

# FIT FOR THE 21<sup>ST</sup> CENTURY

PEOPLE STRATEGY ACTION PLAN

Second Phase 2007—2010

Developed by  
Personnel & Training  
Business Area  
January 2007

NOT PROTECTIVELY MARKED



 **ACPOS**

ASSOCIATION OF CHIEF POLICE OFFICERS IN SCOTLAND

## PEOPLE STRATEGY ACTION PLAN (SECOND PHASE 2007—2010) JANUARY 2007



“The ACPOS People Strategy and Action Plan were launched in August 2003, and this has provided a clear ten-year *vision* for the modernisation of the Scottish police service, specifically in relation to leadership, people management and development. I commend those involved with the original project as it continues to provide a relevant and aspirational plan for the Service. The clarity of the *strategic goals* and the Action Plan has enabled *significant achievements* in the past three years.

While the People Strategy remains a visionary statement of our aspirations as a Service that values its people, the Action Plan has been revised to take account of future work, in a climate of dynamic change and the need for Best Value. This document maps the key components and illustrates the next phase of development, which will again be reviewed in three years in line with the ACPOS Policing Priorities.

Fundamental to this document is the continuous workforce modernisation of the Service, which is driven by a number of critical factors:—

- The high level of competence required in relation to leadership, knowledge and skills to enable personnel within the Scottish police service to combat, through Prevention, Intelligence and Enforcement, priority crime areas, namely—Antisocial Behaviour, Terrorism, Fraud, Sexual Offences, Drugs and Violence;
- The need for a representative Service, reflecting the diverse communities of Scotland, within an organisational structure and culture that is free from barriers to enable those with talent, desire and commitment to fulfill their potential; and
- The growing funding pressures, requiring organisational effectiveness and clear business benefits in relation to change or development.

Account has also been taken of the impending loss of talent and experience due to a potential surge of retirements. Additionally, there is a growing need to be prepared for increasing threats, such as pandemic outbreaks of disease and environmental change, which can consume significant numbers of resources.

Importantly, there is an overwhelming desire by the people within the organisation to enhance the quality of service to all the communities of Scotland. The revised Action Plan acknowledges that Leadership is paramount throughout the organisation, at every level of the structure, across roles and ranks, and collaboratively with our partners.

The need to work effectively with our stakeholders is also essential. The partnership approach with the Scottish Executive and Police Authorities allows the workforce modernisation programme to be aligned with the aspirations of an ‘efficient government’, and indeed improve upon an already effective public service. The sharing of services also provides an opportunity to challenge the way we currently work.

The ACPOS Personnel and Training Business Area has reviewed its structure and identified specific portfolio holders, who will have ownership of strategic work streams. These *Portfolios and Strategic Work Streams* are summarised in this document, and will absorb work that is currently being progressed.

The revised Action Plan will make a significant contribution to the continuous workforce modernisation programme by enhancing the leadership and skill base throughout the organisation, in addition to addressing the resilience required to face the challenges of the next three years and beyond.”

**Andrew Cameron**

Chief Constable

## SIGNIFICANT ACHIEVEMENTS

- A review of existing Diversity Training, which resulted in national aims for all diversity training and development, but allowed forces to adapt training and development according to local needs.
- The appointment of a National Diversity Co-ordinator, to assist in a strategic inspectorial role with regard to the internal and external impact assessment.
- The design and validation of a screening tool for recruitment, which will assist in identifying racist attitudes.
- The design, delivery and ongoing evaluation of the Senior Leadership Development Programme (SLDP2), in partnership with the Leadership Academy for Policing at Centrex.
- The extension of the Accelerated Promotion Scheme for Graduates to Phase 5, allowing progression to chief inspector rank within the scheme.
- The Accreditation of Leadership Learning Products, including a replacement process for the police promotion examinations.
- The new Performance Development Review (PDR) System for the Scottish Police Service, which takes account of relevant leadership competencies, and includes chief officers.
- The establishment of the Senior Careers Development Service for the Scottish police service, which will work in partnership with the National Senior Careers Advisory Service (NSCAS).
- The implementation of Common Recruitment and Medical Standards, which will be reflected in national application forms for police officers and police support staff.
- The establishment of the Chief Officers’ Development Programme in Scotland.
- The Publication of Guidelines advising Scottish forces on significant developments in relation to the management of substance misuse, disability legislation requirements, flexible working, stress management, recruitment and medical standards.
- The development of a Common Approach to Human Resource Management across the Scottish police service.
- The Restructuring of the ACPOS Personnel and Training Business Area to ensure it is fit for purpose to delivery the Action Plan, namely:—
  - the establishment of the Leadership and Management Sub-Committee;
  - the development of portfolio holders and strategic work streams; and
  - partnership approach with key stakeholders (SEJD) and partner agencies (Skills for Justice).



