locus.</li> <li>• We launched Police Cyber Alarm as a capability to support business in Scotland to identify and mitigate vulnerabilities with the aim of increasing Scotland's resilience to the continuous cyber threat. So far approximately 70 organisations have requested to join the programme, with five organisations having completed the sign-up process and are sharing live data.</li> <li>• We implemented digital evidence sharing capability (DESC) in our north and east divisions and will complete implementation in the west divisions by September 2025.</li> <li>• We completed the contact engagement and resolution project.</li> </ul>		

<b>Delivery of body-worn video</b>	<b>Q4 2025/26</b>	<b>ON TRACK</b>
<p>Police Scotland has started a national roll out of body-worn video cameras. Over the next 18 months, 10,500 will be issued across the country to officers up to the rank of inspector, as well as some civilian members of staff. About 750 officers in Tayside, including road policing officers and dog handlers, were the first to get the technology.</p> <p>The cameras will increase public confidence in the police and deliver safety benefits by providing effective and transparent evidence of police and public interactions. The technology will also improve the quality of evidence presented in court to deliver faster justice for victims by increasing early guilty pleas and reducing time spent at court for victims, witnesses and police officers.</p>		
<b>Work with all relevant stakeholders through the uniform and equipment working group; During tenders to ensure that we achieve fit for purpose and best value uniform and equipment.</b>	<b>Q4 2024/25</b>	<b>COMPLETE</b>
<p>In our recent workforce survey, when asked about their wellbeing 78% of respondents told us that they 'have access to appropriate uniform', and 70% agreed they felt 'safe and protected at work'.</p> <p>Our uniform and equipment working group is established and meets as part of business-as-usual activity. The organisation's tender framework considers best value as a key aspect of contract awards and there is a review ongoing of our new procedure for uniform.</p>		



**2**

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



Your Leadership Matters (YLM) – ongoing rollout and evaluation – ‘Amplifying impact’	Q1 2025/26	ON TRACK
<p>YLM phase two continues, concluding quarter two 2025/26 and having been delivered to around 3800 first-line leaders across the organisation.</p> <p>To date, 84% of survey respondents agree they understand what is expected in role modelling the YLM leadership behaviours. Almost three-quarters of respondents agreed that they can apply what they have learned.</p>		
People Manager Development Programme (PMDP) – delivery and evaluation	Q4 2026/27	ON TRACK
<p>Phase one, for sergeants and staff equivalent concluded quarter four 2024/25. Recent evaluation data showed:</p> <ul style="list-style-type: none"> <li>• 87% of respondents believe the training is relevant to them and their role.</li> <li>• 85% of respondents believe they will be able to apply the skills, knowledge, and understanding.</li> <li>• 71% of respondents say they feel more confident and competent after the training.</li> <li>• 68% of respondents would recommend the course to a colleague.</li> </ul> <p>Phases two and three will continue into 2025/26 and 2026/27 and will be for different clusters of ranks, and staff equivalents.</p>		
Review of national mentoring programme	Q2 2024/25	COMPLETE
<p>The national mentoring programme was originally implemented in 2018. This review was commissioned to ensure the programme continued to be relevant as an agile development tool. The review started in autumn 2024 and proposals were tabled in April 2025 and approved at an executive board.</p> <p>With the review complete, a refreshed programme will re-launch in quarter two 2025/26. Benefits will include:</p> <ul style="list-style-type: none"> <li>• a clearer communication and understanding of what mentoring is, who it is for, and how it works;</li> <li>• increased mentoring capability by opening opportunities across the whole organisation;</li> <li>• increased participation in mentoring;</li> <li>• more effective mentoring relationships through improved selection processes for both mentors and mentees; and</li> <li>• better identification of the right matches for mentoring relationships.</li> </ul>		

Embed Police Leadership Development Programme (PLDP) sergeants qualification	Q4 2024/25	COMPLETE
<p>Following a successful pilot, the PLDP was approved by the SPA and received final approval from the former Chief Constable in May 2023. It is now recognised as the Police Scotland qualification for promotion.</p> <p>It has also been successfully aligned to the probationer sergeant requirements. This means the overall sergeant qualification process can be completed over a 12-month period.</p> <p>In total 193 officers have successfully completed the qualification, with 108 completing in 2024/25 (including two officers from British Transport Police). 204 participants are currently undertaking the PLDP, with new intakes starting on a quarterly basis.</p> <p>An evaluation, published in January 2025 found that:</p> <ul style="list-style-type: none"> <li>• 92% of respondents either agreed or strongly agreed that they were satisfied with the PLDP qualification overall.</li> <li>• 69% of respondents either agreed or strongly agreed that their performance as a sergeant had improved as a result of taking the qualification.</li> <li>• All respondents said they were either confident or very confident in applying the learning they had developed in this programme to their role.</li> </ul>		



Review and evaluation of MyCareer	Q2 2024/25	OFF TRACK
MyCareer – our performance appraisal system – has been in place for two full years and has been monitored on an ongoing basis for uptake, and improvement opportunities. Due to a number of interdependencies work on this has been slower than planned, but continues, to ensure it aligns with evolving plans for leadership development, and recommendations are being considered by the chief officer team. It is anticipated the decisions around the future of MyCareer will be made in quarter one 2025/26.		
Research talent framework and approaches	Q1 2025/26	ON TRACK
This research is complete, and proposed approaches are being developed, ready for consideration in quarter one 2025/26.		
Scoping work on career paths for staff	Q4 2024/25	OFF TRACK
This will progress in 2025/26 once the organisation's Head of Organisational Development is in post.		

