

FIT FOR THE 21ST CENTURY

The Scottish Police Service People Strategy
2003–2013

Revised by
Personnel & Training
Business Area
January 2007

NOT PROTECTIVELY MARKED



 **ACPOS**

ASSOCIATION OF CHIEF POLICE OFFICERS IN SCOTLAND

Foreword



This strategy sets out how we foresee the challenges facing the Scottish Police Service in the management of our people over the next ten years or so and how we intend to respond to them. There are two strands to these challenges; the need to attract and retain high quality police and support staff in a very competitive labour market and also to ensure that all our staff are enabled to work highly productively in a supportive and professional environment.

The strategy is aspirational and ambitious in the changes it promotes. I make no apologies for that. The Scottish Police Service has much to be proud of in its response to modernisation generally and to the need to introduce professionalism to people management. The Service has made steady progress in recent years but our judgement is that we must now see a “sea-change” in how we manage and develop all our people and ensure that they are encouraged to deliver their best, in the interests of meeting the highest standards of service delivery.

In producing the strategy we have consulted widely with a variety of stakeholders, including the Scottish Police Federation, Association of Scottish Police Superintendents, Unison and other representative bodies, the Scottish Executive and training and development agencies. We also involved police and force support staff, at an early stage, in identifying key issues and possible solutions. On behalf of the Committee, I would like to thank all those who took part in this process, for their candour and commitment.

Although the strategy looks towards how things might be in 2013, we have to begin to make changes now. Chief Constables have agreed an Implementation Plan that sets out key points and timelines against which we will measure and report progress. This is included as an appendix to this strategy and I very much look forward to working with colleagues in the Police Service and other partners to ensure that we reap the benefits of this work to make the Scottish Police Service ‘fit for the 21st century’.

*John Vine
Chief Constable Tayside Police
President ACPOS
Chair ACPOS Personnel and Training Standing Committee*

Statement from ACPOS

This strategy document is aimed at a wide audience and for use as a means of communicating and 'future-proofing' local, national and cross-sector activity in areas affecting people management. It has core themes of:

- Outcome—focus
- Flexibility and learning
- All-staff approach, harmonising and inclusive
- Connected HR management across the Service
- Modernisation

The strategy may impact on the direction of various planned developments in the short term, as there are inconsistencies between these and the long-term requirements of the Service. It is intended that the strategy should evolve and be regularly reviewed and updated to reflect emerging issues and changes, ultimately becoming a core part of an overarching policing strategy.

ACPOS will adopt and use the strategy in such a way that we can strengthen our role as leaders of change and enable the achievement of strategic objectives at national and local levels. We will be undertaking a review of our own committee structures and working methods to support coherent management of the overall programme of change.

This document has been developed through consultation and involvement with many stakeholders in workshops and by wide circulation of ideas, evidence and earlier drafts for others' comments. We will welcome continuing feedback as part of implementing the strategy and continuous improvement in our overall approach to these issues.



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Introduction

This document sets out the strategy of the Association of Chief Police Officers in Scotland (ACPOS) in respect of Human Resource Management in the Scottish Police Service (“the Service”) from 2003 to 2013.

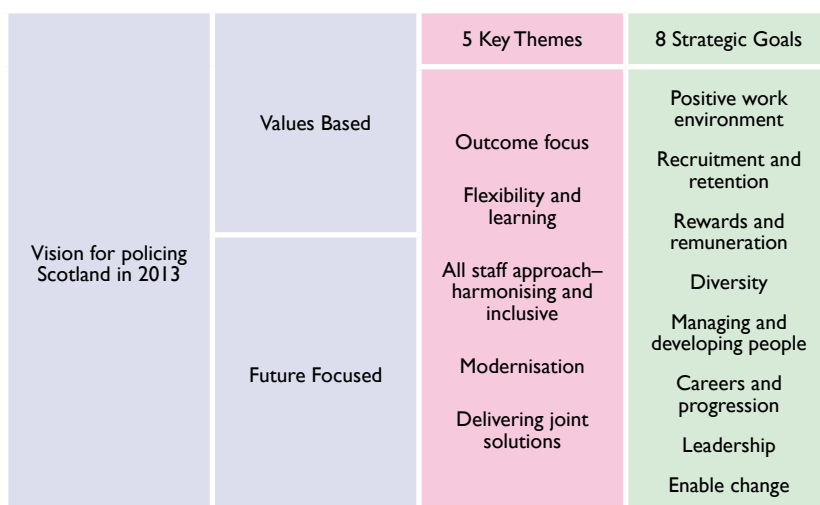
ACPOS intends that this strategy will **lead** the Service by:

