



Meeting	SPA People Committee
Date	29 August 2024
Location	Video Conference
Title of Paper	HMICS Thematic Inspection of Organisational Culture in Police Scotland - Improvement Plan
Presented By	ACC Catriona Paton, Policing Together
Recommendation to Members	For Discussion
Appendix Attached	Appendix A – Improvement Plan Appendix B – Policing Together Governance Structure

PURPOSE

The purpose of this paper is to provide members with an overview of Police Scotland’s planned improvement activity in response to findings of the HMICS Inspection of Organisational Culture.

Members are invited to discuss the content of this paper.

1. BACKGROUND

- 1.1 Between March 2023 and September 2023, HMICS conducted a thematic review of organisational culture in Police Scotland. The report was published on 7 December 2023.
- 1.2 The objectives for the inspection were to:

Identify how culture has been established, influenced, and understood in Police Scotland. (Identifying the predominant and competing culture/sub-cultures in Scottish Policing by considering leadership, values, and behaviours).
- 1.3 Assess how culture(s) impact on the efficient and effective service delivery of policing (considering performance, wellbeing, abstraction/productivity).
- 1.4 Consider what is being done to address any issues (from theory and practice using benchmarking and case studies).
- 1.5 The report identified 11 recommendations including 23 areas of development.

2. FURTHER DETAIL ON REPORT TOPIC

- 2.1.1 The Inspection took place at a time of significant change and progress in the Equality, Diversity, and Inclusion space starting with the launch of the Policing Together Strategy in 2022, followed by the then Chief Constable Sir Iain Livingstone's statement on institutional racism and discrimination in Police Scotland in May 2023 and the ongoing programme of work to become an anti-racist and anti-discriminatory service.
- 2.1.2 Driving positive cultural change was and continues to be at the heart of the Policing Together Vision which is to ensure Police Scotland is welcoming, inclusive and representative of communities and creates working environments where people demonstrate organisational values and standards and know they belong. This is an imperative for the organisation to ensure officers and members of staff can be themselves, reach their potential and deliver the highest standard of service to the diverse communities of Scotland.
- 2.1.3 A summary of the recommendations was presented to the Strategic Leadership Board in January 2024 and under the

direction of the Strategic Lead, DCC Speirs, a Cultural Oversight Group of key internal stakeholders was established to progress with a formal improvement plan to address all areas.

- 2.1.4 In the findings, HMICS recognised the challenges in creating a single service in the early days and highlighted the improvements achieved in respect of equity of access to specialist services, more robust investigation of sexual crime and domestic abuse together with improved financial management. The report acknowledged that in more recent times there has been an emerging change in the tone and style of the organisation and a more reflective and learning organisation is beginning to develop. The last six years in particular has seen a continued focus on delivery of high-profile events, detection rates and community-based policing, supported by a foundation of ethics and human rights.
- 2.1.5 However, resourcing challenges and the continuing budget focus has also resulted in financial scrutiny that often balances the books but misses out on improvements that would be welcomed by staff and officers, and that would bring about improvements in service delivery to communities. The recommendations have a strong focus on working more collaboratively internally; reducing silo working and duplication; simplifying plans, messaging and performance and governance structures; creating more inclusive environments for all groups, providing more opportunities for feedback and dialogue with staff, addressing perceived barriers or inequalities; and supporting organisational change through structured methodologies.

2.2 Developing the Improvement Plan

- 2.2.1 Under the Direction of ACC's Professionalism and Assurance and Policing Together, work has been progressing under the Cultural Oversight Board with the primary focus on the completeness of all remaining sections of the Improvement Plan. This Board has included representatives from SPA and has engaged directly with HMICS. The Improvement Plan has been reviewed and approved by Police Scotland's People Board on 5 August 2024.
- 2.2.2 There is wide recognition that much activity was either underway or planned which contributes to addressing the recommendations and in recognition of the cross-cutting nature of the recommendations members of the group worked together to identify improvement actions; ensuring alignment with other strategic plans and current/planned operational and scrutiny

activities. This alignment is provided within the full version of the Improvement Plan and presents a summary of our management response, intended actions, milestones, target dates and Executive lead.

See Appendix A – Improvement Plan.

2.2.3 The first iteration of the Improvement Plan focuses on high level activity knowing that as we start to realise the deliverables further action will emerge and therefore the plan will continue to evolve over the months. This will include more detailed consideration of areas for development which at this time have not been allocated specific actions within the plan. In agreement with HMICS we have aligned the areas for development alongside recommendations and will explore in partnership with SPA what action is needed going forward and whether this is already covered in ongoing activity.

2.3. Dependencies and Alignment

2.3.1 It is important to recognise the complexity and nature of the complexity of cross-cutting recommendations, this will be essential to successful implementation and sustainability of the improvement actions. Where possible, there has been a specific effort to document these dependencies along with alignment with other supporting Strategies/Plans within the Improvement Plan. Examples include:

- Strategic alignment is included in the design of our Colleague Engagement Survey to ensure we are measuring progress against priorities, plans and actions. The approach includes refreshed annual colleague survey with stakeholders to measure culture transformation and will measure progress to how we respond to recommendations of HMICS.
- HMICS Frontline Focus Wellbeing Inspection Report highlighted a range of cultural aspects that were felt to impact on wellbeing, such as organisational stressors. Within their report, HMICS also recognised that whilst cultural change is complex, there must be an organisational acceptance and response to the broader inequalities that exist and are felt across the frontline. (Organisational Culture Improvement Plan- Recommendation 8).
- The development actions from the review have been considered within the wider policing context of the Strategic Outcomes,

with improvement actions aligned to the Joint Strategy and key enabling Strategies, specifically 'People' and 'Policing Together.'

2.4 Engagement, Consultation and Benchmarking

- 2.4.1 Consultation has taken place with business leads and HMICS to further develop the priority key actions highlighted within the Improvement Plan. This has included workshops with HMICS and key Stakeholders to discuss approach and actions for specific recommendations; 1 (Leadership); 2 (Parity between officer/staff groups); 6 (Grievance Process); 8 (Engagement); 9 (Organisational Design/Development) and 10 (Performance). These discussions included exploring evidential expectations as well as the development of cultural measures. Divisional contacts have provided responses in relation to actions, deliverables, timescales, target dates and dependencies.
- 2.4.2 Engagement with SPA has been ongoing throughout the development of this plan and their feedback and comments incorporated particularly in relation to Recommendation 6 which is jointly owned and Recommendation 10 where they will have a role in discharging areas for development.
- 2.4.3 As advised to May's People Committee, we continue to explore opportunities to consider best practice across UK Policing into our Organisational Culture Improvement Plan.
- 2.4.4 Engagement has taken place with the National Police Chief Council (NPCC) in relation to the development of a Cultural Toolkit and Police Scotland has recently participated in a National Police Chief Council's Organisational Culture Questionnaire and will be responding to the follow-up questionnaire this month (August).
- 2.4.5 Police Scotland has also approached the Metropolitan Police to learn about their approach and monitoring of their Culture, Diversity, and Inclusion (CDI) Programme, including cultural measures for success and all will support our ability to ensure that we are maximising the opportunities to share and learn best practice.