Review of promotions/transfers	Q2 2024/25	OFF TRACK
<p>In December 2023, HMICS looked at the police officer promotion process as part of their wider inspection into organisational culture and made several improvement recommendations.</p> <p>In response, we developed two feedback surveys for use at the end of each promotion process, designed to gather feedback from assessors and candidates to understand their experience of the promotions process.</p> <p>To date, feedback from assessors has been overwhelmingly positive with the vast majority providing ratings of 'excellent' or 'good'. Although overall feedback from candidates has been very positive, some negative ratings have been received with regards to lack of communication from local divisions. In addition, some candidates felt that more detailed communication on what to expect at assessment would be helpful to better understand what assessors are looking for.</p> <p>In response, we have delivered promotion workshops with senior leaders from across Police Scotland, along with SPF and Association of Scottish Police Superintendents (ASPS) representatives. This has enabled us to discuss feedback around promotion and gather suggestions to improve candidate and assessor experiences. As a result, we are working on implementing the following improvements:</p> <ul style="list-style-type: none"> <li>• We are introducing supporting officers to engage in the promotion process by establishing an intuitive and easily accessible intranet page. This will be launched later in 2025 following stakeholder engagement. We are:</li> <li>• developing a new path to promotion, which separates it from our MyCareer appraisal system, to enable a streamlined promotion application process for candidates.</li> <li>• amending the appeal process so that it aligns with the College of Policing's process.</li> <li>• improving communications with senior leaders, managers, and stakeholders to help manage and set realistic expectations for applicants and candidates.</li> </ul> <p>While much progress has been achieved, this activity is marked as off track as our next steps with regards to promotions workshops and improvement activity will require discussion and sign off from our deputy chief constables. We will continue to update people committee members on the progress of this work in line with the revised reporting principals and schedule.</p>		



<b>Undertake an independent review of recruitment</b>	<b>Q2 2024/25</b>	<b>COMPLETE</b>
<b>Agree prioritisation of actions from audits, insight/research and take forward</b>	<b>Q4 2024/25</b>	<b>COMPLETE</b>
<p>The independent recruitment standards review (MOT) completed in September 2023 and we have continued to deliver on its recommendations and findings. We have also taken account of our strategic commitments, people risks, and recommendations from relevant HMICS inspections which has helped us to prioritise activity and take a holistic approach to improvement activity.</p> <p>We now review recruitment and selection candidate survey results on a quarterly basis and have had excellent feedback throughout this year. In May 2024, 95% of candidates rated the overall recruitment experience as positive. This increased to 100% for both intakes in July and September followed by 98% in November. We are also producing weekly reports to relevant internal teams to provide data on application patterns to help identify trends and inform future activity.</p> <p>Our Trust ID security system, which supports candidate identification checks, is now fully implemented in all staff roles. Work is continuing to align police officer candidates to the system which will allow us to merge all recruitment functions using Trust ID. We have also started work with our recruitment provider (Oleco) to explore the use of artificial intelligence to support automated selection within the recruitment process.</p> <p>In September 2024, we launched our biggest ever recruitment campaign using the core message 'A Job Like No Other' and in the 2024/25 financial year we recruited 1,200 officers. The campaign continues to be supported with officer-led videos telling honest stories of what made them decide to join policing.</p> <p>Alongside the recruitment campaign, we launched a new recruitment website offering many improvements to ensure a simplified user journey by putting their experience at its heart. Improvements include consistency in our brand and language throughout, and easier navigation to apply for roles. We are also working to link the website to our e-recruitment provider to provide an even easier experience for potential applicants.</p> <p>This year Police Scotland have delivered on all recruitment intakes and our budgeted establishment has been maintained at 16,600+ after each intake.</p>		

<b>Review of probationer training</b>	<b>Q1 2024/25</b>	<b>COMPLETE</b>
<p>We introduced a revised delivery model for initial probationer training in quarter one 2024/25. The new course is longer and has a bespoke communication and de-escalation package (CARES). Approximately 940 probationers have benefited from CARES since March 2024 and early evaluation is positive. We have also improved equality, diversity and inclusion (ED&amp;I) and human rights inputs in the new course.</p> <p>We now run non-residential probationer training at our Jackton facility alongside intakes at the Scottish Police College (SPC). After the initial trial of using Jackton as a training centre for probationers, a full evaluation was carried out. This showed that the trial was a success, with 83% of probationers based there saying they preferred being at Jackton to SPC, and 79% of those at Jackton rating their training as either 'better than I expected' or 'far better than I expected'.</p> <p>Separate to the review, we have now secured funding for resources to carry out a full training needs analysis of probationer training.</p>		



Development of Learning and Development (L&D) strategy is paused and under review. Delivery of mandatory, role-related, and development training and learning continues.	Q4 2026/27	ON TRACK
<p>A three-year learning and development plan has been developed to replace the draft L&amp;D Strategy. The plan focuses on the underpinning infrastructure rather than front end delivery of L&amp;D products. Priorities within the plan are:</p> <ul style="list-style-type: none"><li>• structure;</li><li>• governance and prioritisation;</li><li>• protected time for learning;</li><li>• role requirements;</li><li>• virtual instructor-led training; and</li><li>• continuous professional development (CPD) platform.</li></ul> <p>The first two priorities have been the main area of focus this year, with recent approval to progress implementation of a centralised training function and enhancement of governance processes to support this. Most activity will take place in years two and three.</p>		



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

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



**3**

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



Revise and agree new Joint Equality Outcomes	Q4 2024/25	COMPLETE
<p>We published our employment equality outcomes on 30 April 2025:</p> <ul style="list-style-type: none"> <li>By 2029, minoritised groups are better represented in policing, have an improved colleague voice and our decisions are informed by workforce data and insights.</li> <li>By 2029, minoritised groups have an improved colleague experience through the enhanced ED&amp;I knowledge, skills and behaviours of our leaders.</li> <li>By 2029, minoritised groups have their needs met more proactively through improved accessibility, flexibility, and resources.</li> </ul> <p>We drafted these based on findings from our research and engagement with key stakeholders.</p> <p>This work ensures that Police Scotland and SPA are working towards the same ED&amp;I priorities and outcomes across policing in Scotland. It also means that we are meeting the legal requirement to publish a set of equality outcomes at least every four years and report progress every two years.</p>		

All leadership programmes have ED&I threaded throughout	Q4 2024/25	COMPLETE
<p>All our signature leadership training products have ED&amp;I embedded as a 'golden thread' running through the programme, and we continue to receive positive feedback from participants. We regularly review and update/amend these products from an ED&amp;I perspective as required, as part of our culture of continuous improvement.</p>		

