

Meeting	Scottish Police Authority Board Meeting
Date	30 August 2018
Location	Maryhill Burgh Hall, Maryhill
Title of Paper	Empowering, Enabling and Developing our People – the Police Scotland People Strategy
Reference	B 07.2018/37
Presented By	ACC Angie McLaren
Recommendation to Members	For Discussion
Appendix Attached	Appendix A – Police Scotland People Strategy

PURPOSE

This report presents to members the Police Scotland People Strategy.

The strategy sets out our commitments to our people in line with each of our three strategic themes:

- Inspiring Leadership – winning hearts and minds to drive success
- Positive Environment – creating great environments for our people to perform
- Organisational Health – our people and services are flexible, innovative and agile.

1. BACKGROUND

- 1.1 The Police Scotland People Strategy (Appendix A) was developed in consultation with both our people and key stakeholders (including staff associations and unions). It underpins and supports the 'Serving a Changing Scotland, 2026 Strategy'.

2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 The Strategy was presented to, and approved by, the Police Scotland Strategic Leadership Board on 11 April 2018.

- 2.2 We recognise that our people are key to the success of Scottish policing both now and in the future and the Strategy sets out our commitment to recognising that and valuing our people's development and wellbeing.

- 2.3 As noted above, the Strategy is aligned along three strategic themes:

- **Inspiring Leadership** – Winning hearts and minds to drive success
- **Positive Environment** – Creating environments for our people to deliver success
- **Organisational Health** – Our people and services are flexible, innovative and agile

- 2.4 The Strategy's delivery will be supported by a business plan for 2018/19 and a performance dashboard for inclusion within the Police Scotland Performance Framework.

- 2.5 Police Scotland welcomes the opportunity to discuss the key elements of the Strategy and ongoing activity with board members and receive their feedback. This will be facilitated through presentations on key areas of the Strategy from:

- **Angela McLaren** – Angela is ACC Operational Change and Resilience and presenting on behalf of the Director of People & Development
- **Carol Lloyd** - Carol is the Head of the Police Scotland Leadership and Talent Department

- **Clare Craig** – Clare is Police Scotland’s Health and Wellbeing Manager

3. FINANCIAL IMPLICATIONS

3.1 There are no financial implications required as a result of the implementation of the Strategy. Our budget is aligned to its strategic deliverables.

4. PERSONNEL IMPLICATIONS

4.1 The central purpose of the Strategy is to recognise and value the development and wellbeing of our people, therefore the personnel implications may be both positive and significant.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications.

6. REPUTATIONAL IMPLICATIONS

6.1 There are no reputational risks.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications.

8. COMMUNITY IMPACT

8.1 There is no society impact.

9. EQUALITIES IMPLICATIONS

9.1 An EqHRIA has been carried out and is included in the Strategy document itself.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications.

RECOMMENDATIONS

Members are requested to Review and discuss the People Strategy.



Serving a Changing Scotland

Police Scotland: People Strategy

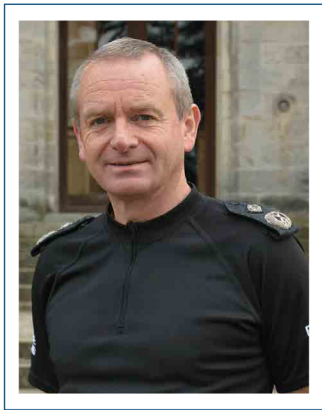
Empower, enable and develop our people

2018 - 2021

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Foreword



DCC IAIN LIVINGSTONE QPM
INTERIM
CHIEF CONSTABLE

I am pleased to present the Police Scotland People Strategy for 2018 to 2021. This represents our commitment to achieving the objective in our 10 year strategy to: empower, enable and develop our people. It sets out our plans to support our people to deliver 'excellence in service and protection' and build a modern workforce that will meet the future demands placed on Scottish policing.

Our people continue to be the most important driver of success for Police Scotland and I acknowledge their hard work, dedication and commitment to quality policing in the initial years of the national service. Staff surveys highlighted the need to place our focus on people and to develop a culture and supportive working environment that would allow them to develop, flourish and deliver for Scotland's communities. The wellbeing programme is a good example of our commitment to improve support for our people.

The aim of this People strategy is to build on what has already been achieved by our people and maintain the momentum of change, as part of our approach to delivery of the 2026 strategy.

Our strategic priorities for our people are:

- **Inspiring leadership** – winning hearts and minds to drive success
- **Positive environment** – creating great environments for our people to perform
- **Organisational health** – our people and services are flexible, innovative and agile

In implementing this strategy, I am committed to investing in our people and provide the support they need to deliver an excellent service. By demonstrating the behaviours expected of all our leaders I will seek a positive change in culture across the service to empower, enable and develop our people.

We must aim high if we are to make Police Scotland the best police service to work for and build our future workforce. I will lead the delivery of this strategy and the actions necessary to enable change and achieve our priorities. I will continue to engage with our people and listen to their views.