2.5 Delivery and Governance Arrangements

- 2.5.1 We have previously identified the need to develop a cohesive approach to implementing the changes required. Especially since

there are many dependencies, links to other recommendations and the actions have multiple owners.

- 2.5.2 ACC Paton, Policing Together, will be the primary lead for coordinating and driving progress and implementation of the actions within the Improvement Plan, acknowledging all the businesses will be required to contribute. The need for this coordinated and cohesive approach is reflected in the recent Policing Together refresh which brings together all key business areas under the Policing Together umbrella to ensure visibility, coordination, progress and an understanding of impact into a streamlined governance structure (**See Appendix B**).
- 2.5.3 Tactical progress towards the Improvement Plan will be overseen by the Policing Together Implementation Group chaired by Chief Superintendent Policing Together. The terms of reference for the Implementation Group will be updated to reflect the Groups' new responsibility to monitor delivery of the practical steps within the Improvement Plan. The requirement for a separate HMICS Cultural Oversight Group will be kept under review if it is felt that further focus and momentum is required.
- 2.5.4 Timescales for actions to be delivered will vary, however alignment to organisation strategies, specifically Policing Together's next strategic review, in September 2026, provides a focal date for the Improvement Plan and affords the opportunity to sustain improvements by embedding into the future strategic direction of the Force. We have identified milestone dates and deliverables for all actions to monitor and assess progress.

2.6 Measuring the Improvement

- 2.6.1 A key part of Improvement Planning is the identification of measures or indicators of success at the outset. A set of Cultural Measures are being developed separately and will be used to quantify/qualify the improvements made resulting from the activities in this plan. Once finalised and approved, they will be aligned to each of the recommendations.
- 2.6.2 Pro-active engagement with HMICS has increased our understanding of their evidential expectations for each of the recommendations and has not only helped us shape the improvement actions but has also provided areas of focus when progressing these actions.

3. FINANCIAL IMPLICATIONS

- 3.1 There are no direct financial implications associated with this report although there will be additional financial resource to support some of the changes as detailed within the Improvement Plan. These have yet to be fully identified and quantified.

4. PERSONNEL IMPLICATIONS

- 4.1 There are personnel or resource implications. There will be resource requirements associated with managing the improvement plan and implementing changes, but these have yet to be fully scoped within the improvement plan and overall governance framework for overseeing progress with the Improvement Plan.
- 4.2 Our ongoing communication and colleague engagement framework will be critical to measuring the success of our improvement.
- 4.3 Improvements focus on improving colleague engagement, addressing perceived inequalities between staffing groups, supporting staff through organisational change and creating more positive workplaces through addressing grievance.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications in this report.

6. REPUTATIONAL IMPLICATIONS

- 6.1 There are reputational implications in this report. Failure to make change and show improvement will have reputational impact. Our robust governance structure will ensure that progress is made against the identified deliverables and all milestones are achieved. There are escalation processes in place to identify issues at the earliest opportunity to ensure change is made, measured and sustained.

7. SOCIAL IMPLICATIONS

- 7.1 There are no social implications in this report.

8. COMMUNITY IMPACT

- 8.1 There are community implications in this report. However, implementing the recommendations from the baseline assessment

will provide a consistent, proportionate and balanced response to operational decision making. Human rights based approaches will flow through all aspects of policing enhancing trust and confidence within communities enhancing our legitimacy.

9. EQUALITIES IMPLICATIONS

9.1 There are equality implications in this report. Implementing the recommendations will contribute towards improved equity between staff/officer groups and positive working environments. The refresh of the Policing Together Strategy and the ongoing programme of work to become an anti-racist and anti-discriminatory service also contributes to removing inequalities within Policing.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the activity detailed within the report and Improvement Plan.

HMICS Thematic Inspection of Organisational Culture in Police Scotland Improvement Plan

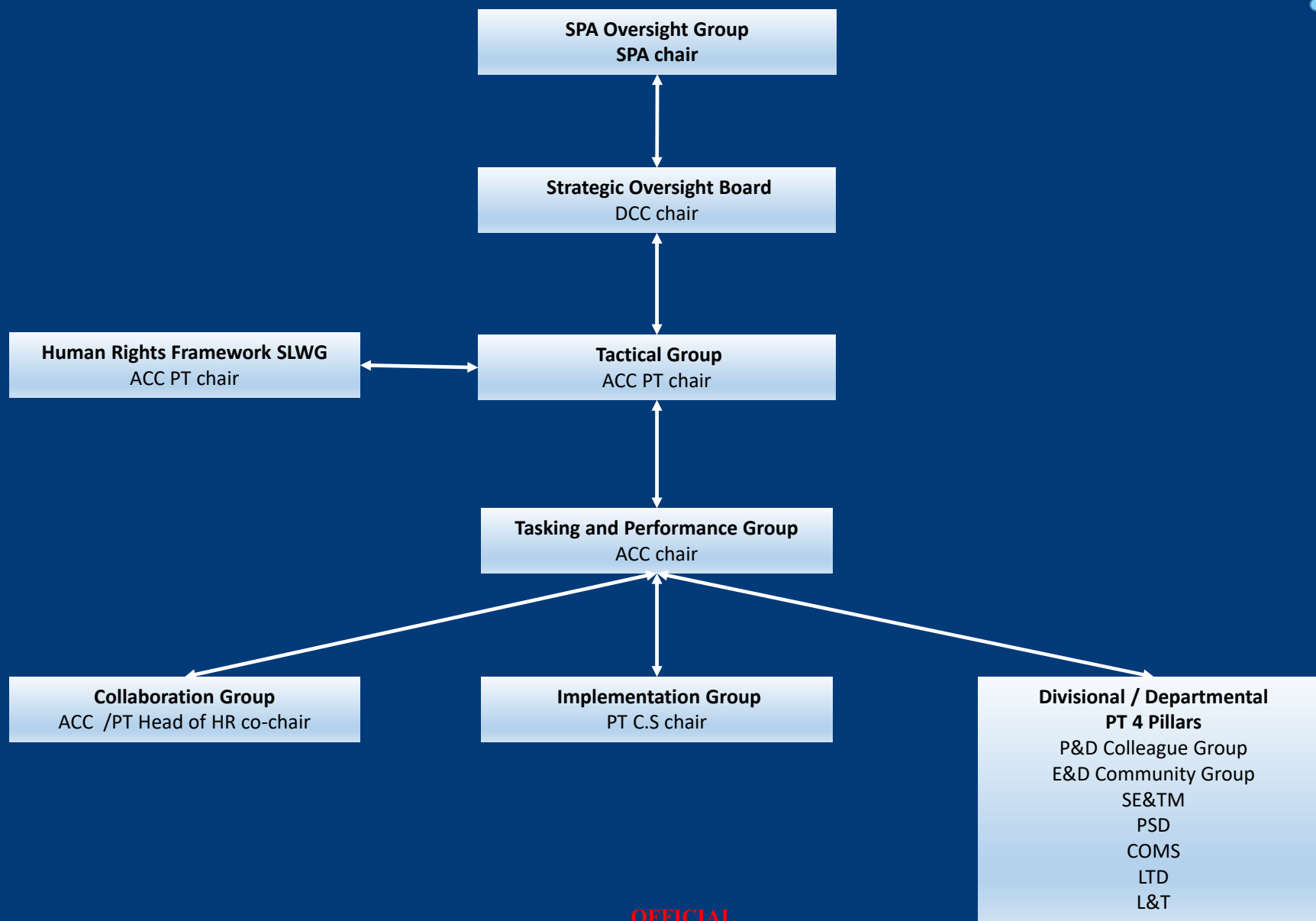
Date of Publication	06-Dec-23
PS Owner	DCC Professionalism
SPA Owner	N/A
Date last updated	07-Aug-24
Version Control	V1.0