- Setting out a **ten year** horizon, within which our intermediate strategic developments can remain focused on **anticipating** rapid change—change which will transform the way we work and how our people are managed, to meet the challenges of policing in the future
- **Enabling** each of the organisations that currently comprise the Service—and any future shape of the Service—in their local and joint work to meet common or diverse issues, and make the most of Service-wide potential and opportunity
- Setting in train a rolling programme of **changes in policy and practice**, which will create new **flexibility** to manage people within a modernised and responsive Service

These broad aims have emerged from many strategic dialogues and consultation work across the Service and beyond. We have distilled them into **5 key themes** to underpin **8 strategic goals** that make up our agenda for change. The 8 strategic goals are set out using ‘pictures of the future’ which illustrate the kind of changes we will have made by 2013 in line with the changing environment and achieving our policing goals. The 8 strategic goals are supported by a series of proposed changes in policy and practice and several inter-related developments, which are planned for the short to medium term.

Implementation

Route Map ►



← STRATEGY FOR 2003–2013 →
 ACPOS Personnel & Training in partnership with the Service

Fit for a changing world

Vision for Policing Scotland in 2013

This strategy has been created to set the direction of the Scottish Police Service in the next decade of change. We have analysed and continue to debate with strategic partners the impact of:

- Changing crime and community safety pressures and priorities
- Public and political expectations of modernised public services
- Opportunities to harness new technologies and models of community and national policing
- Changing workforce and economic trends in Scotland
- New attitudes, skills, values and expectations within our various staff groups and the next generation of employees coming into the sector, and how their lifestyles and career experiences will influence our ways of working
- More explicit outcomes required from police and our partners
- Scope to improve business practices within our sector, from quality and customer service through to communications, performance management and lifelong learning for our employees
- The need, expectation and desirability of looking ‘outside the box’ for innovative ways to meet need with available resources
- The challenges and opportunities that our increasingly diverse and plural society places upon our current police service culture
- The impact of international and world affairs on national and local life
- The influence of new legislation, employment law and political structures
- The so-called ‘War for Talent’ and how to influence the market in favour of our Service
- Managing complex change—keeping the best of current culture and staff motivation whilst offering a new deal and a very different future working life for future employees.

The Constable of 2013 will be more accountable and will need to be able to demonstrate both Continuous Professional Development and Competence. ‘Command and Control’ management will become increasingly out of tune with the needs of a workforce seeking scope for initiative and involvement in the total leadership of our service. Most of all we need to align our people to work more closely in teams driven by the need to deliver results and to be clearly recognised and rewarded for their success.

We must continue to ensure that we equip our people with the knowledge, skills, attitudes and motivation to excel in the difficult job they do on behalf of society. This job is changing, as are the expectations of those within the job, those who may enter, those who are our partners in delivering safer communities, and all our stakeholders.

It is our aspiration that the Scottish Police Service be ‘an employer fit for the 21st century’ because, by being among the excellent players in terms of the way we manage our people, we will be ensuring better results in terms of our “bottom line”—the quality of service provided and the results achieved in terms of tackling

crime and delivering community safety. This strategy is paving the way to developing and implementing some of the most effective and progressive HRM policies and practices in the marketplace.