Our Focus



Our Approach



Empower,
enable and develop
our people

Our Purpose

TO IMPROVE THE SAFETY AND WELLBEING OF PEOPLE, PLACES AND COMMUNITIES IN SCOTLAND

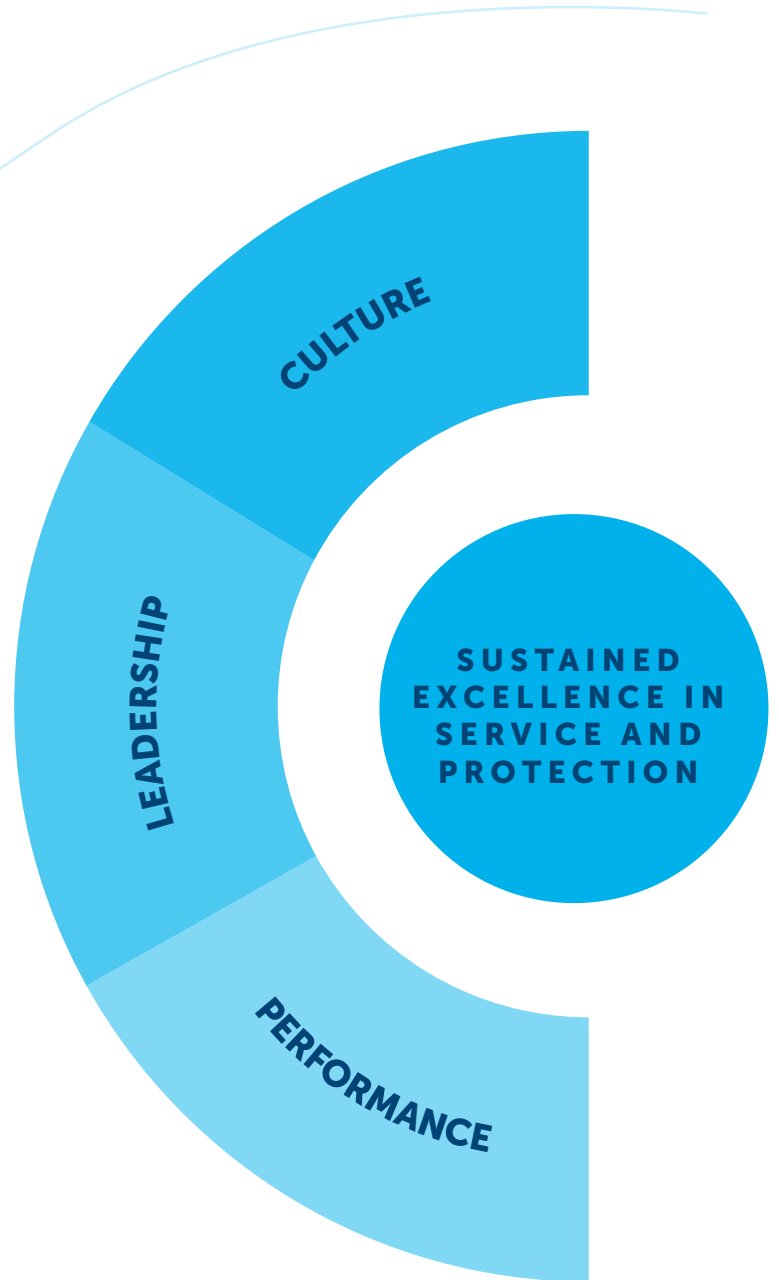
Our Priorities



Our Performance



- **Inspiring Leadership** - winning hearts and minds to drive success
- **Positive Environment** - creating great environments for our people to perform
- **Organisational Health** - our people and services are flexible, innovative and agile



Our Values

FAIRNESS INTEGRITY RESPECT



Fig 1 Strategic Planning & Performance Framework

Our people strategy

Our 2026 strategy ('Policing 2026: Serving a Changing Scotland'), developed in collaboration with the Scottish Police Authority, describes the challenges policing in Scotland faces and how we are changing to meet these. It sets out our vision for **'sustained excellence in service and protection'** and our focus on delivering our high quality operational policing whilst implementing significant change.

To achieve this, Police Scotland has a 'strategic planning & performance framework' (figure 1) which provides strategic direction and describes the products that form our planning and performance approach.

Our 2026 Strategy set out the following future challenges and opportunities for policing in Scotland and how these impact on our people.

The overall sustainability of policing relies on a positive organisational culture that values and recognises our people and their contributions. Their input, ideas and wellbeing are critical to our continued success.

To address the growing and different demands of 21st century Scotland we must develop a diverse workforce with the right balance of experience, skills, professionalism and capabilities.

We must focus on the continuous development of our whole workforce and make sure that we look afresh at how we can motivate, develop, empower and reward our people.

To enable our workforce to achieve their full potential at all levels, we will work to maintain a culture that empowers decision making, supports development and maximises the flexibility of the terms and conditions for both existing members and new roles within the organisation.

We will manage change within our organisation, involving our people as our biggest asset, taking into account the workforce's views and futures, ensuring clear communication and engagement and learning from what works in Scotland and elsewhere.

We will invest to enhance the capability of our senior officers and executives, embedding approaches, which value team working, promote continuous improvement and foster an environment where diverse thinking is celebrated and our people are heard.

Why we need to change?

Delivery of our 2026 Strategy and commitments will be challenging. This will require fundamental changes to be made to the way we lead policing in Scotland. These changes can be expected to pose significant opportunities and challenges for Police Scotland and our people. The way that we respond to these challenges and plans for our future workforce needs will be built on a sound appreciation of the pressures, both internal and external in source, which affect our people and demand for police services.