Governance	Meeting	Date
Owner	DCC Professionalism	05-Aug-24
Internal Board	People Board	05-Aug-24
SPA Committee	People Committee	29-Aug-24
Returned to HMICS		07-Aug-24

Recommendation	Management Responses	Key Actions	Key Deliverables	Date	Strategic Alignment		
					What key products will be available to show HMCS there's been a tangible change?	Joint Strategy-Strategic Outcomes	People Strategy
<p>RT Leadership Behaviours</p> <p>Police Scotland should improve leadership behaviours across the organisation to ensure that officers and staff work in a culture that is supportive, collaborative and welcomes challenge.</p> <p><i>Lead - Director People and Development</i></p>	<p>We have identified strategic commitments within our People Strategy and Strategic Workforce Plans to support our people to become effective leaders to build a future workforce for the service to deliver our vision and support our future. We have identified frameworks such as leadership development (TLM and PMCP)/developing leadership capacity and building our approach to talent management through development of a Talent Framework and continued utilisation of My Career.</p> <p>Our Strategic Workforce Plan recognises that we are clear on the skills, capabilities, and experiences we need including leadership offering to support our leaders deliver our future based on a clear set of organisational and service design principles each layer of management/ leadership adding value to those on the frontline and being People centred, evidence based and collaborative.</p> <p>We recognise that YLM is a critical lever in culture change and have commenced the scoping of an internal audit to replace planned Day Modification on the evaluation, evaluation methodology and impact of YLM, with the expectation that Internal Audit will present their report and findings to the SPA Audit, Risk and Assurance Committee in August 2024.</p> <p>By implementing our People Strategy and Strategic Workforce Plan we also recognised the need to develop high level performance indicators to measure and evidence the impact of our people strategy and strategic workforce plan and as part of ongoing changes to our culture, we must ensure our people have the confidence to think independently and positively challenge the status quo where command and control has historically been the default in leadership style.</p>	<p>Provide working examples of Executive Leaders empowering staff, providing efficient governance to enable working collaborative.</p> <p>Develop and deliver training and awareness to Executive Leaders to drive culture change and create a framework to hold Executive Leaders to account for the cultural health within their portfolios.</p> <p>Create a method and specific action to promote a team culture and improve visibility of our Executive Leaders, making it clear what the intention is and how success will be measured.</p> <p>Develop framework for Executive leaders to be held to account for how they listen to, collaborate with, and deliver for our officers and staff.</p> <p>Implement the management actions to address the findings of the YLM Internal Audit.</p> <p>ED01 Police Scotland should reflect on the mixed response to the 'Your Leadership Matters' programme and consider how future delivery will be sustained in a more cohesive ongoing approach.</p>	<p>Plan Executive Culture Change</p> <p>YLM rollout and evaluation</p> <p>PMCP-delivery and evaluation</p> <p>Leadership Programmes with EDI</p> <p>Executive Leaders Programme</p> <p>IA YLM closure report</p>	<p>March 2025</p> <p>March 2025</p> <p>March 2025</p> <p>March 2025</p> <p>March 2025</p> <p>September 2025</p>	<p>Strategic Outcome 1: Thrives to public safety and wellbeing are received by a proactive and responsive police service</p> <p>Strategic Outcome 4: Our people are supported through a positive working environment enabling them to serve the public.</p>	<p>Objective 2, Commitment 1 We support our people to become effective leaders.</p> <p>Objective 3, Commitment 1 We are inclusive workplaces where our policing values are demonstrated across our day to day activities.</p>	<p>Outcome 3, Commitments 1 & 6 Further embed a shared understanding across the organisation of the behaviours set out within our Competency Values Framework</p> <p>Provide enhanced leadership training to provide our people with the confidence, skills and knowledge to address issues arising and challenge discrimination</p>
<p>R02 Inequalities Between Staff Groups</p> <p>Police Scotland should develop and deliver a set of actions to address the fundamental inequalities between officers and police staff, and frontline policing and other non-policable functions.</p> <p><i>Lead - ACC Policing Together - Director People and Development</i></p>	<p>Bringing the two portfolios of the Policing Together portfolio area with Partnerships, Prevention and Community Wellbeing (PPCW) together provides opportunities to make further progress in Police Scotland's approach to inclusion, prevention and partnership. The portfolio provides essential support to colleagues in divisions and departments across the organisation, and to partners, to deliver on the Chief Constable's priorities. Working with stakeholders and partners directly contributes to enhancing public trust and confidence and ensuring performance is maintained across threat, risk and harm. It is an important part of delivering a prevention, problem solving and proactive. The new merged portfolio will allow closer working to further build an effective, value based and inclusive police service at a time when public finances are under acute pressure and while meeting increasingly complex needs.</p> <p>The PFC Collaboration group co-chaired by ACC Policing Together and Head of Human Resources was established in November 2023 to provide a mechanism whereby our staff associations, diversity staff associations and Trade Unions can provide insights, knowledge and experiences and collaborate and contribute towards the delivery of Policing Together. By engaging our officers and staff, benchmarking and welcoming insights and feedback on our cultural change journey.</p> <p>We recognise that ESHRIAs remain a common theme across several external inspections, and this work is driven through a short life working group and other improvement forums.</p> <p>We have a comprehensive communications strategy to inform our workforce whilst generating confidence in the reporting system itself.</p> <p>The LPIQR team will be delivering on a number of key areas of focus, including the development of a Local Policing Divisional Model pilot, which may complement this recommendation.</p> <p>Implementing the improvement action will involve supporting various business areas to promote EDI within practices, processes, and policy to address inequalities. This will lead to enhanced efficiency of services and rebalance the focus and outlook around frontline policing and specialist functions.</p>	<p>Review our Operation Evolve programme of reform in line with Vision 2030 priorities that will transform culture, standards and structures across all of our relationships/collateral Divisions.</p> <p>Implement the HMCS Frontline Focus Wellbeing Improvement Plan, particularly in relation to estates, Op Evolve and equity of operational environments.</p> <p>Review the impact of Operation Evolve</p> <p>Review and consideration of Cultural Dashboards</p> <p>Vision 2030 supporting priorities and organisational proliferation of activities.</p> <p>Policing Together Collaborative Group to focus on activity that will support continuous improvement of PT aims within the workforce.</p> <p>Support our People Policies and identify improvement actions where areas of disparity in People Processes exist.</p> <p>AFD02 Police Scotland should review the 'Your Leadership Matters' development programme in order to embed reflective practice for all officers and staff</p> <p>AFD01 Police Scotland should consider the training approach to the Competency and Values Framework and MyCareer, to achieve the depth and breadth of understanding required.</p> <p>AFD04 Police Scotland should consider, measure and assess the level of 'chaos' on the organisation and develop workplace planning approaches to both understand the effective level of turnover and mitigate its impact.</p> <p>AFD05 The Scottish Police Authority should consider commissioning regular reporting on Police Scotland promotion outcomes to ensure that there is fairness and equity in both national and local processes.</p> <p>AFD 17 Police Scotland should, as part of a wider review of governance (see Recommendation 5), consider jointly with representative associations and unions where they could add most benefit.</p> <p>AFD18 Police Scotland should consider more consistent guidance for hybrid and home working. Where there are inequalities, these should be examined in terms of the operational imperatives of the functions being performed</p>	<p>Breakdown of training programmes, demonstrating equity of access and communicate accurate training landscape.</p> <p>Review the impact of Operation Evolve</p> <p>Review and consideration of Cultural Dashboards</p> <p>Staff Survey comparators around how staff/PO in different areas differ in feelings of value and worth.</p> <p>Progress of SWPL/PSDR particularly in relation to Ratio Ratios</p>	<p>November 2024</p>	<p>Strategic Outcome 4: Our people are supported through a positive working environment enabling them to serve the public.</p>	<p>Objective 2, Commitment 3 Our officers and staff have equitable access to learning and development opportunities. We have a person centred recruitment process.</p> <p>Objective 3, Commitments 2.3 Our recruitment, induction and promotion processes meet the needs of all under-represented groups.</p> <p>Objective 3, Commitments 2.6 Support a working environment where individuals feel comfortable and safe to be their genuine selves without fear of abuse from peers and leadership. Ensure that colleagues feel safe to report issues and can be confident in the management and organisational response.</p> <p>Objective 3, Commitments 2.5 Establish a Colleague Panel in the service to engage colleagues in ongoing dialogue on our most important challenges to support the organisation's journey towards meaningful and inclusive engagement.</p>	