Mainstreaming Policing Together at a local level through the people planning process	Q2 2025/26	ON TRACK
<p>This year we have developed a single organisational people plan to better support business areas to deliver commitments within our Policing Together Strategy, People Strategy and Strategic Workforce Plan.</p> <p>Aligned with the organisation's 2030 Vision, the plan was shared with people committee members in May 2024 and approved at people board in October 2024.</p> <p>Recognising there are unique challenges faced by our divisions and business areas, we are working to incorporate activities which support local objectives into the people plan. Our focus now is to embed the plan across divisions and business areas so that our strategic commitments are mainstreamed and support local delivery plans.</p>		

Enhanced ED&I workforce dashboards (data and insight)	Q2 2024/25	COMPLETE
<p>We have developed an ED&amp;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.</p> <p>The dashboard allows us to drill down into ED&amp;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.</p> <p>We have put in place a workforce ED&amp;I data and insights group. This has the aim of improving the understanding, collaboration and governance in relation to workforce ED&amp;I data and supporting continuous improvement.</p>		



<b>Progress work on strengthening diversity of recruitment pools</b>	<b>Q4 2024/25</b>	<b>COMPLETE</b>
--	-------------------	-----------------

Application rates from different demographic categories over the past three years is as follows:

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

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

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

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

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

<b>Understand organisational data/colleague experience of flexible working</b>	<b>Q2 2024/25</b>	<b>OFF TRACK</b>
--	-------------------	------------------

<b>Workshop flexible working options/feasibility</b>	<b>Q3 2024/25</b>	<b>OFF TRACK</b>
--	-------------------	------------------

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

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

<b>Undertake positive action activity to promote Accelerated Leadership Pathway across under-represented groups</b>	<b>Q2 2024/25</b>	<b>COMPLETE</b>
---	-------------------	-----------------

<b>Undertake evaluation of success</b>	<b>Q4 2024/25</b>	<b>COMPLETE</b>
--	-------------------	-----------------

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

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

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

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

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



<b>Improved workforce reporting, insight and evidence</b>	<b>Q2 2025/26</b>	<b>ON TRACK</b>
<p>Police Scotland and SPA have been in discussion to develop a set of reporting principles that will support improved insights and evidence within our reporting.</p> <p>Throughout this year, we have taken a phased approach to developing our workforce data, measures and insights with a view to adopting a revised approach from quarter two next year. Our intention is to produce a series of thematic strategic reports focusing on outcomes with clearer data, evidence and insights.</p> <p>A pilot thematic report on recruitment, promotion and succession planning activity was presented to people committee members in February 2025. A further thematic report on learning, training and development, and leadership and talent will be presented at people committee in May 2025. Feedback from these initial thematic reports will be used to further refine a revised approach from quarter two next year.</p>		
<b>Ongoing review of policies and practices are human informed and based on feedback</b>	<b>Q4 2024/25</b>	<b>COMPLETE</b>
Please refer to previous policy update on page seven.		
<b>Colleague engagement survey</b>	<b>Q4 2024/25</b>	<b>COMPLETE</b>
Please refer to previous update on page 14.		



<b>Embed fair work principles in partnership with trade unions</b>	<b>Q4 2025/26</b>	<b>ON TRACK</b>
<p>Fair work is defined as work that offers effective voice, fulfilment, opportunity, respect and security. In 2021, the Scottish Government published 'Fair Work First' guidance and we have since undertaken annual assessments against this guidance in partnership with our statutory staff associations and trade unions.</p> <p>In 2023, our first annual assessment outlined the key areas that we would develop to progress fair work principles in the organisation as agreed with staff associations and trade unions. In August 2024, our second assessment captured progress in delivering these areas for development through our People Strategy and Strategic Workforce Plan.</p> <p>This year, a temporary Fair Work Lead was appointed in July 2024 to drive forward fair work in advance of a new people and development structure being implemented. A key focus this year has been establishing JNCC sub-groups that allow for more detailed discussions in relation to matters such as organisational change, policy and terms and conditions. This has proven to be an effective approach to seeking agreement with stakeholders, mitigating concerns and providing clarity to matters where there is disagreement.</p> <p>Next year we will focus on reviewing our overall trade union joint recognition agreement to further embed fair work and ensure it meets the needs of all parties. Our next annual report, due at SPA people committee in August 2025, will provide a detailed assessment of our progress embedding key areas that were originally identified as requiring development.</p>		

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

<b>Develop capability 'people side of change'</b>	<b>Q4 2024/25</b>	<b>COMPLETE</b>
<b>Review and consult on revised organisational change procedure</b>	<b>Q4 2024/25</b>	<b>COMPLETE</b>
<b>Develop &amp; deliver implementation plan</b>	<b>Q2 2024/25</b>	<b>OFF TRACK</b>
<p>We published a revised version of our organisational change procedure in quarter three. It aims to address issues highlighted by trade unions. This represents a progressive step towards early discussion and work with our unions, and a more inclusive process for staff affected by organisational change.</p> <p>The new version:</p> <ul style="list-style-type: none"> <li>• gives managers the tools they need when dealing with organisational change;</li> <li>• provides guidance on how to manage specific elements of the process, such as consultation, working with trade unions, and redeployment; and</li> <li>• is fully compliant with recent legal changes, including the Protection from Redundancy (Pregnancy and Family Leave) Act 2023.</li> </ul> <p>To support this, we developed a training programme to upskill our people leaders to deliver people-centred change. After a successful pilot in quarter three and quarter four, the programme launched fully in March 2025, and we plan to carry out a follow-up evaluation six months later.</p> <p>Planned work to revise documents and transactional processes linked to the new procedure has been delayed due to restructuring work. It is expected that we will be able to resume this work in quarter two 2025/26, with a target end date of quarter three 2025/26.</p>		
<b>Ensure that Police Scotland's futures engagements with academics and subject matter experts is fed into the organisation's research/knowledge bank</b>	<b>Q4 2024/25</b>	<b>COMPLETE</b>
<p>We support over 100 academic research collaborations each year, with a dedicated team in place. We now embed this research into strategy, plans and service delivery across the organisation as business as usual.</p>		