To **empower, enable and develop our people** is one of the strategic objectives within our 2026 Strategy and our people strategy has been designed to deliver on our aspirations for our people, so they can continue to provide an excellent service.

The strategy sets out the people outcomes Police Scotland is committed to delivering over the short, medium and long term, supported by a clear implementation plan to show how these outcomes will be delivered.

Our ambition: to be the best police service to work for

The 2026 Strategy acknowledged that our people drive the success of policing in Scotland and we must recognise and value their contribution, development and wellbeing. To enable our people to achieve their full potential we will take the lead in, and support, a culture that is empowering and focused on development.

Within this, we will work with all our leaders ensuring our people have a voice, feel listened to and involved in the direction of travel for policing in future. To do all of this we will work harder to involve our people and bring them with us. We will ensure that we create a space for people to consistently be at their best. Our approaches to motivating, recognising and rewarding our people will support the culture we are aspiring to.

Our values, which underpin everything we do, are integral to the culture we aspire to achieve. These are:



Developing our strategy: engagement

Our people strategy (the strategy), has been developed following initial engagement and conversations with our people and key stakeholders. It is recognised that whilst our strategy sets out our long term ambitions, our implementation plans will continue to be responsive to feedback, our changing environment and context.



Our priorities

Our focus to empower, enable and develop our people is structured around three core and inter-related priorities. These priorities have been built on the outcomes of engagement with our people and key stakeholders and are designed to support us to achieve our ambitions with high level implementation plans supporting delivery.

In the following pages each priority is outlined in more detail along with the areas we will focus on to achieve our vision for the future.

Inspiring Leadership	Winning hearts and minds to drive success
Positive environment	Creating great environments for our people to perform
Organisational health	Our people and services are flexible, innovative and agile

Inspiring Leadership - winning hearts and minds to drive success

Our aspiration

To enable our people to achieve their full potential we must continue to develop an empowering culture that supports development of the whole workforce; a culture which is inclusive and supportive, where everyone feels empowered and gets job satisfaction when delivering to the frontline.

We are committed to developing leadership at all levels. Our Leadership Framework (the framework), will develop leaders who are visible, approachable, supportive, act as mentors and who coach and develop talent in the organisation (see appendix A).

Sustainable performance comes from developing a positive and inclusive leadership culture, with an environment where innovation and continuous improvement thrives and views are sought, diverse thinking is celebrated and our people are heard.

Outcomes

- Our people feel engaged and valued
- Our people have a voice and are listened to
- Leaders at all levels of Police Scotland are supported and empowered to build commitment to our vision, values and developing culture
- Our leaders provide clarity of vision and purpose, aligned to clear and compelling goals for working with the public and communities in Scotland
- Leadership support is provided at all levels
- Our people share ownership for and are fully involved in designing and delivering our services
- Our people are ready for and motivated by the need for change, innovation and continuous improvement
- We attract and retain talented people who have the right skills and mind-set
- We have a strong executive leadership team acting cohesively and providing one leadership voice

How will we achieve this?

Leadership Development -

The fundamental role of any leader is to engage, inspire and develop our people. To lead our transformation, it is vital that our leaders are role models, who promote working environments which enhance employee wellbeing.

We will create best in class public sector leadership programmes and learning opportunities at each leadership level and providing career pathways through activities, which stretch and positively challenge individuals, building on previous learning. This will be achieved through a move to a current and leading-edge approach, which includes joint problem solving. Leadership development will act as one of the key levers of positive organisational change, helping to ensure 'right people, right skills, and right place'.

Our culture and positive environments will be enhanced, for all our leaders, through a modified Competency and Values Framework (CVF) (Fig 2), developed by the College of Policing which sets out nationally recognised leadership behaviours. The CVF promotes values based leadership and provides clear standards and measures. Each competency is underpinned by behavioural indicators which describe what effective behaviour looks like in practice.

These behavioural descriptors will be the foundation of our leadership approaches at all levels, including promotion processes and Personal Development Conversations. This will support us to develop our culture as we continue to adapt to the changes in our society and within Police Scotland.