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## VISION

*The Scottish Police Service will achieve excellent results for the people of Scotland through excellence in the management and development of all our people.*

## STRATEGIC GOALS

- Creating and maintaining a positive working environment.
- Recruiting the right workforce, and retaining skills in the Service.
- Managing rewards and recognition.
- Becoming a more diverse and inclusive Service.
- Managing and developing people to deliver excellent results.
- Supporting individuals to fulfil their potential; careers and progression.
- Developing leaders and integrating leadership throughout the Service.
- Using this People Strategy to enable change across the Service.

## ACPOS Personnel and Training Business Area Portfolios and Strategic Work Streams

### Leadership Portfolio

- Identify and address leadership styles and training needs, at all levels, across the service.
- Improve the inclusion of police support staff in leadership development products.
- Respond to ACPOS Policing Capability Review recommendations in respect of Business Continuity.
- Develop a national outline policy on succession planning for adoption by the Scottish police service.

### Recruitment Portfolio

- Fully evaluate the regional recruitment approach, giving consideration to extending initiative nationally.
- Respond to the challenge of having a representative organisation by informed research and a proactive approach.
- Develop a national recruitment strategy for adoption by the Scottish police service.

### Retention Portfolio

- Evaluate all opportunities to maximise the retention of people to ensure workforce resilience and skill base.
- Initiate research into knowledge management & retention.

### Probationer Training Portfolio

- Enable a proactive approach to the training requirements of the Scottish police service.

### Training Oversight Portfolio

- Enhance the training interface across ACPOS Business Areas.

### Health, Safety & Well-being Portfolio.

- Respond proactively to the recommendations made in the recent report on stress management in the Scottish police service, with particular emphasis on prevention of work related stress at an organisational level.
- Take forward the Ministerial Task Force on Health, Safety and Productivity/SE Efficient Government Delivery Group recommendations regarding maximising attendance, productivity, etc (including sharing good practice across the service).
- Enhance sickness monitoring to allow a national assessment of absence, due to work related injuries and ill health, including stress.
- Develop occupational health policies which reflect national effective practice, in particular to stress and work related illness.
- Ensure that all Forces continue to undertake Health and Safety Audits and develop good practice as a result of audits at a national level.

### Workforce Modernisation Portfolio

- Fully evaluate the options that have been identified in England and Wales, to enable an efficient policing service within the social, economic, political and policing context in Scotland.
- Identify the benefits of the extended police family, specifically the use of community support wardens and members of the special constabulary, to maximise their use within the Scottish policing context.
- Respond to ACPOS Policing Capability Review recommendations in respect of implications for workforce modernisation.
- Provide a fair and transparent reward process, which supports the continuous modernisation programme of the Scottish police service.

### Shared Services Portfolio

- Develop a national outline policy on shared services to encourage growth and sharing of effective practice, for adoption by the Scottish police service.

### Policy Development Portfolio

- Implement a common approach to ACPOS Personnel and Training policy development across the Scottish police service and with relevant partners.

### Equality and Diversity Portfolio

- That the organisation absorbs contemporary recommendations in respect of diversity and equality issues; and drives positive change in respect of leadership, people management and development.
- Create an organisational structure with a culture that is free from barriers to enable those with talent, desire and commitment to fulfill their potential.
- Be proactive in our approach to equality and diversity drivers to ensure the service remains 'exemplars' in this area.
- Develop a national outline policy to ensure consistency in equality monitoring across the Scottish police service.

This Action Plan should be read in conjunction with the ACPOS People Strategy.

This document is available in large print on <http://www.tulliallan.police.uk/>

Printed copies can also be made available in alternative languages, large print, Braille or audio by contacting the:—

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We will also welcome feedback on this document, and comment can be forwarded to the above postal or email addresses.



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