

ACPOS People Strategy Re-Launch

29 January 2007



ACPOS People Strategy Re-Launch

Welcome

Mrs Margaret Barr
College Director



ACPOS People Strategy

Mr Andrew Cameron

Chair
ACPOS

Personnel & Training
Business Area



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ASSOCIATION OF CHIEF POLICE OFFICERS IN SCOTLAND

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People Strategy

- Achievements
- Strategic Drivers
- Changes to Business Area Structures.
- Ongoing Work
- The Future



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People Strategy

- ACPOS Priorities 2006-2009
- Vision :-
“..... achieve excellent results for the people of Scotland through excellence in management and development of all our people.”
- 8 Strategic Themes



Achievements

- Leadership Development
- Diversity
- Development of National Guidelines and Standards
- Tangible Outcomes



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Strategic Drivers

- What does 21st Century Scotland expect ?
- Funding
- Transforming Public Services
- Legislative Change
- Staff Turnover



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Changes to Structure

- Root and Branch Review
- Portfolio Approach
- Ten Work Streams



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Ongoing Work

- Leadership for All
- Business Continuity / Succession Planning



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Future Work

- Scottish Institute for Policing Research
- PABS/PNB
- Scotland's Futures Forum
- SPSA
- Workforce Modernisation



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Conclusion

“We must remember that all our aspirations in policing will only happen through the achievements of people.”



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Leadership for All

Margaret Barr

Director

SPC



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Leadership for All

- Probationer Training
- Diploma
- Initial, Intermediate and Senior Leadership Development Programmes
- Senior Career Development Service
- Strategic Command Course
- Chief Officer Development Programme
- Overarching Products and Services



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Leadership for All



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Foundations for the
Future - Initial
Leadership Development

Mrs Shirley Andrews
Head of Training Strathclyde
Police



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Foundations for the Future

- Initial Leadership
- C.P.D.
- Learning Continuum
- A Moment in Time



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Diploma in
Police Service
Leadership &
Management

Supt Bruce Milne



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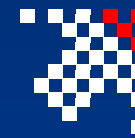