# Strategic Workforce Plan 2024-2027

Year 1 activity status

Year 2 planning

---

---





# Contents

<b><u>Plan on a page</u></b> .....	3
<b><u>Y1 summary and Y2 plan</u></b> .....	4
• <u>1: We structure and organise our workforce to create capacity</u> .....	5
• <u>2: We are clear on the skills, capabilities and experiences we need</u> .....	8
• <u>3: We attract and retain suitable talent</u> .....	11
<b><u>Year one activity status</u></b> .....	14
• <u>1: We structure and organise our workforce to create capacity</u> .....	15
• <u>2: We are clear on the skills, capabilities and experiences we need</u> .....	20
• <u>3: We attract and retain suitable talent</u> .....	25





# 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





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

**Activity is coded as follows:**

**BLUE – activity complete**

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

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

**GREEN – activity on track for completion to planned timeframe**



1

**We structure and organise our workforce to create capacity**

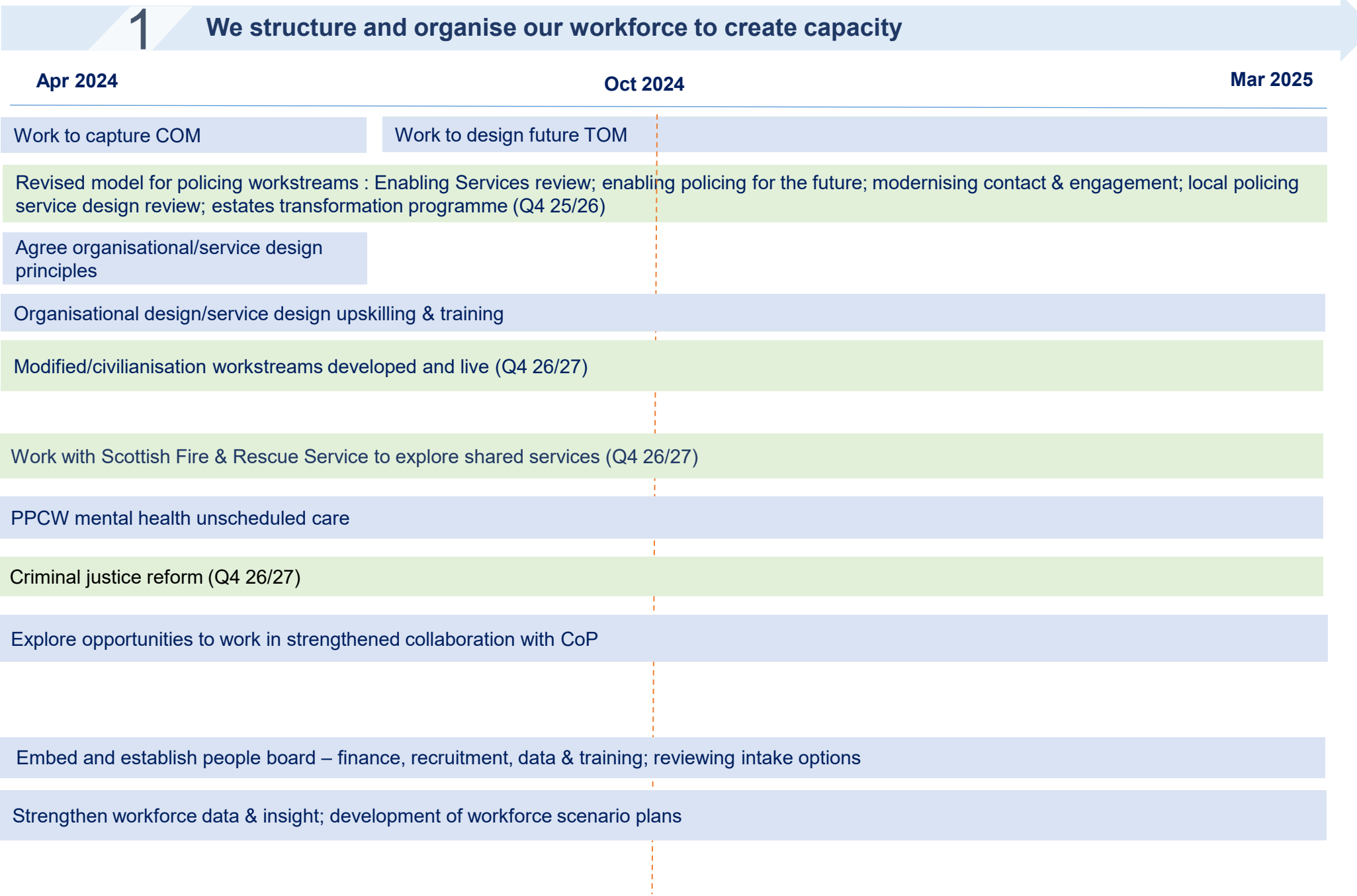


**YEAR ONE  
summary**

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

We work in partnership and collaboration

We understand and can meet the needs of our people





YEAR TWO plan

1

We structure and organise our workforce to create capacity

Apr 2024

Oct 2024

Mar 2025

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

Revised model for policing workstreams : enabling services review; enabling policing for the future; modernising contact & engagement; local policing service design review; estates transformation programme (Q4 25/26)

Modified/civilianisation workstreams developed and live (Q4 26/27)

We work in partnership and collaboration

Work with Scottish Fire & Rescue Service to explore shared services (Q4 26/27)

Criminal justice reform (Q4 26/27)

We understand and can meet the needs of our people



**2**

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



YEAR ONE  
summary

2

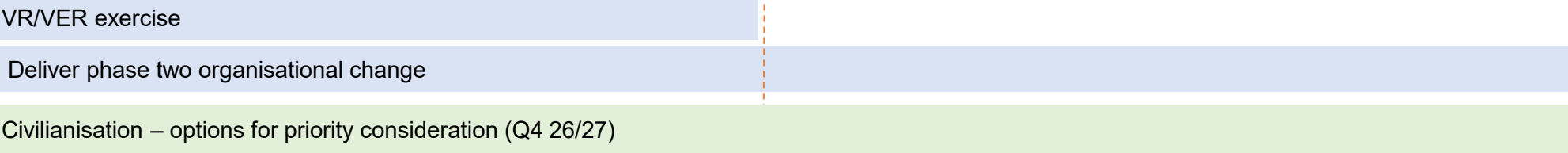
We are clear on the skills, capabilities and experiences we need