The foundations of the strategy are our enduring values and purpose. The overarching framework for the strategy must be an **overall business strategy for policing in Scotland in the 21st Century**. The practical realities of implementing the people strategy over 10 years are that much potentially far-reaching and radical change must take place in how we view and manage the people side of our business. This must be for the best of reasons—that is, to impact positively on the values we espouse and on the goals of the wider policing strategy.

Our Vision and our Commitment

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

Our Values

- **Service to others**
- **Professionalism**
- **Accountability**
- **Teamworking**
- **Supporting individuals to achieve their potential**
- **Fairness, equality, justice and respect for the individual**
- **Recognition and reward**
- **A supportive working environment**

The 5 Key Themes

These themes describe the ways we believe this strategy will meet the challenge of the future.

- **Outcome focus**—the best reason to press for any changes, small or radical, will be to have a clear understanding of how it will help us to deliver our services and meet the expectations of the public. This argument will help us to challenge current policy and practice, from front-line roles through to government policy and regulations. What has worked in the past, and what works today may not be the best approach for the future.
- **Flexibility and learning**—we already learn quickly in operational areas when methods are not working. Less easily shared is the learning between individual employees, between groups of staff, between HR and other functions, or across organisations in the Service. Flexibility is a key word, not just because the future for the business of policing is unpredictable, but because ‘one size fits all’ policies and practices restrict our overall ability to make the fullest possible use of our people assets. New policies and standards will be created with this principle in mind.
- **All-staff approach**—harmonising and inclusive—we must work to reduce the segregations in our HR thinking and to develop more inclusive policies for all staff groups. We want to see more united teams within and between our organisations, using all the talents of officers, support staff, managers, professionals, and an array of colleagues working in partner agencies and in the community; this must include flexible but equitable terms and conditions to suit many needs.
- **Modernisation**—as employers we need to create a modern work environment based on our values, with smart employment practices, learning from the past but pressing forward with change to meet future requirements and outcome goals. This process will be all about taking people with us as we manage change, driven by our diverse workforce and by devolving ownership throughout the service.
- **Delivering joint solutions**—we have much in common with other leading employers in Scotland, with policing UK-wide, and across the public sector. There are mutual benefits for employers to work towards improved management and development of human resources in this market, and to maximise the scope to deliver services in partnership.

The 8 Strategic Goals

The following 8 goals arise from the main strategic areas we have addressed in our thinking about people management in the future. The strategic goals should be viewed as a whole—they are interlinked and so will be implemented in combined and coordinated ways. They are presented under these headings so that today's issues can be more easily recognised.

- **Strategic Goal 1—Creating and maintaining a positive working environment**
- **Strategic Goal 2—Recruiting the right workforce, and retaining skills in the Service**
- **Strategic Goal 3—Managing rewards and recognition**
- **Strategic Goal 4—Becoming a more diverse and inclusive Service**
- **Strategic Goal 5—Managing and developing people to deliver excellent results**
- **Strategic Goal 6—Supporting individuals to fulfil their potential; careers and progression**
- **Strategic Goal 7—Developing leaders and integrating leadership throughout the Service**
- **Strategic Goal 8—Using this people strategy to enable change across the Service**

Under each of these goals we have described an aspect of the future that:

- Is based on an understanding of how the world is changing and how this will impact on our work
- Includes a realistic vision of how policing will have changed within this future context, and how it will have contributed to making changes in line with our vision and values
- Defines in broad terms the outcomes we might expect to see if we fulfil these goals
- Looks at the particular goal area whilst pointing to how this links to other strategic goals

This section is followed by a summary of some of today's issues and planned developments and how these might be assigned to particular goals or thematic/linked goals.

Strategic change agenda

Strategic Goal 1—Creating and maintaining a positive working environment

The Scottish Police Service in the 21st Century will be a supportive, stimulating and rewarding place to work, with opportunities to develop, fulfil potential, and be part of the team delivering an excellent service to the public.