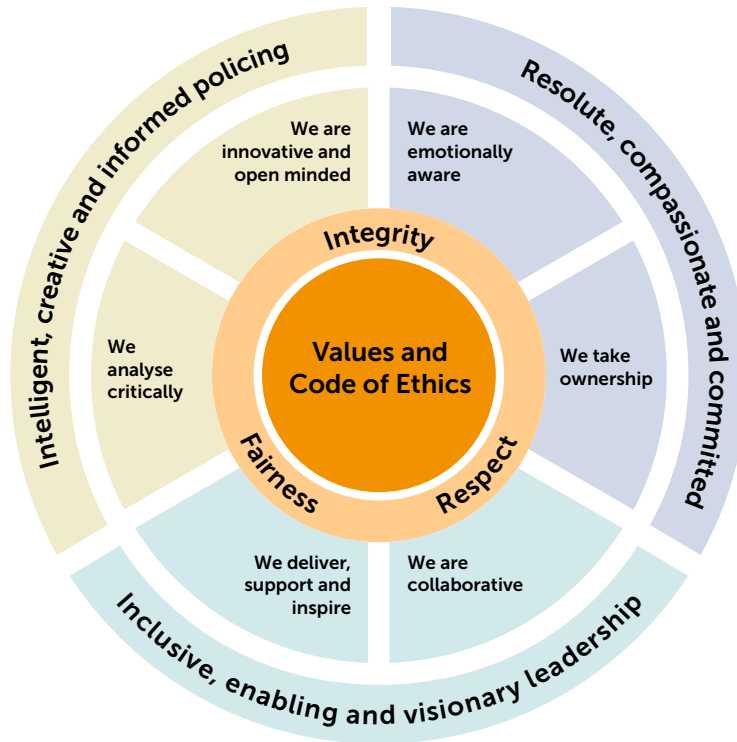


Fig 2 Competency and Values Framework

Talent Management -

Talent management seeks to attract, identify, develop, engage and retain officers and staff. By managing talent strategically, we will build a high performance workplace, encourage learning and strengthen the diversity of our whole workforce.

The launch of our Talent Management Programme, which connects all relevant people processes, will support staff and officers through a structured career development framework and includes participation in a range of different learning opportunities to support professional development.

Coaching Support -

Our approach will develop leadership capability and capacity across all levels of the organisation to ensure leadership excellence. Our leaders need to be supported to draw on a variety of techniques and leadership styles, in order to align with a changing Scotland and embrace the opportunity to transform our service.

We will build a Coaching Support programme, designed to ensure the development of our most talented aspiring leaders. It seeks to develop potential through a broad range of opportunities designed to empower, equip and prepare participants for future leadership roles within Police Scotland.

Engaging with our people -

Communicating and engaging on a regular basis will ensure we can involve everyone in our policing priorities and transformation.

Our leaders will be equipped with the tools to ensure they create environments where our people are engaged effectively, in doing so, everyone will understand why change is happening, how it impacts them and be provided with opportunities to shape the outcomes.

We will co-create solutions with our staff associations and trades unions, ensuring a positive employee relations environment where early engagement will be key to successful outcomes. Ideas, innovation and continuous improvement will be supported by an open dialogue. We will achieve this through clear, open approaches to communication, engagement and people surveys, listening to key issues and concerns, and acting on this.

Positive Environment -

creating great environments for our people to perform

Our aspiration

To create a positive and healthy working environment, we will invest in the wellbeing and development of our people. We will support our people to deliver an effective service through a culture of empowerment and opportunity.

We will focus attention on wellbeing to help our people keep themselves at their best, despite the challenges they face. We will ensure that our approaches to motivating, recognising and rewarding our people support the culture we are creating.

We will work harder to bring our people with us and ensure we create a space where people get to bring their best to work.

Outcomes

- We have a strong focus on wellbeing
 - We will maximise the potential of all
 - Our people are confident to lead and equipped to face new challenges
 - Our learning positively impacts performance and culture
 - Our people have appropriate opportunities to develop within their current roles and have easily identifiable career paths
 - We have a strong and positive employer brand in our chosen recruitment markets
 - Talented people with high potential want to join, stay and are committed to policing in Scotland
-

How will we achieve this?

Wellbeing -

We place the health and wellbeing of our people at the heart of our organisation's culture. We are committed to improving wellbeing and recognise that it is vital for building a healthy and engaged workforce, equipped to deal with the changing demands of policing in Scotland.

We will raise awareness of our shared responsibility for workforce wellbeing across the organisation, while supporting our officers and staff to develop strategies which support their social, financial, physical and mental health.

We will also ensure that workforce wellbeing is considered in policy and decision making. This commitment is fundamental to achieving an engaged and productive workforce, critical for ensuring successful implementation of corporate and operational strategies.

A key element of wellbeing is the amount of time we spend at work and the importance of our people achieving a work life balance. We have launched the 'Your Time Matters' initiative to capture and analyse this information. This will provide an accurate record of the pressures placed upon our staff and enable us to prioritise wellbeing.

Revised promotion approach -

Our environment will promote flexible career paths and opportunities for personal development. We will introduce an improved promotion process for officers, to provide transparent and structured procedures that ensure consistency with our values.

New terms and conditions -

We will increase the flexibility of the terms and conditions for both existing and new roles within the organisation as we develop our 'people deal'. This will include the continued harmonisation of staff terms and conditions, benchmarking other organisations to learn and develop, and attracting and retaining talent that supports our balanced workforce mix.

Recruitment and retention -

We will implement a revised recruitment and selection approach to identify, attract and retain the best talent. We will simplify the process to reduce recruitment timescales and utilise technology to deliver improvements and efficiencies in procedures.

Personal Development Conversations (PDC) -

We are committed to working with our leaders to ensure our people get to have meaningful conversations in support of their performance so everyone is clear on what is expected, feel stretched and developed, and are committed to achieving a high standard in what they do and how they go about it.

Probationer training programme -

We will review and redesign how we train and develop our new recruits.



Organisational Health -

our people and services are flexible, innovative and agile

Our aspiration

We recognise that our people will drive the success of Scottish policing to meet future demand. New threats and demands mean we must create a sustainable, diverse, multi-skilled and experienced workforce that can operate effectively in public, private and virtual space. At the same time, we must strengthen the diversity of our whole workforce as well as change the workforce mix to address the evolving needs and complexities of our diverse communities.