Apr 2024

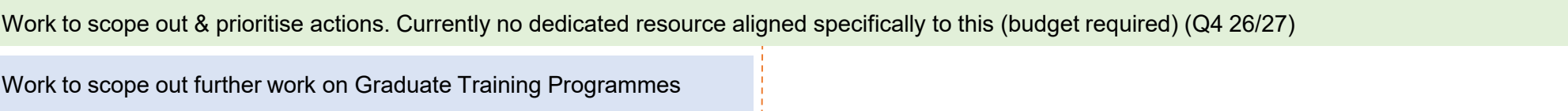
Oct 2024

Mar 2025

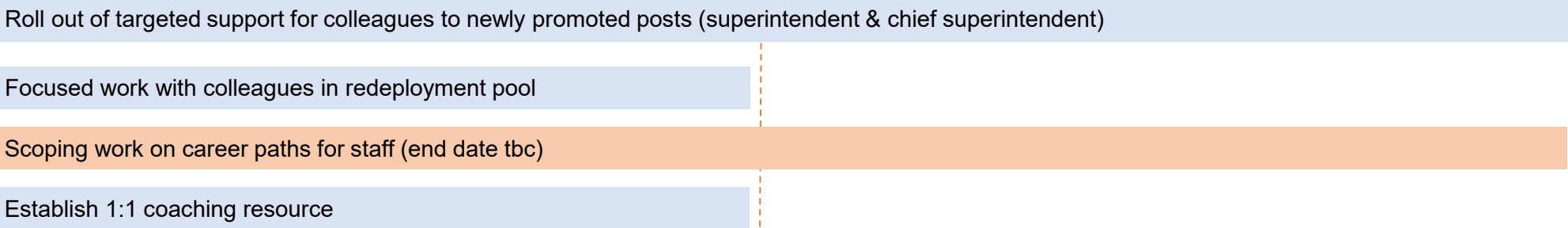
Our workforce profile is correct (rightsizing, downsizing, future-proofing)



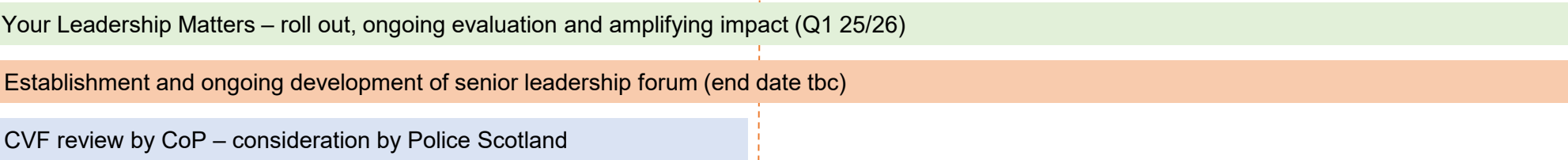
Training and development which reflects future skills need



Support colleagues to acquire new skills and transition to new posts



Leadership offering supports leaders to deliver for our future





YEAR TWO plan

2

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

Apr 2025

Oct 2025

Mar 2026

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

Civilianisation – options for priority consideration (Q4 26/27)

Training and development which reflects future skills need

Work to scope out & prioritise actions. Currently no dedicated resource aligned specifically to this (budget required) (Q4 26/27)

Support colleagues to acquire new skills and transition to new posts

Scoping work on career paths for staff (end date tbc)

Leadership offering supports leaders to deliver for our future

Your Leadership Matters – roll out, ongoing evaluation and amplifying impact (Q1 25/26)

Establishment and ongoing development of senior leadership forum (end date tbc)

CVF review by CoP – implementation of revised CVF (Q4 26/27)



3

**We attract and retain suitable talent**



YEAR ONE summary

3

We attract and retain suitable talent

Apr 2024

Oct 2024

Mar 2025

Positive progress towards agreed diversity and equality outcomes and representation

Workshop on promotions (officers) (Q1 25/26)

Take forward any recommendations/changes (Q1 25/26)

Develop ED&I workforce dashboard

Diversity of candidate pipelines; employee value proposition; recruitment brand; positive action team

Create an end-to-end recruitment process which puts the candidate at the heart of it

Undertake independent review of recruitment

Develop prioritised action plan based on review, audits, data & colleague feedback

Undertake independent assessment on recruitment standards

Future-proof the roles we are recruiting to

Review of officer & staff role profiles (subject to budget) (Q4 26/27)

Review & agree purpose of MyCareer (Q1 25/26)

Take forward any recommendations/changes (Q4 26/27)



YEAR TWO plan

3

We attract and retain suitable talent

Apr 2024

Oct 2024

Mar 2025

Positive progress towards agreed diversity and equality outcomes and representation

Workshop on promotions (officers) (Q1 25/26)

Take forward any recommendations/changes (Q1 25/26)

Create an end-to-end recruitment process which puts the candidate at the heart of it

Future-proof the roles we are recruiting to

Review of officer & staff role profiles (subject to budget) (Q4 26/27)

Review & agree purpose of MyCareer (Q1 25/26)

Take forward any recommendations/changes (Q4 26/27)





# Year one activity status

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



# **1 We structure and organise our workforce to create capacity**



Work to capture current operating model (COM)	Q1 2024/25	COMPLETE
<p>The Police Scotland current operating model (PS-COM) is complete and accessible via the service design intranet site. Development was supported by a detailed view of what we need to change, known as pain points, which were identified from a variety of sources that include internal and external reviews and inspections, focus groups, staff surveys and interviews. They reflect the real views of officers and staff. The service design team used pain points to identify future opportunities for Police Scotland and these have informed our three-year business plan and the Police Scotland target operating model (PS-TOM).</p> <p>The published PS-COM will be routinely referred to in order to support change and decision making at an organisational and local level.</p>		

Work to design future target operating model (TOM)	Q4 2024/25	COMPLETE
<p>Following development of the PS-COM, service designers utilised the pain points identified, as well as our vision, inputs from officers and staff and workshops, workforce survey results and departmental level COMs, to create a Police Scotland target operating model (PS-TOM) that shows how we want the service to work. The PS-TOM was approved by the chief constable in December 2024 and is now published on the service intranet.</p> <p>We now move towards an implementation phase where business areas are developing their local TOMs in alignment with the overarching PS-TOM.</p>		