Desired outcomes:

In 2013 individuals will have strong perceptions of good and bad workplaces, based on their own varied careers or those of their friends and family. In 2003 our history and ethos dominate the image people have—currently the values of ‘security, status and traditional structures’ attract and retain sections of our workforce; people seeking autonomy, creativity, involvement and flexible opportunities may choose to stay away, even though the Service needs and offers much of this to our employees. By 2013 some familiar traditions will have evolved from our ‘command and control’ origins and military styles into service-focused team work, where rank and formality are less significant and there is more focus on collective effort (all staff within the Service having equal status) and respect for contributions and initiatives from individuals and units working across all kinds of boundaries—such as geography, profession, agency and hierarchy. Perceived barriers to personal progress and service delivery will be actively confronted. In 2013 the whole workforce will expect and receive motivating and supportive management, and to be involved in challenging but rewarding work. They will be able to deliver a good service ‘first time’ and be recognised and rewarded by their results; work-life balance will be fully integrated into the way we work, and employers will reap the benefits of productive, healthy work teams.

Getting there:

Our ten year aim should be to transform those parts of our culture which do not fit with the 21st century working life experiences and expectations, and which do not best serve our policing and criminal justice community objectives. This will involve:

- A healthy working environment—based on a proactive and inclusive policy for health, safety and welfare, and a focus on shared problem solving with all staff groups to manage stress and well-being at work
- A new professional climate—more self-management and collaboration, less blame culture, risk avoidance, and less recourse to procedure-led approaches to complaints, discipline and professional standards
- Putting the principles of people management and development at the heart of our policing and criminal justice strategies and making this a reality throughout all our working practices and integrated management systems

Strategic Goal 2—Recruiting the right workforce, and retaining skills in the Service

To optimise the supply and retention of skills within the Service, we will anticipate changes in the job market, being aware of local and national opportunities to offer new packages to recruits, and moving away from restrictive procedures and perceptions that impair our scope to do this.

Desired outcomes:

Scotland is currently facing a shrinking and ageing workforce, with major shifts of fortune for existing industries. People will choose careers based on maximising their long-term employability and work-life expectations, rather than on seeking a job for life. In 2013 employers will value this type of employee—those committed to service to the public at that stage in their career; leadership opportunities will be afforded to younger people. In 2013 we retain and access skilled and motivated staff through very different means—advertising more posts externally, opening up diverse career paths and entry points, with minimum restrictions on eligibility. We manage a 'virtual' workforce of employees, partner agency staff and volunteers, within a more mixed and flexible HR environment, reflecting more pragmatic solutions to managing crime and community safety through visible presence and contact with the public. Terms and conditions are closely aligned across many sectors and industries with new forms of pay deal and pension provision available nationally. We attract people to work in Scotland for defined periods of time with specific benefits for them within careers that will be very mobile and varied. We value their diverse experience and make intelligent use of the investment in people made by good employers alongside us in the market place. We work in ways that shift the majority of resource into developing people and processes to deliver outcomes, rather than finding ways to adapt service issues to fit the profile of the existing workforce. We recognise that all staff can be developed and that inclusive approaches to postings and advancement are in the interests of the whole Service.

Getting there:

We will support the Service by helping develop and implement flexible recruitment policies and integrated workforce planning at a national level; we will promote the Service as offering wide-ranging career choices and encourage innovative recruitment and retention practices to meet unique and changing local requirements. This calls for:

- An approach to retention which reflects contemporary values and attitudes to working life and careers, investing in people on behalf of the future of the Service and contributing to the wider pool of Scotland's workforce
- Having in place national recruitment standards which enable these new policies to be carried through—focusing on widening the recruitment pool

Strategic Goal 3—Managing rewards and recognition

The Service will attract, retain and motivate people by managing rewards in a flexible way; we will respond to market conditions, learning from other employers and finding collaborative ways to make the most of the labour market. Packages of terms and conditions will match individual and job needs; other rewards will be actively managed and include making full use of participative management, healthy working conditions, and support for individual career choices.