Outcomes

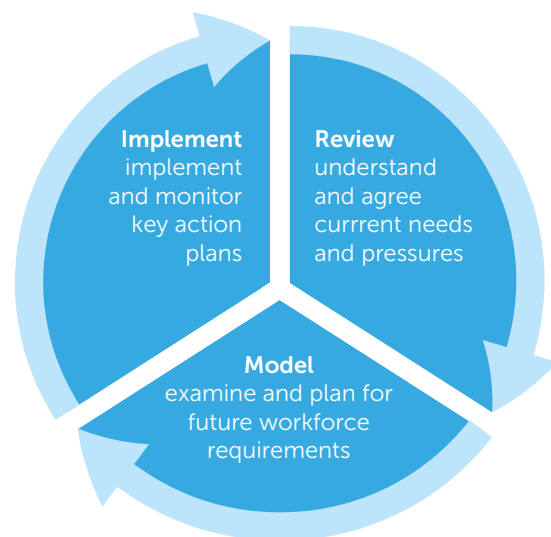
- Our organisational design and what we deliver is aligned to our strategic direction
 - We are a diverse workforce, which is the right size and shape
 - We have an integrated strategic workforce plan ensuring we have the capability we need for today and tomorrow
 - People who have potential to meet future requirements are engaged with and supported to transition to new roles
 - Talent acquisition plans are in place to ensure we have a pipeline of staff to meet our future workforce needs
 - We have procedures and controls in place to support improved management of workforce performance and costs
-

How will we achieve this?

Strategic workforce planning -

Strategic workforce planning is a key element of our strategic and operational planning for policing and requires to be responsive and iterative. We recognise that the vast majority of any improvement in our impact, efficiency or effectiveness comes when the right people, with the right blend of knowledge, skills and behaviours, are deployed appropriately.

Towards that goal our approach to strategic workforce planning sets out how we will achieve our ideal blend.



Our approach to strategic workforce planning will support us to:

- Deliver improved services by linking the strategy and people plans;
 - Decide and plan for the right people with the right skills
 - Manage supply and demand
 - Implement diversity approaches successfully
 - Manage and control employment expenditure
-

When our strategic workforce plan is fully developed it will ensure we can achieve in the medium to longer term:

- The right balance of resources, capacity and skills for policing in Scotland
- A diverse, multi-skilled and experienced workforce
- Support for our people to deliver an effective service

Building for the future -

This planning will identify our future workforce requirements, balancing size, composition and the required skills mix. To support this we will invest in the continuous development of our whole workforce and create new routes to enter, exit and re-enter. Our plans will also seek to reflect the diversity of the communities of Scotland.

The future efficiency of our workforce will be dependent on digital technology. We will enable a shift in our culture to deliver a technically enabled workforce. For example, we will train and equip our people to respond to and investigate cyber related crimes.

Our focus for the future will be to ensure that we deploy this different mix of people and capabilities dynamically and flexibly, based on demand. The outcome will be a highly connected workforce where officers and staff are intelligently deployed and their productivity is enhanced.

Resource deployment model -

The demands placed on policing are wide ranging and evolving. Resources must be correctly balanced between operational demand, incident response, planned events and internal demand generated by running a large public organisation.

A re-design of our resource deployment model will provide improved oversight and management of resource levels. This will ensure that we have the correct staffing levels to support the various demands placed on the service.

People and Development -

To support effective decision making, we will improve our people processes, policies and records management to provide better management information. Introducing simplified processes and policies will provide our people with clarity and consistent access to support services. We will also improve our approach to records management. The introduction of a national electronic documents and records management system will ensure consistency, compliance and provide better oversight of resources across Scotland. The broader organisational approach to digital solutions will support improved access to data and better insights in the areas of workforce planning, resource management and training.

BTP Integration -

The integration of the functions of British Transport Police into Police Scotland will see over 200 BTP officers and staff join us to form a specialist railway policing function within the wider service. We will seek to minimise the impact of integration on these officers and staff to ensure a seamless transition and continuity of service delivery.

How we will deliver and measure success?

Our people are our most important asset and drive the success of policing in Scotland. We will continue to improve our impact, efficiency and effectiveness with the right people deployed throughout Scotland, with the right blend of knowledge, skills and behaviours.

Delivery against this Strategy will be phased across a 3 year period. A high level illustration of the projects and activity designed to achieve our aspirations in 2018-2019 is outlined in the implementation plans on the following pages.