Diploma in Police Service Leadership and Management

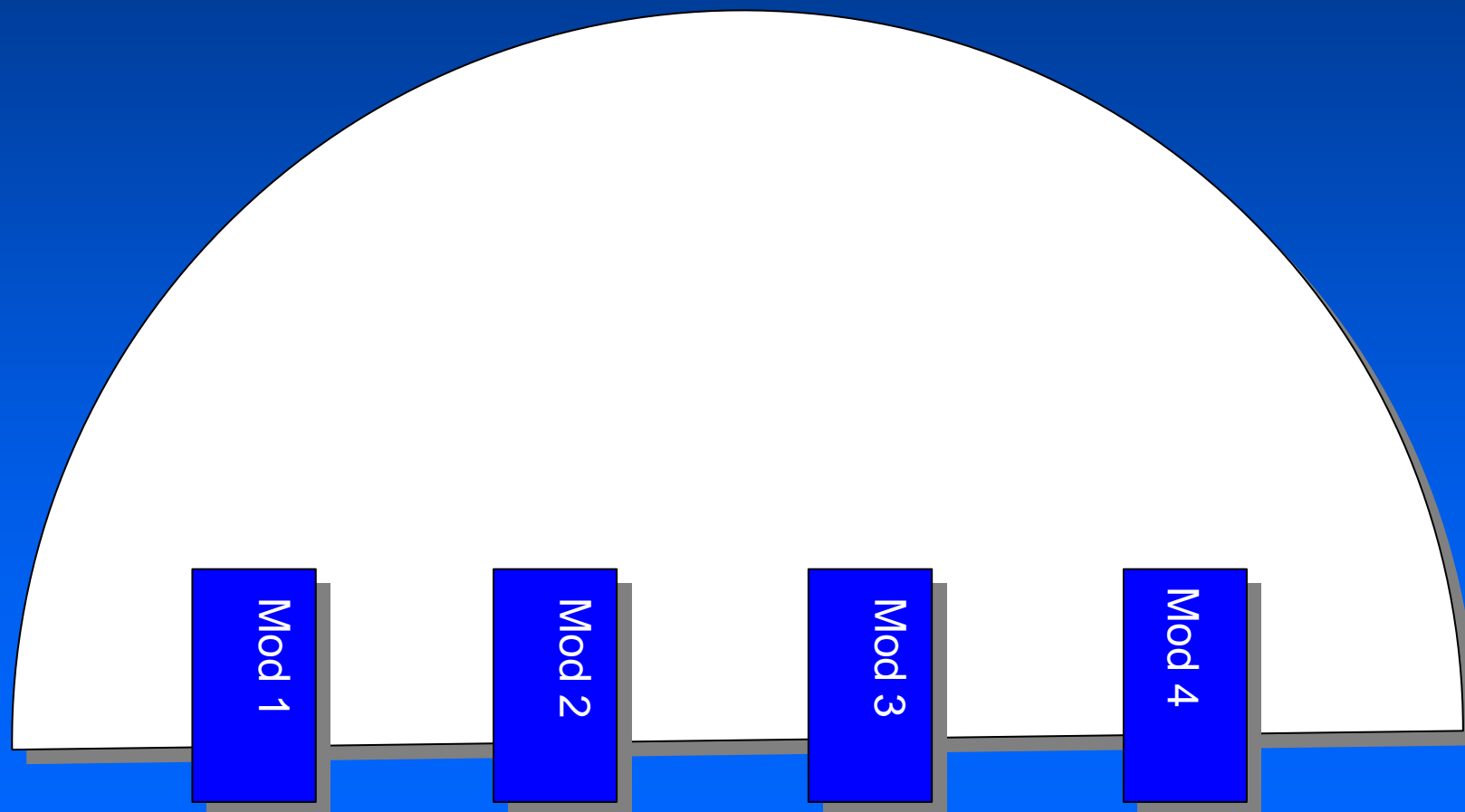
Superintendent Bruce Milne

Opportunity

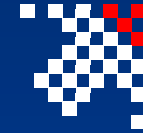
- ✓ **2002, Scottish Executive Lifelong Learning strategy**
- ✓ **2003, ACPOS People strategy**



Personal Effectiveness



success through learning



Developing Skills for Personal Effectiveness

Module 1 – Policing in Scotland

Contemporary Policing
Professional Knowledge in Policing
Criminal Justice System in Scotland

Module 2 – Managing Dilemmas

Professional Ethics in Policing
Decision Making

Module 3 - Achieving Success Through Management

Organisational Management

Module 4 – Leading People

People Management
Leadership



Award

Culmination Event

In-Force Tutorials

Assessment Day

Introduction Day

Selection & Nomination

Benefits

- ✓ Acquisition of learning / skills for future managers
- ✓ Builds upon probationer Certificate of HE
- ✓ Future learning – third year access to degree course
- ✓ Dedicated Programme Team
- ✓ Improved knowledge & performance

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Senior Careers Development Service

Supt Bob Licznerski



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Drivers

Clients

Benefits

Stakeholders

Future Benefits



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Drivers

- ACPOS Policing Priorities
- People Strategy
- Personal & Professional Development
- Developments in E & W



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Clients

- Supt & above
- Equivalent Police Support Staff
- Chief Officers



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Benefits

- Level One
- Level Two
- Development Advisors
- Shared Service



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Stakeholders

- Chief Constables
- Police Authorities
- Scottish Executive
- Clients



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Future Benefits

- Extend access to Level One
- Target specific groups
- Enhance capacity for Development Advisors
- Tailored advice



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The End...

or is it just the
beginning....



NSCAS

Hilarie Owen



The Challenges

- Local vs National vs Global
- Working collaboratively vs Force focus
- Transactional vs Transformational
- Culture vs Authenticity
- Measurement vs Pride
- Media/Public perception vs Public safety
- Structure vs Active engagement

Story of 2 Chiefs

- Performance targets
- Proud of force
- Transactional
- Transformational
- Unsustainable
- Sustainable
- Use power
- Authentic leadership

- “Exemplary leadership is a process whereby we continually develop leaders to their full potential.” Bruce Avolio
- The future is not some place we are going to but one we are creating.

Leadership Services

- Revised HPD Scheme
- Talent Management
- Support and guidance
- Celebrate success
- NSCAS
- Authentic leadership
- Reflective learning
- Impact



John Harkin
Chief Superintendent
Head of Leadership and Management
Scottish Police College





Leadership and Management Division

CPDP

Continuous Professional Development Programme (CPDP)

Supporting the ACPOS People Strategy





Leadership and Management Division

CPDP

Themed Approach to Content

New Positive Action Theme





Leadership and Management Division

CPDP Themes 2007/8

- **Positive Action**
- **Diversity**
- **Personal Development**
- **Practical Guidance**
- **Leadership Development**
- **Partnership Working**



Leadership and Management Division

CPDP 2007/8

- **37 Seminars/Training Events**
- **£35k CPDP Budget**
- **£55k CPDP Product**
- **£20k Efficiency Savings**
- **Sponsorship/Advertising**



Leadership and Management Division

CPDR

Sergeant Liz Rainy-Brown
Lothian & Borders Police

Sergeant Malcolm Cowie
Strathclyde Police





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CPDP 2007/8

- **Partnership Spaces/Limited Charges**
- **Stronger Marketing**
- **Increased Uptake**
- **How Accessible at Force Level?**
- **SPOC Relationships**



Leadership and Management Division

Core LMD Programmes 2007/8

- **Changes to Operations Content**
- **Programmes 6 and 12**
- **‘Inspector’ Course now 1 week**
- **‘Ch Insp’ Course now 4 Weeks**
- **Emphasis on Role NOT Rank**



Leadership and Management Division

New Core LMD Programmes 2007/8

- **P 40 CEMIT**
- **P 41 PIO Training (4 days)**
- **P 42 Match Commander (CIS)**
- **P 43 Firearms Tactical Command (CIS)**
- **P 44 National Intelligence Model**



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New Core LMD Programmes 2007/8

- **P 9a Personal Development for Under Represented Staff (BME)**
- **P 9b Personal Development for Under Represented Staff (LGB)**

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People & Leadership

Mrs Cathy Jamieson MSP
Justice Minister



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Questions

Mr Andrew Cameron
Chair, ACPOS Personnel &
Training Business Area



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