Desired outcomes:

- (1) **Environment**—In 2013 a generation of workers will be fully accustomed to managing their own financial lives, anticipating changes in the pensions industry and how to fund retirement and a balanced working life. In this environment there will be a convergence of rewards management practice across all sectors. Public and private partnerships and reconfigurations will have led to radical restructuring in how pay levels are set and mediated. In so far as there remain differentials with the private sector these will be matched by a new form of ‘deal’ for our people (such as recognised cross-sector career paths with transferable benefits). Our people will experience a range of benefits that are consistent with best practice in people management. Skill shortages, disincentives to mobility and pay-inflationary issues will continually be tackled through changes in management of overall resources and flexibilities for each organisation to set reward packages to fit changing needs.
- (2) **Management**—Individual packages will be negotiated within local labour market contexts. This form of contract management will be followed through into the working situation in which rewards and remuneration are managed within an integrated approach to motivating, managing performance and recognising achievements and learning. Outcome-focused appraisal will support the appropriate use of training and career development opportunities where these support continued improvement in services rather than as ‘rights’ or compensations
- (3) **People**—In 2013 we recognise that each person brings their own motivations—for financial, job satisfaction, and social rewards—whatever the role (officers, specialists, managers, support staff). We will be discussing individual needs and expectations to ensure that we get the right people joining for the right reasons in the right roles. This will help us manage ‘hard to fill posts’, remote locations, mobility and other operational challenges, as will the positive culture and management systems supporting the reward structure, in an overall Service framework.

Getting there:

The Service can make many changes in policy and practice, but primarily will need to work on influencing the way we engage in the Police Negotiating Board processes and how to introduce alternative, flexible and individually tailored means of managing rewards to support our policing goals.

Strategic Goal 4—Becoming a more diverse and inclusive Service

The Scottish Police Service will reflect and respond to the diversity of the community, valuing differences, ensuring equality of opportunity, and benefiting from a stronger mix of staff working together to improve services

Desired outcomes:

In 2013 diversity is defined, recognised and experienced as a vital ingredient in making a strong working team, one able to draw on a range of abilities and ideas to make the necessary innovations and challenges required to continually improve results. Across the Service this diversity—in terms of gender, race, disability, sexuality, culture, age, family circumstance, working hours, role—is a natural reflection of changes in Scottish communities and society. The Service will have actively sought to be part of this progression and will have achieved a leadership position that impacts directly on our effectiveness as a player in the crime management and community safety system. Although legislation, monitoring and positive action is still part of our practice, we are well beyond a 'compliance' approach to diversity issues; in 2013 there is a confident, practical and enthusiastic climate reaping the benefits of diverse thinking and approach. Looking beyond traditional (legally defined) definitions of diversity we recognise valuable differences within and between all individuals and groups in the workplace (eg staff with backgrounds in other sectors and professions).

Getting there:

This goal requires us to take a more positive stance—from ACPOS and at leadership level across our system, including staff representatives—and to involve all staff and external stakeholders in reviewing our experience and attitudes. We will need to understand and address those features of our policies and processes (including flexible terms and conditions, work design, development policy, etc) that inhibit recruitment, and which undermine retention and progression among groups and individuals who offer difference within the Service. We need to tackle the perception that the Service 'belongs to us', ie the existing dominant cultural make-up of the policing world. This attitude, explicit or implicit, is projected in many forms, for example in our performance in the community and through our communications, leadership style and media images. We need to see diversity very much as a cross-cutting theme, involving everything we do. Diversity will be central to our ability to learn, become flexible and be more outward-looking in our approach to service delivery. Clear policies, new systems and supportive developmental materials are needed—within the overall change in culture we envisage in the longer-term—to support this shift. We aim to see a Service which does not just approve of diversity when it 'fits in' to our current environment, but where divergent behaviour, style and contribution leads to a more responsive and effective Police Service.