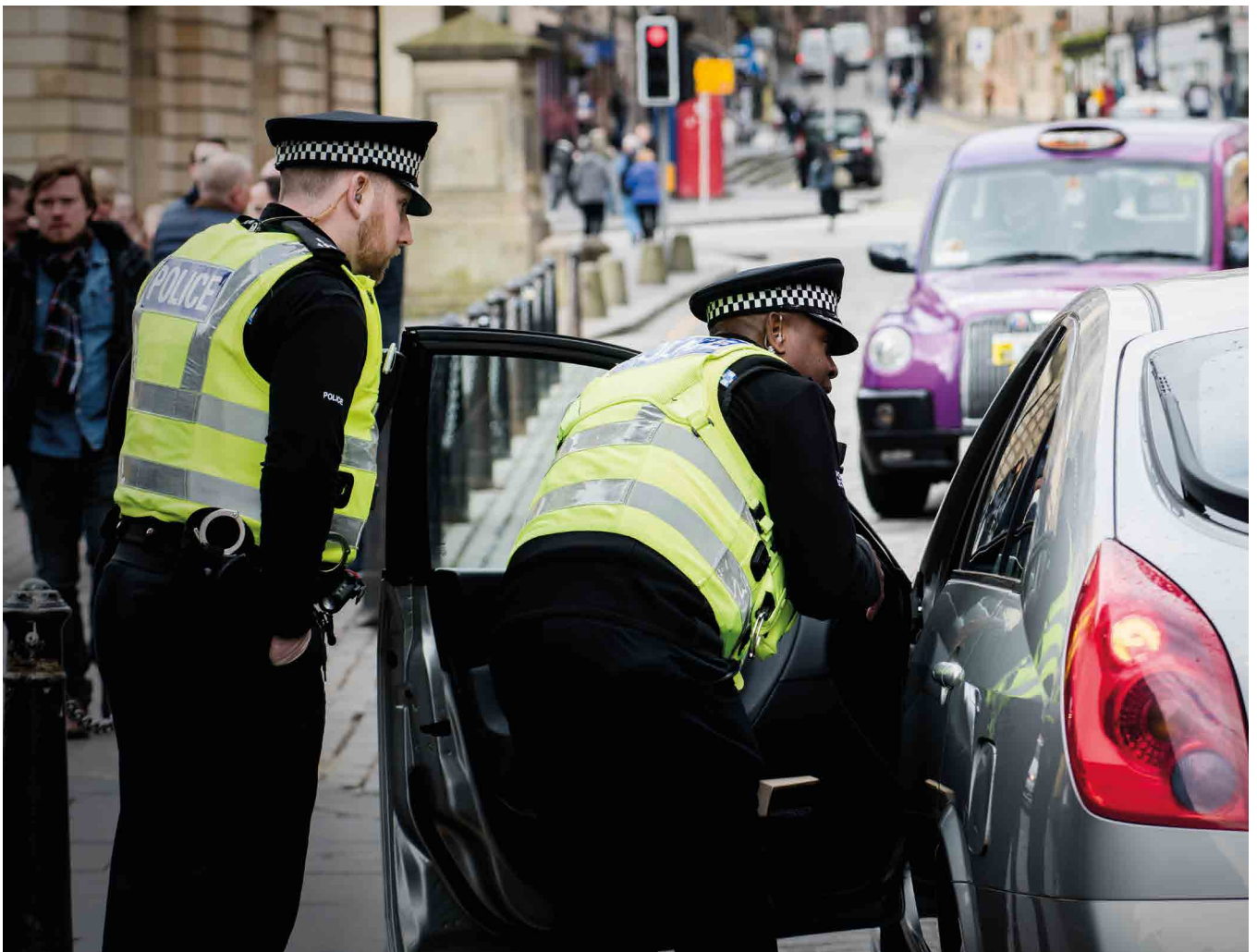
The implementation of this strategy will ensure Police Scotland can:

- Provide a positive and engaging workplace for our people;
 - Value each individual and support their health and wellbeing; and
 - Celebrate diversity and inclusion with a workforce that is representative of the communities we serve.
-



Inspiring leadership

Action	Description	Measures of success	Framework	Owner
Leadership framework & principles	Build a framework for the professional development of our people and leaders and aligned delivery programmes (See appendix 1)	Diverse, skilled and empowered workforce	Create a diverse, skilled and empowered workforce	Leadership, Training & Development
Launch talent management programme	Design approach to identify, develop and retain talent at all levels	Retention of officers improved	Improve the wellbeing of our workforce	Leadership, Training & Development
Build coaching support programme	Launch pilot of coaching support programme for probationary Sergeants and First Line Managers. Evaluate and review benefits of pilot to inform wider roll out	Levels of training delivered User Satisfaction	Create a diverse workforce which empowers, enables and develops our people to address evolving needs	Leadership, Training & Development
Engage effectively with our people	Deploy local engagement and continuous improvement strategies with action plans created and delivered	Engagement levels within the service are enhanced		People Engagement



Positive environment

Action	Description	Measures of success	Framework	Owner
Wellbeing programme	The DCC Designate will continue to lead investment in the Health & Wellbeing of our people, taking proactive measures to ensure our people feel informed, valued and supported	Absence support and monitoring Feedback from our people via survey and engagement	<p>Create a diverse, skilled and empowered workforce</p> <p>Improve the wellbeing of our workforce</p> <p>Create a diverse workforce which empowers, enables and develops our people to address evolving needs</p>	Wellbeing and Inclusion
Revised promotion approach	Review and embed promotion processes	Promotion process that is fair, clear, consistent and transparent		Leadership, Training & Development
New terms and conditions	Review appropriate rewards and benefits for Police Officers as part of the 'People Deal'	Assessment of impact and feedback		Employee Relations & Reward
Recruitment and retention approach	Implement new selection tools. Develop plans for attracting applications from all sectors of our community including groups who perceive barriers to joining Police Scotland	Plan agreed and implemented Impact of new approach measured against agreed criteria		Recruitment & Selection
Personal Development Conversations (PDC)	Design robust PDC process and launch to be supported by guidance and support for leaders to ensure quality performance and development conversations	Feedback and monitoring		Leadership, Training & Development
Design a new probationer training programme	A new probationer training programme will align with the Modern Apprenticeship Scheme	Approval of new probationer training programme for delivery 2019/20 Probationer and modern apprentice feedback		Leadership, Training & Development
Developing our people	Review and develop options for Police Officer reward	Preferred option implemented		Employee Relations & Reward
Our people survey	Next iteration of our staff survey will provide insight into improvements in response to previous findings and areas for further work	High participation levels (above 50%) People plans developed to respond to findings Monitoring and assessing improvements in key areas		People Engagement