<p>R03 Probationer Training Syllabus</p> <p>Police Scotland should ensure that the probationer training syllabus is more reflective of actual frontline demand and the Competency and Values Framework, to allow officers to feel equipped to deal with the realities of policing.</p> <p><i>Lead - ACC Professionalism & Assurance</i></p>	<p>We recognise that we must ensure our Probationer Officers' learning needs and operational knowledge requirement and that our approach to probationer recruitment and training needs to be reviewed – where are we not meeting candidates and new starter expectations.</p> <p>Short Life Working Group commenced June 2022 to explore what is delivered during Initial Probationer Training alongside staff associations (negative and non negative), Violence Reduction Unit, National Wellbeing and SIPP - chaired by Head of Training Delivery, (TD Supp). Series of recommendations made which have seen significant changes to the structure of the course, an increase in duration, the introduction of a regional rotation week, enhanced EDI, a communication and de-escalation package (Ac, don't react) which incorporates trauma, behavioural training, resilience and awareness of neurodiversity, and a commitment to include a communication and de-escalation package (Ac, don't react) which incorporates trauma, behavioural training, resilience and awareness of neurodiversity.</p> <p>Thematic integration of equality, diversity, inclusion and human rights. Using the 'golden threads' analogy a review is ongoing across probationer training material to ensure EDI is not a stand alone topic but is woven throughout the entire programme at key points.</p> <p>We have introduced mechanisms to support probationers during the transition period from SPC to Division to ensure that all officers have access to an equitable and consistent level of support throughout their probationary period, including Routes back to training and ongoing support as officers transition to local policing introduced through Operational Training located across all 6 training sites, with Governance Unit established to support probationers beyond initial training.</p> <p>Revised tutor constable training course published. Tutor Constable review ongoing with SIPP to examine the role of the tutor.</p> <p>By implementing the improvement action, together with the work underway as part of delivering against our Policing Together and People Strategies our ambition is for probationers to be better prepared for frontline demand.</p>	<p>Review Probationer Training and implement transformational initial training for our new probationers.</p> <p>Review Probationer attrition rate and consider exit interview information in relation to expectations of role.</p> <p>More practical, work-based pathways and support mechanisms to better prepare our Probationers for transition into Divisions.</p> <p>AFD06 Police Scotland should consider the impact of the tutor constable role and review the training provided, with a particular focus on the Competency and Values Framework</p> <p>AFD07 Police Scotland should improve awareness and accessibility of reporting methods for probationers, while generally improving the culture of willingness to challenge and report.</p>	<p>Review of exit interviews.</p> <p>Revised Probationer Training with level 1 evaluation material.</p> <p>Example of lesson notes with EDI and human rights threaded throughout (LH 3)</p> <p>SMT briefing paper- Probationer Governance Unit Framework</p> <p>Routes back to training/stop initial training support- Transition into Divisions</p> <p>Tutor Constable Course modules/ aims and objectives.</p> <p>Aims and objectives of the CARES oversight inputs with slides</p> <p>Review of Role of Tutor Constable (SIPP scoring paper)</p> <p>Power point - History and Ethic of Policing</p> <p>PowerPoint and lesson overview Policing Divines Communities Level 1 evaluation data</p>	<p>November 2024</p>	<p>Strategic Outcome 4: Our people are supported through a positive working environment enabling them to serve the public.</p>	<p>Objective 2, Commitment 2.3 We have a person-centred recruitment process. We support the delivery of the Learning and Development Strategy.</p> <p>Objective 3, Commitment 2 We understand and can meet the needs of our people.</p>	
<p>R04 Organisational Maturity - Continuous Improvement</p> <p>Police Scotland should prioritise the completion of an organisational maturity assessment of continuous improvement, organisational learning and best value involving all improvement-enabled functions within the organisation and use this to inform a unified approach.</p> <p><i>Lead - Chief Digital Information Officer/ACC Professionalism & Assurance</i></p>	<p>The Continuous Improvement team under the CDO portfolio are committed to carrying out a review to consider the implementation of a CI organisational maturity assessment.</p> <p>We recognise current activity and connections between Continuous Improvement/Organisational Learning and Best Value across Police Scotland functions.</p> <p>Recommendation 2 from Internal Audit report on Organisational Learning/September 2022) reported that the organisational learning framework is developed. Police Scotland should ensure that any additional systems, processes or structures introduced complement rather than duplicate existing arrangements. This will mean that some existing processes within business areas should be replaced with centralised corporate processes.</p> <p>As part of the 2023-24 internal audit plan it was agreed that Internal Audit would undertake a Best Value Readiness Advisory Review and provide advice on Best Value assessment readiness aligned to the Scottish Public Finance Manual (SPPM) themes of Capacity and Capability, Buy in Guidance, Governance and Continuous Improvement. SPPM and the Police and Fire Reform (Scotland) Act 2012 define the duty of the Authority and the Chief Constable to make arrangements which secure best value (continuous improvement) for the Authority and Police Service in the carrying out their function.</p> <p>The Internal Audit report (April 2024) recognised that the Authority has set out a proposed approach to Best Value assurance in Police Scotland to demonstrate that they are taking appropriate steps to monitor and assess Best Value. A briefing was provided at CMPS resulting in creation of a new role and appointment of a Head of Best Value to lead on this. There has been consideration of the Best Value team structure that will be required and associated reporting lines. The plan is for force executives to be given the responsibility of completing self-assessments to ensure assessments reflect real-time practices that are adopted on the ground.</p> <p>The Internal Audit report identified four further opportunities for improvement and reference to the use of tools such as EFQM would be considered in the development of Self-Assessment templates based on Best Value in Public Services.</p> <p>Management responses to the areas for improvement were included in the report presented to SPA Audit, Risk & Assurance Committee on 9th May 2024.</p> <p>By implementing this improvement action we aim to create a baseline of CI maturity levels across the Force and develop a clear organisational wide strategy with Executive leadership.</p>	<p>Implement the findings of the Organisational Learning and Best Value Readiness Internal Audits.</p> <p>Conduct an organisational maturity assessment to establish a baseline of maturity across the Force.</p> <p>Implement strategic organisational learning framework to improve alignment with organisational learning, best value and improvement functions and activities across the organisation which align to Policing 2030 and Policing Together.</p> <p>AFD08 Police Scotland should consider a wider approach to learning culture and systems, and reflective practice, across the organisation.</p> <p>AFD09 Police Scotland should consider how to best facilitate innovation in future, in terms of resourcing and support</p>	<p>Internal Audit Closure Reports- Organisational Learning Best Value Readiness</p> <p>Output from Continuous improvement organisational Maturity Assessment</p> <p>People Survey Results</p> <p>Refreshed CI & Innovation Strategy</p> <p>Results of Policing Together 4-pilars review to include learning pillar.</p> <p>Organisational Learning Strategy Framework.</p>	<p>March 2025</p> <p>September 2024</p> <p>February 2025</p> <p>November 2024</p> <p>February 2025</p> <p>November 2024</p>	<p>Strategic Outcome 6: Police Scotland is sustainable, adaptable and prepared for future challenges</p>		