Strategic Goal 5—Managing and developing people to deliver excellent results

The Scottish Police Service will work towards a more integrated and systematic approach to national, regional and local HR development, encompassing training and development, management of performance, promotion and leadership issues. Other strategic goals address specific aspects of these areas, but connect within the themes of modernising HR practices, improving the individual's journey as an employee, and creating a healthy and productive working environment.

Desired outcomes:

In the future the use of technology, partnering, teams, problem-solving, creative thinking, feedback and learning will be commonplace drivers of excellent performance. The ability to think ahead of trends, to be proactive, demonstrate results and stretch for more improvements will define the best performing organisations. Workers will 'passport' their skills, experience and accreditations between employers, careers and jobs. Their access to market information, self-management of life-long financial and retirement planning, and expectation of managing their own development will have transformed the role of managers at all levels. Manager roles will focus on enabling staff, reducing organisational barriers to communication and action, helping achieve accountability, supporting initiatives and leading by example in their own outcome-focused roles. Resources for development and training will be integrated within overall service-led budgets (e.g. moving away from promotion exams and into continuous professional development for all staff). People management now makes the most significant contribution to success or failure in delivery of services—lack of progress in tackling complex social issues is no longer said to be caused by shortage of staff or money, but by poor management of them.

Getting there:

We will be inviting cross-sector debate and will seek joint development of options for developing the workforce through innovative training and learning technology and better work-based approaches. Alliances will be made with other sectors and providers to share common needs for on-going research and production of joint solutions (eg competency or similar frameworks, shared centres, learning resources and other facilities, pooled opportunities for secondments, exchanges, mentoring, coaching, on-line support and learning networks). We will look at the whole system, including key components such as the Scottish Police College, to ensure that the modernising influence on local practice is strengthened. New co-ordinated processes for managing performance are needed, which link individuals to Service results, to reward systems and to continuing professional development.

Strategic Goal 6—Supporting individuals to fulfil their potential; careers and progression

We aim to help the Service to align promotion policy and practice with overall future requirements for a flexible, holistic approach to managing the changing workforce and service culture.

Desired outcomes:

Based on our snapshot of the working lives of the future, we can expect employees to be proactive and self-managing in their approach to careers. They are likely to expect more rapid progression to positions of responsibility based on demonstrations of their competence and effectiveness identified through continuing performance and development activity. Rather than 'promotion' to higher rank, and valuing of seniority, individuals will be used to redefining their roles and spotting opportunities to gain experience in new areas for their career portfolio. The processes for progression and succession to senior posts will be transformed with the development of flatter structures, with resources focused more on front-line service delivery (eg command unit posts). The systems for managing all staff progression will be aligned, and the routes clearly signposted and accessible. Evidence of potential and of results achieved will be common practice, over separate assessment processes.

Getting there:

We envisage a range of national and local developments to afford all employees, in all roles, a sense of career whilst in the Service. This will accommodate those who stay for a short period as well as long-term employees. The trend is for more mobile and varied careers. We need policies that support this and help us to adjust our systems so that we get maximum benefit from this shift in the nature of the workforce rather than straining to cope with a less 'stable' or predictable one. Benefits include being able to manage bulges and gaps in the overall profile of employees and restrictions around making changes to structure and roles. We will be working towards:

- Service-wide introduction of the 'Continuous Professional Development' Portfolio for **ALL** staff
- National database of skills and experience available to the Service
- Policies and procedures for officers and support staff that address the needs of the total human resource of the Service consistently within a modernised culture

Strategic Goal 7— Developing leaders and integrating leadership throughout the Service

The Service will have made a significant change in our approach to leading others and influencing change across the criminal justice system. The hallmarks of this change will be having a more collaborative and inter-dependent approach to resolving the challenges facing the sector, and the levels of trust and delegation throughout each organisation that are in place to allow best possible returns on our investment in people. Leadership will be a demonstration of effective behaviours rather than a reliance on rank.