Organisational health

Action	Description	Measures of success	Framework	Owner
Strategic workforce plan	<p>Develop a Strategic workforce plan:</p> <ul style="list-style-type: none"> Review: understand and agree current needs and pressures Model: examine and plan for future workforce requirements Implement: implement and monitor key action plans 	<p>Ensures right workforce/skills mix</p> <p>Resources are aligned to current and future requirements</p> <p>All elements of good practice in Audit Scotland report on public sector workforce are embedded</p>	<p>Create a diverse, skilled and empowered workforce</p> <p>Improve the wellbeing of our workforce</p> <p>Create a diverse workforce which empowers, enables and develops our people to address evolving needs</p>	Strategic Workforce Planning
Managing our resources	A model will be developed that ensures the right workforce/skills mix and that resources are aligned to demands as appropriate	Right workforce/ skills mix		Strategic Workforce Planning
People policy and process	Review and simplify our SOPs. Develop a dignity at work policy	Simplification of SOPs		Wellbeing & Inclusion
Records Management	EDRMS system to be implemented, initially for shared services, but able to be expanded to other areas	More efficient administrative process		People Services
Insight and analytics	Development of management information processes require to be embedded along with the provision of data and insights training and development	More effective and efficient management information processes		Strategic Workforce Planning
Digital Solutions	Modernise the way we deliver leadership development and training	Better delivery of leadership development and training		Leadership, Training and Development
Modernise resource planning and development processes	A new resourcing model will ensure the appropriate levels of support are in place at all times	<p>Implementation of resourcing model</p> <p>Development and monitoring of strategic workforce plan</p>		Director of People & Development
BTP Integration	<p>Review and make recommendations for officers/staff transferring from BTP in relation to:</p> <ul style="list-style-type: none"> Pensions Terms & Conditions 	BTP resources are integrated into the service		Employee Relations & Reward

Appendix A - Leadership Framework

Police leaders today face increasingly complex challenges and issues which require more than personal knowledge and experience to overcome. Therefore our approach embraces modern leadership techniques to build upon the traditional command and control model. This includes collaborating with partners to develop joint problem solving methods. We will create learning opportunities at every level of leadership and build career pathways to stretch and positively challenge individuals. These pathways will illustrate a clear development route, both in current role or rank and for the future. Opportunities to develop the skills and effectiveness of our people will act as a key driver of positive organisational change, ensuring **right people, right skills, right place.**

The framework has been developed through extensive engagement, including ongoing discussions with the Scottish Police Federation, Association of Scottish Police Superintendents, staff associations and unions. In addition, a Professional Reference Group was set up, consisting of police staff and police officers at various levels, to provide feedback throughout the development of this work.

The Leadership Framework encompasses all leaders at every level, across the organisation.

Purpose

- This document outlines Police Scotland’s Leadership approach which is aimed at empowering, developing and enabling our people to deliver our vision

Vision

- Our ambition: to be the best Police Service to work for
- To develop outstanding leaders who engage, empower and inspire

Approach

- Geographically rich opportunities for lateral and progressive development
- Best in Class leadership training
- Consistent, clear and transparent promotion processes
- Robust PDC process, underpinning quality personal development conversations
- Framework for identifying, nurturing and retaining talent

What we expect of our leaders:

Inspiring

Leaders will recognise the value in harnessing **diverse** and different thinking and will support and encourage the development **of all our people**, at every opportunity, across the organisation. They will create environments where innovation and change is enabled with our people's **well-being** at the heart of decision making.

Values

Leaders will **role-model** our values every day, in every interaction, by treating their people, their colleagues and the public, with **integrity, fairness and respect** – this remains at the core of the framework and demonstrates we are at the forefront of **ethical policing**.

Accountability

Leaders will be held to account for leading people and resources, with tasks being delivered **collaboratively**. They will create a **positive culture** by developing and recognising high performance.