Recommendation	Management Responses	Key Actions	Key Deliverables	Date	Strategic Alignment			
					What key products will be available to show HMCS there's been a tangible change?	Joint Strategy-Strategic Outcomes	People Strategy	Policing Together Strategy
<p>R05 Corporate Governance and Scheme of Delegation</p> <p>Police Scotland should review its Corporate Governance Framework and Scheme of Delegation to ensure that delegated decision-making and approval processes are streamlined.</p> <p>Lead - ACC Professionalism & Assurance</p>	<p>An independent review into our corporate governance structures has been completed - the findings of which will inform what, where and to what extent, our corporate governance framework should adjust to better suit the organisational needs.</p> <p>The corporate governance structure requires to support and enable operational and operational decision making which is currently at a critical point, requiring a refresh and review.</p> <p>This will focus upon reducing bureaucracy, reducing number of decision-making boards, removing duplication, aligning areas of resourcing and strategic priorities, articulating clear ownership, decision-making and accountability at relevant level with clear membership and objectives.</p> <p>Once strategic governance is reviewed, agreed and defined this will allow for respective board chairs to understand and agree which subgroups are required to feed the strategic governance.</p>	<p>Implement the findings of the Independent Governance Review and align to the Vision 2030 and supporting priorities -</p> <p>1 Complete a Terms of Reference for Governance review and sign off</p> <p>2 Agree Terms of Reference</p> <p>3 Present to CC and DCC's</p> <p>Review the Scheme of Delegation to reflect that Strategic Leadership Board also reviews and recommends the budget prior to submission to the SPA Board.</p>	<p>Governance Review Terms of Reference</p> <p>Strategic Governance Review</p> <p>Governance Framework</p>	<p>September 2025</p>	<p>Strategic Outcome 6: Police Scotland is sustainable, adaptable and prepared for future challenges</p>			
<p>R06 Human Rights and Ethics Based Approach</p> <p>Police Scotland and the Scottish Police Authority should reinforce the human rights and ethics-based approach for all policing activity.</p> <p>Lead - ACC Policing Together/ACC Professionalism & Assurance</p>	<p>We developed Police Scotland's Human Rights Framework which was approved at the Strategic Leadership Board in January 2022. We established a Human Rights Framework Short List Working Group which signed a baseline assessment of Police Scotland's approach to embedding human rights. This is set at DCC level to ensure executive drive.</p> <p>The HRA baseline report identified 37 recommendations across 9 themes. We identified this was the first of a four-stage process. Next stages include: design and implementation of a Human Rights Framework building organisational capacity</p> <p>maintaining progress in compliance with the Framework.</p> <p>We have a structure on the Action system to manage the delivery which includes insights/measures to inform impact and timeframe based on action prioritisation. We will ensure alignment of the plan to the Policing Together strategy and governance structures.</p> <p>We will continue our Prevention and Professionalism programme to improve standards and to empower both officers and staff to challenge undesirable behaviours through education, early intervention and leadership support. Prevention Programme, including Training and Continuous Professional Development(CPD) programmes to reinforce Ethics based approaches for policing.</p> <p>Benchmarking is ongoing with forces in England and Wales to consider options around the introduction of Ethics Committees to feed into Ethics Advisory Panels.</p> <p>The Police, Ethics and Conduct Bill Initial Business Case has been approved by Change Board and will progress through Governance.</p> <p>Linking to the planned work for Vision and Operating Model, implementing the recommendations from the baseline will provide a consistent, proportionate and balanced response to operational decision making and internal decision making.</p> <p>Human rights based approach will flow through all aspects of policing enhancing trust and confidence within communities enhancing our legitimacy.</p>	<p>Review our Human Rights Baseline(HRA) recommendations and ensure alignment with our vision 2030, supporting priorities and relevant ACC portfolio</p> <p>Establish Human Rights Oversight Group to create HRA framework and establish human rights style and tone for all policing activity supporting UNCR:</p> <p>Improve EGHRA process.</p> <p>Proactive delivery of HRA baseline assessment recommendations reporting progress through Policing Together governance structure.</p> <p>Implement our legislative responsibilities in relation to the Police, Ethics and Conduct Bill.</p> <p>AFD10</p> <p>Police Scotland should consider how cross-cutting issues such as culture, equalities and inclusion are consistently scrutinised at each committee and by the Board</p> <p>AFD11</p> <p>Police Scotland should consider the business-as-usual approach to reinforcement of values.</p> <p>AFD12</p> <p>Police Scotland should review policies and procedures to ensure they fully embed its values and ethics and are not discriminatory</p> <p>AFD21</p> <p>Police Scotland should develop a Policing Together Evaluation approach to support delivery of the Implementation Plan.</p>	<p>Baseline Assessment established, Jane Gordon report</p> <p>Human Rights Framework SLWG-identification of recommendations owners</p> <p>HRA Recommendations Tracker:</p> <ul style="list-style-type: none"> - Statistical overview - Recommendation overview - Recommendation detail updates <p>PECCS Bill Paper-SPA Research Committee</p> <p>Full Business Case-approval</p>	<p>August 2024</p> <p>August 2024</p> <p>August 2024</p> <p>August 2024</p> <p>February 2025</p>	<p>Strategic Outcome 6: Police Scotland is sustainable, adaptable and prepared for future challenges</p> <p>Strategic Outcome 3: The public, communities and partners are engaged, involved and have confidence in policing</p> <p>Strategic Outcome 4: Our people are supported through a positive working environment enabling them to serve the public.</p> <p>Develop a rights based approach to police framework to build on existing practice to coordinate and support activity across the service</p> <p>Objective 3, Commitment 1</p> <p>We are inclusive workplaces where our policing values are demonstrated across our day to day activities.</p> <p>Develop a rights based approach to police framework to build on existing practice to coordinate and support activity across the service</p> <p>Objective 3, Commitment 1</p> <p>Further ensure a shared understanding across the organisation of the behaviours set out within our Competency Value Framework</p>	<p>Objective 3, Commitment 1</p> <p>We are inclusive workplaces where our policing values are demonstrated across our day to day activities.</p> <p>Develop a rights based approach to police framework to build on existing practice to coordinate and support activity across the service</p> <p>Objective 3, Commitment 1</p> <p>Further ensure a shared understanding across the organisation of the behaviours set out within our Competency Value Framework</p>	<p>Objective 2, Comments 2/3</p> <p>Establish a permanent independent review group and provide ongoing support to ensure progress is being made and hold us to account</p> <p>Develop a rights based approach to police framework to build on existing practice to coordinate and support activity across the service</p>	