Desired outcomes:

Within a changing culture such as we have described, leadership will be both transformed and 'transformational' in character. It is no longer synonymous with rank and seniority but an essential resource required by the Service at all levels. Nor is it an elite or exclusive commodity. Teams and organisations will be required to show leadership in making the right decisions, using vision and authority, enabling others and managing risks and relationships around the policing agenda. 'Command and control' is a form of leadership which now has a much more limited, directly operational, role in the overall range of work carried out in the Service, and task leadership includes participation, consultation, facilitation and other skills which help develop and use people's abilities to the full. Those people aiming for, and achieving, senior positions in police organisations will be required to take greater responsibility for transforming the Service as a whole, for engineering changes which are necessary to make sure policing goals can be met under very different and changeable conditions.

Getting there:

Current planned developments focus on senior ranking officers and how this group enter chief officer levels and are developed beyond this. These programmes are vital in the early phase of this strategy, and today's leadership cohort will be a key driver for the overall agenda for change in our Service. Their collective vision and approach will be a model for the future and they will pioneer many of these initiatives that will bring about transformation for 2013. We will therefore focus on:

- Transparent and progressive leadership development practice—using networked or national programmes and resources with other agencies and partners
- Leadership recognised at all levels and within teams
- Creating a core set of leadership competencies and behaviours, including transformational leadership, emotional intelligence and change agent skills
- Exploring innovative assessment tools like 360° appraisal.

Strategic Goal 8—Using this people strategy to achieve change across the Service

As a modernised employer the Service will transform the way in which people management is planned and integrated within overall business planning and delivery processes. Along the way, police organisations will draw on their own HR and organisational development functions, a network of colleagues and a supportive central agency to help deliver this broad agenda for change.

Desired outcomes:

The central functions of ACPOS policy-making will be strengthened so that they contribute, as a change agency, across a more networked group of police organisations within the Service. HR professionals and organisational development teams will have a more prominent role in aligning people management and structures with the overall aims of their organisations and in facilitating change. They will be integral to the business. Common HR policies, that have been developed collaboratively within the Service, in conjunction with key stakeholders, will apply across Scotland. These will be continuously evaluated for relevance and effectiveness within the HR economy aided by a shared set of performance measures and indicators and changed quickly when required. A national HR information system, including a duty management module, will provide key data within an overall Management Information System that will fully integrate personnel management with police operational management and service delivery. Exchanges of information on best practice will be output- rather than process-based. HR professionals will work across current Force boundaries to share expertise and to develop professional skills. Centres of excellence in HR practice will be developed to which all organisations have access. Managers outside the HR field will have sound understanding of, and insights into, HR management and will apply these in their treatment of their staff. In general terms, particularly in larger organisations, HR professionals will work “close to the action” within devolved organisation structures fully integrated with operational management. In 2013 the skill and market shortages and current and expected staffing pressures which posed a major business threat in 2002/03 will be reassessed according to how well-utilised available resources are throughout the service economy.

Getting there:

ACPOS will work to embed the people strategy within a cohesive policing vision and strategy for the future. To be effective in such a role the Association will review its form and function and consider how best to make change happen and fulfil the aspiration of becoming ‘fit for the 21st century’. In the first phase of implementing this agenda we aim to help develop project strands and engage teams to work on creating and testing new policies and practices. At national level we will concentrate on the following roles and functions:

- Producing coherent central HR policy development to streamline current thinking and practice as a basis for local modification and continuous improvement
- Integrating HR strategies within overall policing plans and changes in policy, priority and role for the Service, so anticipating, leading and preparing for reform
- Prioritising better use of technology and Knowledge Management - specifically to improve information gathering and sharing about people and performance for active management within all parts of the Service

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:—

People Strategy Coordinator
Leadership and Management Division
Scottish Police College
Tulliallan Castle
Kincardine
Alloa FK10 4BE

Tel 01259 73 2000

Email peoplestrategy@tulliallan.pnn.police.uk

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ACPOS
173 Pitt Street
Glasgow
G2 4JS