Revised model for policing workstreams: enabling services review; enabling policing for the future; modernising contact and engagement; local policing service design review; estates transformation programme	Q4 2025/26	ON TRACK
<p>The estates masterplan was endorsed by the SPA in November 2024. Work to develop the 10-year programme is now under way with a target completion date by the end of 2025/26.</p>		

Agree organisational/service design principles	Q1 2024/25	COMPLETE
Organisational design/service design upskilling and training	Q4 2024/25	COMPLETE
<p>Through implementation of the PS-TOM we will align to established organisational design (OD) principles. We have adopted a service design approach to help embed our workforce related strategies which drive both organisational design and cultural change.</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. Throughout the year, this supported us to embed service and organisational design principals in our organisational change approach which are reflected in our newly launched organisational change procedure.</p> <p>In addition, as part of our ongoing people and development restructure, we are recruiting a fixed-term organisational design and change professional to work alongside our internal people consultants. Once recruited, the successful candidate will continue to develop and embed OD skills and experience the organisation. They will also advise and coach on organisational design and support our leaders with the design of future organisational structures.</p>		
Modified / civilianisation workstreams developed and live	Q4 2026/27	ON TRACK
<p>A consultancy firm (Skills for Justice) has been appointed following a procurement exercise, and work in relation to reviewing posts is progressing. The key activity is currently to develop a suite of police officer profiles. Next steps include role templates being reviewed and people and development engaging with divisions for them to identify the key skills that are related to policing establishment.</p> <p>Work continues to progress to civilianise roles (contact, command and control (C3); firearms licencing; and investigation roles) which will release officers from these areas to front line roles. It is understood that this represents an increase in officer staff establishment costs which will need to be addressed in 2025/26. We operate within one budget for Police Scotland and therefore any increase in officer numbers would require a relative reduction in police staff numbers. Work is underway to review governance to ensure all organisational change/design has appropriate oversight and assurance.</p>		



<b>Work with Scottish Fire and Rescue Service to explore shared services</b>	<b>Q4 2026/27</b>	<b>ON TRACK</b>
<p>We have explored opportunities for shared services across our organisations. Jointly we have recognised that we have different requirements and prioritise different areas for development at this point. Regular engagement continues and when we identify areas that are appropriate for us to develop closer discussions about shared services, these will be progressed.</p>		
<b>Partnerships, prevention and community wellbeing (PPCW) mental health unscheduled care</b>	<b>Q4 2024/25</b>	<b>COMPLETE</b>
<p>Police Scotland, the Scottish Government and the Scottish Police Authority (SPA) have worked together to deliver an approach to mental health distress and crisis to provide people in need with the right support from the right agency, at the right time.</p> <p>The Framework for Collaboration was published in February 2025 and sets out principles for local services working together, and across boundaries, to deliver a person-centred, trauma-informed approach to mental health incidents. This will ensure people in mental health distress and crisis receive compassionate support from the most appropriate agency which can best meet their needs, allowing officers to return to core policing duties more quickly.</p>		

<b>Explore opportunities to work in strengthened collaboration with College of Policing (CoP)</b>	<b>Q4 2024/25</b>	<b>COMPLETE</b>
<p>Working in strengthened collaboration with CoP has now become business as usual and, as such, this activity is complete. We:</p> <ul style="list-style-type: none"> <li>regularly communicate with CoP regarding products/training we deliver under licence and CoP e-learning;</li> <li>work together as part of the CoP National Centre for Police Leadership; and</li> <li>have contributed to the development of the CoP national leadership standards;</li> <li>receive assessment service for Accelerated Leadership Pathway and Executive Leadership Programme (ELP), and development programme for ELP, from CoP.</li> </ul> <p>Ongoing project work with CoP includes:</p> <ul style="list-style-type: none"> <li>work to allow us to deliver CoP's command training under licence;</li> <li>working towards offering CoP courses either as part of or alongside our own leadership and talent programmes;</li> <li>collaboration between CoP and Police Scotland's international academy for both inbound and outbound training; and</li> <li>work to introduce a non-competitive action framework for the purchase of CoP training.</li> </ul>		



Criminal justice reform	Q4 2026/27	ON TRACK
<p>Work on criminal justice reform is progressing with some positive indicators.</p> <p>The summary case management pilot has led to faster case resolutions and less need for witness citations. An extension of the pilot in the first half of 2024 led to a:</p> <ul style="list-style-type: none"> <li>• 46% increase in early guilty pleas;</li> <li>• 31% decrease in trials called;</li> <li>• 37% reduction in outstanding trials;</li> <li>• 34% reduction in police citations; and</li> <li>• 29% reduction in civilian citations</li> </ul> <p>This means less strain on both court and police resources, and an enhanced experience for all parties.</p> <p>Remote provision of witness evidence is currently in place for all high court trials involving police witnesses. Nationally, approximately 40% of police witness evidence in solemn cases is now provided remotely, as part of this pilot. This has improved officer wellbeing by minimising the need to travel and reducing time away from operational duties. It has been of particular benefit in rural areas. Development work is continuing in response to identified issues.</p> <p>Work continues on the trauma-informed domestic abuse model, the aim of which is a fully virtual domestic abuse court model in Aberdeen. This will reduce victim trauma by removing the need for victims to provide live testimony in the same area as the accused. This is still in pilot development stage.</p> <p>The pilot of the court scheduler tool is progressing well. Benefits include:</p> <ul style="list-style-type: none"> <li>• maximising officer availability during duty hours;</li> <li>• reducing work-life disruptions for officers; and</li> <li>• faster case resolutions, minimising emotional strain and the financial burden for victims and witnesses.</li> </ul> <p>This promotes confidence in the justice system, fostering public trust and encouraging better engagement with the court process.</p> <p>Work on the virtual custody courts has been put on hold, but we hope to be able to look at feasibility and resource allocation in autumn 2025. It is our intention to roll this out to all sheriff courts across Scotland by December 2025.</p>		