<p>R07 Grievance Process</p> <p>Police Scotland should refine and reduce its grievance process to resolution, providing mandatory initial steps and clear training on the management of the process.</p> <p>Lead - Director People and Development</p>	<p>The creation of a Grievance and Resolving Workplace Issues Implementation Group(April 2024) will consider, develop and deliver a multi-faceted implementation plan, focused on best supporting our people, towards positively influencing behavioural change and practice across the organisation in respect of the revised procedures, with an increased focus on early resolution.</p> <p>As part of the 2023-24 Internal Audit plan it was agreed that Internal Audit would undertake a review of the grievance process.</p> <p>The internal Audit report (April 2024) concluded that initial assurance over the design and effectiveness of the organisation's grievance processes.</p> <p>Internal Audit recognised that clear steps were being taken to improve the culture within the organisational and further develop softer skills through the creating a positive workplace programme, which includes actions to rollout people manager training, further mediator support, and raising awareness of the support and services in place.</p> <p>The report also noted that actions to address previously identified grievance process recommendations are ongoing, and that the impact of rolling out the creating a positive workplace programme on culture and confidence in the grievance process cannot yet be assessed.</p> <p>Notwithstanding the areas of good practice identified in the report, opportunities for improvement were identified and management responses SPA provided for these as included in the report presented to SPA Audit, Risk & Assurance Committee on 9th May 2024.</p>	<p>Implement the management actions to address the findings of the Grievance Process Internal Audit.</p> <p>Develop and deliver a multi-faceted implementation plan, focused on best supporting our people, towards positively influencing behavioural change and practice across the organisation in respect of the revised procedures, with an increased focus on early resolution.</p> <p>Develop and report on appropriate assurance mechanisms to ensure ongoing assessment, and final evaluation of the effectiveness of the implementation and application of grievance process.</p> <p>Conduct a review in a year to assess progress against the audit recommendations, to include both qualitative and quantitative measures.</p> <p>Mainstream Policing Together at local level through people planning process.</p>	<p>Launch of new Grievance and Resolving Workplace Issues Procedure</p> <p>Grievance Resolving Workplace Issues Implementation Group- Terms of Reference</p> <p>Launch of mediation and workforce resolution tools</p> <p>People Plan structure-Divisional focus on Grievance and case management</p>	<p>August 2024</p> <p>June 2024</p> <p>August 2024</p> <p>March 2025</p> <p>August 2025</p>	<p>Strategic Outcome 4: Our people are supported through a positive working environment enabling them to serve the public.</p> <p>Objective 2, Commitment 5</p> <p>Enhanced colleague engagement and feedback mechanisms support problem solving and communication across the service</p> <p>Objective 3, Commitments 2,3,4.</p> <p>Support a working environment where individuals feel comfortable and safe to be genuine selves without fear of abuse from peers and leadership.</p> <p>Ensure that colleagues feel safe to report issues and can be confident in the management and organisational responses.</p> <p>Introduce an independent advocate to support colleagues raising concerns around discrimination.</p>	<p>Objective 1, Commitment 5</p> <p>Provide officers and staff with a dedicated mechanism to report issues and concerns relating to equality, diversity and inclusion.</p> <p>Objective 3, Commitments 2,3,4.</p> <p>Support a working environment where individuals feel comfortable and safe to be genuine selves without fear of abuse from peers and leadership.</p> <p>Ensure that colleagues feel safe to report issues and can be confident in the management and organisational responses.</p> <p>Introduce an independent advocate to support colleagues raising concerns around discrimination.</p>		
<p>R08 Engagement and Feedback Framework</p> <p>Police Scotland should develop and implement a cohesive engagement and feedback framework which should include a regular whole-service people survey.</p> <p>Lead - Director Strategy and Analysis</p>	<p>Our refreshed colleague survey approach and wider engagement approach approved by Chief Officers Team on 18th March 2024 will develop a colleague survey in Spring 2024 and introduce a colleague engagement platform later this year.</p> <p>The survey will be undertaken for the next 3 years. The refreshed annual workforce survey was launched on 1 July 2024 (followed class 26 August). The survey includes questions to provide a baseline and analysis of strategic aims and priorities of the People Strategy, Policing Together, Institutional Discrimination, and programmes e.g. Your Safety Matters and Your Leadership Matters. The survey will measure progress to how we respond to recommendations of HMCS culture and wellbeing inspections, with data and insights at division, department and division levels with demographic analysis by the end of summer 2024.</p> <p>Design and implementation of a colleague engagement and feedback programme will embed a consistent, coordinated and meaningful approach and is led by DCSA and managed by our in-house professional Research and Insight Team.</p> <p>A dedicated colleague engagement platform to be introduced in 2024 that enables continuous engagement and feedback to colleagues - this will have the functionality to pulse surveys and anonymous reporting of feedback and emerging issues and concerns, learning and good practice and keeping colleagues informed of we asked, you said, we listened feedback.</p> <p>We will establish a sequenced programme of updated content for the Engagement Toolkit, which covers key organisational issues and emerging themes to increase line managers confidence and competence. It is anticipated this will commence following the launch of our refreshed survey. Content which will be considered includes Equality, Diversity & Inclusion, Institutional Discrimination and Recognition. Further themes will be identified from the results of the refreshed survey which will enable a 12-month plan of updated content. Further opportunities to maximise visibility of the toolkit will be explored including a greater focus on internal advocacy.</p> <p>Implementing this approach will allow organisational oversight, challenge and accountability for improvement planning and keeping colleagues engaged and involved with change.</p>	<p>Review our colleague survey and wider engagement approach to ensure that it aligns with our vision 2030 and supporting priorities.</p> <p>Full plan for 12 months of revised Engagement Toolkit content to be developed, working with key stakeholders and SMEs to ensure fit for purpose and actionable guidance is developed.</p> <p>Engage with the Force Executive to identify cultural indicators for inclusion in our survey and develop criteria to measure cultural change, ensuring that we develop a Force wide strategic approach to outcome focused cultural indicators linked to performance.