What our leaders can expect:

We will invest in Leadership Development	We will provide opportunities for on-going growth
<ul style="list-style-type: none"> • Opportunities for development across 3 key strands; Operational Excellence, Effective Leadership & Leading the Business • Review and augment existing leadership programmes • Accessed at every level with clear career pathways 	<ul style="list-style-type: none"> • Calendar of events providing continuous development opportunities internally and externally • Mentoring framework • Leadership exchange programmes across multiple sectors • Graduate Apprenticeship places for existing leaders
We will create a Coaching Culture	We will develop & implement a Talent Framework
<ul style="list-style-type: none"> • Targeted coaching support at key career transition points, internally delivered • Increasing capability for all leaders as coaches through new coaching programmes • Targeted Executive coaching opportunities, externally delivered 	<ul style="list-style-type: none"> • Processes to identify, nurture & retain talent • Develop, deliver and evaluate talent programmes • Support succession planning with specific talent insight and analysis • Opportunities for demonstrating problem solving skills and leadership potential based on real-life scenarios
We will review our Promotion Processes	We will review & embed a robust PDC process
<ul style="list-style-type: none"> • The best people will be promoted and appointments will be based on merit, taking into account skills, background, experience and diversity • Fair, clear, consistent and transparent processes with relevant information being communicated at regular intervals 	<ul style="list-style-type: none"> • We will embed processes that support quality development conversations and provide appropriate guidance for leaders • Focus will be on individual development needs • Equal weighting will be given to delivery (what) and the behaviours (how)

The Development Framework

Career pathway	Level	Programmes & Workshops (Essential)	Continued Growth
	Enabling Leaders Sergeants & First Line Managers	Exploring Leadership Workshop DPSSLM* New Supervisory Course Enabling Leaders Programme Engaging Leaders Level 1	SIBL Events (Scottish Institute of Business Leaders) Learn to Grow materials Coaching & Mentoring Lean in Circles
	Established Leaders Inspectors/Chief Inspectors & Staff Equivalent	Engaging Leaders Level 2 Established Leaders Programme Middle Leaders Forum Internal workshops: Leading Change, Managing Difficult People Situations, Emotional Intelligence, Influencing Skills JOSIC, SIO*, CIMplexity	SIPR & SIBL Events Leadership Exchange Programme Coaching & Mentoring Action Learning Sets
	Executive Leaders Supt/Chief Supt/Command Team & Staff equivalent	Senior Leadership Programme JOSIC, SIO*, CIMplexity Event Command PNAC Preparation Programme Strategic Command Course* Senior Leaders Forum	Targeted SIBL & SIPR Events Executive Coaching Personality Profiling & Emotional Intelligence workshops

Programmes and events will be accessed via the LTD Intranet Site & communications plan developed to ensure full awareness across the organisation.

* Denotes officers only



People Strategy EqHRIA Summary

2026 Strategic Objectives			
People Equality Outcomes	<p>Police Scotland Equality Outcome 6 We have a workforce that is more reflective of the communities we serve.</p>	<p>Police Scotland Equality Outcome 7 We have a workplace where officers and staff feel valued and respected and have their needs met appropriately.</p>	
People Strategy Priorities	<p>Inspiring leadership winning hearts and minds to drive success</p>	<p>Positive environment creating great environments for our people to perform</p>	<p>Organisational health our people and services are flexible, innovative and agile</p>
People Strategy Actions	<ul style="list-style-type: none"> Leadership framework & principles Launch talent management programme Build coaching support programme Engage effectively with our people 	<ul style="list-style-type: none"> Wellbeing programme Revised promotion approach New terms & conditions Recruitment & retention approach Personal Development Conversations (PDC) Design a new probationer training programme Developing our people Our people survey 	<ul style="list-style-type: none"> Strategic workforce plan Managing our resources People policy and process Records Management Insight and analytics Digital Solutions Modernise resource planning and development processes BTP Integration
People Strategy Equality Considerations / Potential Opportunities	<ul style="list-style-type: none"> challenge occupational segregation & bias by redefining leadership promote role models for under-represented groups evidence informed decision making through engagement where leadership teams are under-representative of protected groups ensure fair and transparent access to new and developing programmes that support career satisfaction and development e.g. talent management, coaching etc ensure the modified Competency and Values Framework (CVF) reflects equality, diversity and inclusion ensure engagement and communication tools being developed are accessible engage diversity staff groups through work to develop a positive employee relations environment. learn about the needs of staff from protected and under-represented groups through engagement. 	<ul style="list-style-type: none"> promote a positive work-life balance culture assess and address under-representation of protected and minority groups through work in relation to flexible career paths and the promotion process monitor and advance equal pay ensure flexible and attractive T&Cs that take account of the needs of protected and under-represented groups use of new and ongoing positive action activities to address under-representation use of technology to increase accessibility of the recruitment process and training and development opportunities for example address potential unconscious bias e.g. recruitment, promotion, PDCs etc. consider accessibility of probationer training. 	<ul style="list-style-type: none"> develop a positive culture that embeds flexible/agile working practices recognise diverse skillsets and experience of those who have taken time out of the workplace through new routes to enter, exit and re-enter the workforce challenge occupational segregation when developing areas where occupational segregation traditionally exists address barriers and negative association's relating to part-time officers and those with reasonable adjustments etc when redesigning the resource deployment model improve staff engagement with equality monitoring through improvements to record management - increase trust regarding the gathering, storage and use of personal data relating to diversity. improve monitoring and action in relation to equality, diversity and inclusion through better use of data and better insights
EqHRIA Actions	<p>Undertake ongoing EqHRIA in relation to the policies, procedures, projects and activities to implement the People Strategy 2018-2021. EqHRIA awareness, training, coaching and support is available.</p>		<p>Communicate the potential opportunities and impacts identified in relation to the strategic direction of the People Strategy 2018 - 2021 to all officers and staff undertaking work to implement the strategy.</p>



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