<b>Embed and establish people board – finance, recruitment, data and training; reviewing intake options</b>	<b>Q4 2024/25</b>	<b>COMPLETE</b>
This was established in early 2024, running monthly and chaired by DCC Speirs. This has now been superseded by a finance and people board which runs bi-monthly.		
<b>Strengthen workforce data and insight; development of workforce scenario plans</b>	<b>Q4 2024/25</b>	<b>COMPLETE</b>
<p>The SPA and Police Scotland have progressed the development of future scenarios and used them to support the production of the Joint Strategy for Policing 2023-2026.</p> <p>The 2023-2026 plan was informed by a desktop review of progress over the previous three years as well as an assessment of emerging issues from horizon scanning work being progressed jointly by SPA and Police Scotland's strategy, insights and engagement department. This, along with a refresh of Police Scotland's Strategic Threat and Risk Assessment (STRA) 2023-2028, were used as the basis of planning for the 2023 -2026 joint strategy.</p>		



2

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



VR/VER exercise	Q2 2024/25	COMPLETE
746 applications were received. Approved releases were made over a 12-week period. £9.5m recurring staff pay bill savings were achieved.		

Deliver phase two organisational change	Q4 2024/25	COMPLETE		
<p>Phase one organisational change (immediate releases through our enhanced voluntary redundancy/voluntary early retirement [VR/VER] scheme) ended on 31 March 2024.</p> <p>Between 1 April 2024 and 31 March 2025, 18 releases were approved. This includes both those that were part of formal organisational change projects, and individual releases which were not part of any larger scale change.</p> <p>Savings for these releases only start to be made in the financial year in which the release takes place. Please see the below tables for details:</p>				
	Number of leavers	Annual saving	Total cost	Return on investment
Leavers pre-31 March 2025	2	£143,714	£135,690	0.94
Future leavers	16	£970,101	£1,412,533	1.46
Total	18	£1,113,815	£1,548,223	1.39

Civilianisation – options for priority consideration	Q4 2026/27	ON TRACK
<p>Civilianisation work in our contact centres, investigation teams, and firearms and explosives licensing teams continues to release police officer resources to local policing and the wider organisation.</p> <p>We are recruiting for police staff in firearms licensing, which will release 32 police officers back to local policing. We plan for a further uplift of 30 police staff in the future, and further remodelling of the function. At the end stage, we should release 58 dedicated and approximately 300 non-dedicated police officer firearms enquiry officers from the function, in a phased approach.</p> <p>We are also carrying out a rebalancing of the workforce mix within our contact centres. Phase 1 (replacing 25 constable posts and 10 sergeant posts with 25 staff posts) was completed in quarter four. It is expected that phase two (replacing a further 50 constables and 20 sergeants with 50 staff posts) will be complete by quarter four 2025/26.</p>		



## 2 Training and development which reflects future skills need

Work to scope out and prioritise actions. Currently no dedicated resource aligned specifically to this (budget required)	Q4 2026/27	ON TRACK
Work has commenced, and training needs analyses have been completed for areas of priority as noted in the Strategic Workforce Plan (digital forensics, cybercrime, and intelligence analysts). Over years two and three, we will focus on identifying role requirements for all roles and ranks, as per our Learning and Development Plan priorities. This work is dependent on securing resources to support it.		

Work to scope out further work on Graduate Training Programmes	Q2 2024/25	COMPLETE
<p>We put in place our Digital Graduate Programme, with the two successful candidates starting in quarter two 2024/25. We have provided support throughout the process, with mentors assigned to each graduate, and check-ins undertaken to determine progress and maintain engagement. The first six-monthly reflection review recently took place for both graduates, with very positive outcomes showing that the graduates are happy, integrating well, and on track to meet objectives.</p> <p>After consultation, this programme has now been approved as a business-as-usual offering.</p>		



## 2 Support colleagues to acquire new skills and transition to new posts

Roll out of targeted support for colleagues to newly promoted posts (superintendent and chief superintendent)	Q4 2024/25	COMPLETE
<p>The 12-month Newly Appointed Superintendent/Chief Superintendent Development programmes are designed to support recently promoted officers at these ranks to transition into their new roles. The programmes address the following elements:</p> <ul style="list-style-type: none"> <li>• collaboration and partnership working;</li> <li>• equality, diversity and inclusion (ED&amp;I);</li> <li>• finance;</li> <li>• media;</li> <li>• complex HR issues;</li> <li>• strategy and governance;</li> <li>• change management;</li> <li>• informal engagement with senior leaders;</li> <li>• peer networking/collective learning; and</li> <li>• self-awareness (including mentoring and coaching).</li> </ul> <p>Our most recent induction events for both programmes were well received, and they were given positive feedback. The induction event for superintendents received an average rating of 4.11 on a scale of one to five for overall effectiveness, while the chief superintendent event achieved an average rating of 4.33. We were also able to find ways to continue to improve these offerings, based on the feedback received.</p>		

Focused work with colleagues in redeployment pool	Q2 2024/25	COMPLETE
<p>We managed to reduce the number of staff in our redeployment pool from 26 (as at 1 April 2024) to thirteen as at 31 March 2025. (This does not include the 10 individuals who are only in the pool for a short period in order to work their notice period for agreed VR/VER releases.) This reduction is the result of both VR/VER releases through the enhanced terms offered in 2024, and redeployment thanks to a proactive matching exercise.</p> <p>The recurring savings related to the 13 staff who left the pool both through VR/VER and redeployment in 2024/25 are approximately £602k.</p>		
Scoping work on career paths for staff	Q4 2024/25	OFF TRACK
<p>This has not progressed in 2024/25 but will be picked-up in 2025/26 once the organisation's Head of Organisational Development is in post..</p>		
Establish 1:1 coaching resource	Q2 2024/25	COMPLETE
<p>An external provider was appointed to supplement in-house expert coaching provision. 33 senior colleagues have received coaching and a total of 245 coaching hours delivered.</p>		