</p> <p>Evaluate the effectiveness of the Engagement Toolkit and update based on workforce survey findings.</p> <p>AFD16</p> <p>Police Scotland and the Scottish Police Authority should develop a clear approach to regularly gathering workforce views on key cultural measures, as part of a wider framework for engagement</p> <p>AFD18</p> <p>Police Scotland should consider the use of key forums such as the Senior Leaders Forum as an opportunity for effective engagement and feedback, rather than solely as a communication or information dissemination mechanism.</p>	<p>Your Voice Matters 2024/25 survey results</p> <p>Overarching improvement plan that will include areas of focus at organisational, divisional and local levels.</p> <p>Engagement Toolkit refreshed content</p> <p>Evolution report-Engagement Toolkit</p>	<p>August 2024</p> <p>November 2024</p> <p>November 2024</p> <p>October 2025</p>	<p>Strategic Outcome 6: Police Scotland is sustainable, adaptable and prepared for future challenges</p> <p>Objective 2, Commitment 5</p> <p>Enhanced colleague engagement and feedback mechanisms support problem solving and communication across the service</p>	<p>Objective 3, Commitment 5</p> <p>Establish a Colleague Panel in the service to engage colleagues in an ongoing dialogue on our most important challenges to support the organisation's journey towards meaningful and inclusive engagement.</p>		
<p>R09 Organisational Development and Design</p> <p>Police Scotland should invest in organisational development and design in order to develop a clear model of adapting cultural change, with supporting implementation steps towards a clearly defined aspirational culture.</p> <p>Lead - ACC Policing Together/ Director People and Development</p>	<p>Our Strategic Workforce Plan outlines our commitments to an organisation which is designed to reflect our target operating model and that in September 2023 Police Scotland published its Policing Together (PT) Strategy. The strategy's 4 outcomes and 21 commitments are supported by an implementation Plan and 4 key pillars. This is the organisational roadmap towards achieving its positive cultural change ambitions. Delivery is overseen by the Policing Together Implementation Group which going forward will be chaired by Chief Superintendent Policing Together and will report to the PT Tracking and Performance Group chaired by ACC PT.</p> <p>At the midway point of the Strategy, its vision and pillars are being refreshed. This will ensure it continues to capture the aspirations of the organisation following significant developments over the previous 2 years. This includes the then Chief Constable Sir Iain Livingstone's Statement on Institutional Discrimination and the ethics behind the merge of Policing Together and Partnerships, Prevention and Community Protection. The vision will be updated to reflect the positive impact activities in the space will have on senior delivery to the diverse communities of Scotland. The original pillars of Leadership, Training, Prevention and Communications were updated of inputs, and the revised model will show what progress is being made and highlight to increase visibility.</p> <p>Police Scotland will be supported to continue its cultural change journey by welcoming and engaging with colleges, heights and Academic studies. For example, research has been commissioned with Robert Gordon University and the University of Greenwich to understand the embedding of anti-discrimination practice in organisations. The research is due to report in Autumn 2024. The PT Collaboration group chaired by ACC Policing Together and Head of Human Resources was established in November 2023 to provide a mechanism whereby our staff associations, diversity staff associations and Trade Unions can provide insights, knowledge and experiences and collaborate and contribute towards the delivery of Policing Together. By engaging our officers and staff, benchmarking and welcoming insights and feedback our cultural change journey will continue to evolve with no end point. In addition, a Fair Play Ambassador and a Strategic Equalities Advisor have been employed by Police Scotland and in addition to the PT resourcing structures which will support Police Scotland with delivery of our Policing Together vision. Services & workforce reflect our design principles & which are affordable and efficient.</p> <p>An independent survey was undertaken by Chartered Institute of Personnel & Development which identified a number of areas where PSoS would benefit from strengthened capability including Organisation Design. CPD have been procured to deliver specialist training in this for colleagues within P&D and wider (e.g. Service Design). Organisation Design principles were developed and approved as part of the Strategic Workforce Plan and which were designed with full alignment to the Service Design principles we have as an organisation. The P&D People Partner team have undertaken Service Design training and our design principles (Business & Organizational) will be embedded in organisational change approach going forward. Additionally, a Service Design Board was established at the end of last year which will be cognate of Organisational Design principles. As part of the review of the P&D team focus will be given so to new our Organisational Development agents can be strengthened (which was also highlighted in the CPD survey) as an area for focus.</p> <p>Linked to and driven the evolve work - we are developing 3 year business plan which linked to recently developed vision will include and shape transformation ambition and plans for the organisation - cover all change and related activity about delivering the target operating model of the organisation.</p>	<p>Conduct mid point review of Policing Together Strategy-Pillars and Commitments.</p> <p>Develop model for Organisational Development as part of wider P&D review which align to the 3 areas of focus of the 3 year change programmes-Review and redesign/Creating Capacity/Future capabilities</p>	<p>Academic Research report</p> <p>Refresh Policing Together Pillars/Commitments</p> <p>TOM-Organisational Level</p> <p>Trained people in OD and Design with Change, P&D and Service Delivery</p> <p>OC proposals and challenge panel used to challenge and embed design principles</p> <p>Design toolkit to support LM understanding</p>	<p>September 2024</p> <p>September 2024</p> <p>October 2024</p> <p>April 2025</p> <p>April 2025</p> <p>April 2025</p>	<p>Strategic Outcome 6: Police Scotland is sustainable, adaptable and prepared for future challenges</p> <p>Objective 3, Commitment 4</p> <p>We support our people through organisational change</p> <p>SWP Strategy Objective 1, Commitments 1-3.</p> <p>A workforce which is designed to reflect our target operating model</p> <p>A workforce which is designed adhering to organisational design principles</p> <p>Services are aligned to our service design principles and which are efficient and affordable</p> <p>We scenario plan in line with our budget strategy and plans</p>	<p>Objective 3, Commitment 4</p> <p>We support our people through organisational change</p> <p>SWP Strategy Objective 1, Commitments 1-3.</p> <p>A workforce which is designed to reflect our target operating model</p> <p>A workforce which is designed adhering to organisational design principles</p> <p>Services are aligned to our service design principles and which are efficient and affordable</p> <p>We scenario plan in line with our budget strategy and plans</p>		

Recommendation	Management Responses	Key Actions	Key Deliverables		Strategic Alignment		
			What key products will be available to show HMCS there's been a tangible change?	Date	Joint Strategy-Strategic Outcomes	People Strategy	Policing Together Strategy
<p>R16 Performance Framework</p> <p>Police Scotland should further develop its performance framework to encompass the impact of organisational culture, while regularly reporting to the Scottish Police Authority.</p> <p>Lead - Director Strategy and Analysis</p>	<p>We are committed to creating KPIs which measure the impact of our work and links to our Vision and Operating Model.</p> <p>In support of our overall aim we have identified that the Performance Framework for 2024/25 brings more baseline data in relation to our people that we will monitor in relation to our culture. Work is ongoing to continue to develop data across key areas including Policing Together, BETM, PNC and professional skills. This will be augmented with staff survey data and pulse surveys on cultural areas to inform how we are progressing in terms of improving police culture. We are designing a culture dashboard which will contain a number of metrics that will provide a culture baseline and we will monitor with regular updates provided through performance reporting.</p> <p>By implementing the improvement action we aim to develop a strategic approach to cultural performance measures and reporting which improve effectiveness and consistency of reporting and takes account relevant benchmarking opportunities.</p>	<p>Refresh Policing Together structure which includes tasking and performance group, aligning at areas of organisational culture.</p> <p>Research large Public Sector organisations/UK Police Force with similar challenges to identify good practice and to benchmark cultural measures and performance reporting.</p> <p>Develop phased approach to the data elements which supports the anticipated evolution of the Cultural Dashboard</p> <p>Engage with the SPA in relation to the structure, frequency and content of public reporting.</p> <p>Develop a cultural dashboard to reflect our Vision 2030 associated priorities and cultural commitments across the Force</p> <p>Engage with the SPA in relation to the structure, frequency and content of public reporting.</p> <p>AFD06 The Scottish Police Authority should consider commissioning regular reporting on Police Scotland promotion outcomes to ensure that there is fairness and equity in both national and local processes.</p> <p>AFD10 The Scottish Police Authority should consider how cross-cutting issues such as culture, equalities and inclusion are consistently scrutinised at each committee and to the Board</p> <p>AFD11 The Scottish Police Authority and Police Scotland should consider how they will support local commanders to provide consistent reporting and assurance on policing culture to local area committees.</p> <p>AFD09 Police Scotland should further develop its quarterly reporting to the Complaints and Conduct Committee to provide improved analysis and insights</p> <p>AFD02 Police Scotland should consider alignment of outcome reporting across workforce, complaints and conduct, wellbeing, and health and safety information to provide improved consistency and oversight of cultural change.</p> <p>AFD05 Police Scotland should consider the appropriate use of targets and performance benchmarking when next reviewing its performance framework and ensure that performance is considered at all management team meetings.</p>	<p>Culture Dashboard Data Delivery Plan</p> <p>Culture Dashboard</p> <p>SPA Committee Papers</p>	<p>April 2025</p> <p>June 2025</p> <p>April 2025</p> <p>June 2025</p> <p>August 2025</p>	<p>Strategic Outcome 2: The needs of local communities are addressed through effective service delivery</p>		
<p>Recommendation 11</p> <p>The Scottish Police Authority and Police Scotland should put in place measures to monitor progress against the areas for development outlined in this thematic inspection, ensuring regular public reporting to allow assessment of progress.</p> <p>Lead-ACC Professionalism and Assurance/ACC Policing Together</p>	<p>We are aware that HMCS will not monitor progress of the Areas for Development (AFDs) in the same way as they monitor the Recommendations.</p> <p>Our approach to including the AFDs is recognised by HMCS and we will engage with the SPA in relation to their expectations of reporting progress on the AFDs.</p>	<p>Areas for Development (AFDs) to be attributed to the relevant recommendations.</p> <p>SPA Policing Together Strategic Oversight Group to monitor progress on all Areas for Development linked to organisational culture.</p>	<p>Organisational Culture Improvement Plan</p> <p>SPA reporting</p>	<p>August 2024</p> <p>June 2025</p>		30 September 2026	



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