## 2 Leadership offering supports leaders to deliver for our future

<b>Your Leadership Matters (YLM) – roll out, ongoing evaluation and amplifying impact</b>	<b>Q1 2025/26</b>	<b>ON TRACK</b>
<p>YLM phase two continues, concluding quarter one 2025/26 and having been delivered to around 3,800 first-line leaders across the organisation.</p> <p>To date, 84% of survey respondents agree they understand what is expected in role modelling the YLM leadership behaviours. Almost three-quarters of respondents agreed that they can apply what they have learned.</p>		
<b>Establishment and ongoing development of senior leadership forum</b>	<b>Q4 2024/25</b>	<b>OFF TRACK</b>
<p>This has not progressed in 2024/25 but will be picked-up in 2025/26 once the organisation's Head of Organisational Development is in post.</p>		
<b>Competency Values Framework (CVF) review by CoP – consideration by Police Scotland</b>	<b>Q2 2024/25</b>	<b>COMPLETE</b>
<p>Implementation of the revised CVF to mirror the CoP framework was approved and is expected to run throughout 2025 and 2026.</p>		



**3**

**We attract and retain suitable talent**



### 3 Positive progress towards agreed diversity and equality outcomes and representation

Workshop on promotions (officers)	Q1 2024/25	OFF TRACK
Take forward any recommendations/changes	Q3 2024/25	OFF TRACK
<p>In December 2023, HMICS looked at the police officer promotion process as part of their wider inspection into organisational culture and made several improvement recommendations.</p> <p>In response, we developed two feedback surveys for use at the end of each promotion process, designed to gather feedback from assessors and candidates to understand their experience of the promotions process.</p> <p>To date, feedback from assessors has been overwhelmingly positive with the vast majority providing ratings of 'excellent' or 'good'. Although overall feedback from candidates has been very positive, some negative ratings have been received with regards to lack of communication from local divisions. In addition, some candidates felt that more detailed communication on what to expect at assessment would be helpful to better understand what assessors are looking for.</p> <p>In response, we have delivered promotion workshops with senior leaders from across Police Scotland, along with Scottish Police Federation (SPF) and Association of Scottish Police Superintendents (ASPS) representatives. This has enabled us to discuss feedback around promotion and gather suggestions to improve candidate and assessor experiences. As a result, we are working on implementing the following improvements:</p> <ul style="list-style-type: none"> <li>• We are introducing supporting officers to engage in the promotion process by establishing an intuitive and easily accessible intranet page. This will be launched later in 2025 following stakeholder engagement.</li> <li>• We are developing a new path to promotion, which separates it from our MyCareer appraisal system, to enable a streamlined promotion application process for candidates.</li> <li>• We are amending the appeal process so that it aligns with the College of Policing's process.</li> <li>• We are improving communications with senior leaders, managers, and stakeholders to help manage and set realistic expectations for applicants and candidates.</li> </ul> <p>While much progress has been achieved, this activity is marked as off-track as our next steps with regards to promotions workshops and improvement activity will require discussion and sign off from our deputy chief constables. We will continue to update people committee members on the progress of this work in line with the revised reporting principals and schedule.</p>		

Develop ED&I workforce dashboard	Q2 2024/25	COMPLETE
<p>We have developed an ED&amp;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.</p> <p>The dashboard allows us to drill down into ED&amp;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.</p> <p>We have put in place a workforce ED&amp;I data and insights group. This has the aim of improving the understanding, collaboration and governance in relation to workforce ED&amp;I data and supporting continuous improvement.</p>		



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

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

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

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

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

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

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

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

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

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

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



<b>Undertake independent review of recruitment</b>	<b>Q1 2024/25</b>	<b>COMPLETE</b>
<b>Develop prioritised action plan based on review, audits, data and colleague feedback</b>	<b>Q4 2024/25</b>	<b>COMPLETE</b>
<b>Undertake independent assessment on recruitment standards</b>	<b>Q2 2024/25</b>	<b>COMPLETE</b>
<p>The independent recruitment standards review (MOT) completed in September 2023 and we have continued to deliver on its recommendations and findings. We have also taken account of our strategic commitments, people risks, and recommendations from relevant HMICS inspections which has helped us to prioritise activity and take a holistic approach to improvement activity.</p> <p>We now review recruitment and selection candidate survey results on a quarterly basis and have had excellent feedback throughout this year. In May 2024, 95% of candidates rated the overall recruitment experience as positive. This increased to 100% for both intakes in July and September followed by 98% in November. We are also producing weekly reports to relevant internal teams to provide data on application patterns to help identify trends and inform future activity.</p> <p>Our Trust ID security system, which supports candidate identification checks, is now fully implemented in all staff roles. Work is continuing to align police officer candidates to the system which will allow us to merge all recruitment functions using Trust ID. We have also started work with our recruitment provider (Oleeeo) to explore the use of artificial intelligence to support automated selection within the recruitment process.</p> <p>In September 2024, we launched our biggest ever recruitment campaign using the core message 'A Job Like No Other' and in the 2024/25 financial year we recruited 1,200 officers. The campaign continues to be supported with officer-led videos telling honest stories of what made them decide to join policing.</p> <p>Alongside the recruitment campaign, we launched a new recruitment website offering many improvements to ensure a simplified user journey by putting their experience at its heart. Improvements include consistency in our brand and language throughout, and easier navigation to apply for roles. We are also working to link the website to our e-recruitment provider to provide an even easier experience for potential applicants.</p> <p>This year Police Scotland have delivered on all recruitment intakes and our budgeted establishment has been maintained at 16,600+ after each intake.</p>		



<b>Review of officer and staff role profiles (subject to budget)</b>	<b>Q4 2026/27</b>	<b>ON TRACK</b>
We have been working with Skills for Justice on an assessment of police officer role profiles and have now received a report from them. Next steps, and how long this exercise may take will depend on decisions made by the executive team once they have considered this report.		

<b>Review and agree purpose of MyCareer</b>	<b>Q2 2024/25</b>	<b>OFF TRACK</b>
<b>Take forward any recommendations/changes</b>	<b>Q4 2024/25</b>	<b>OFF TRACK</b>
MyCareer – our performance appraisal system – has been in place for two full years and has been monitored on an ongoing basis for uptake, and improvement opportunities. Due to a number of interdependencies work on this has been slower than planned, but continues, to ensure it aligns with evolving plans for leadership development, and recommendations are being considered by the chief officer team. It is anticipated the decisions around the future of MyCareer will be made in quarter one 2025/26.		