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| <b>Meeting</b>                   | <b>SPA People Committee</b>  |
| <b>Date</b>                      | <b>25 February 2025</b>  |
| <b>Location</b>                  | <b>Online</b>  |
| <b>Title of Paper</b>            | <b>Biannual HMICS Culture Review<br/>Action Plan Progress Report</b>   |
| <b>Presented By</b>              | <b>ACC Policing Together - Catriona<br/>Paton</b>  |
| <b>Recommendation to Members</b> | <b>For Discussion</b>  |
| <b>Appendix Attached</b>         | <b>Appendix A - HMICS Inspection of<br/>Organisational Culture<br/>Improvement Plan Progress<br/>Report.</b> |

**PURPOSE**

The purpose of this paper is to provide members with an overview of Police Scotland’s improvement activity in response to the 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. The report identified 11 recommendations and 23 areas for development.
- 1.2. On 29 August 2024 Police Scotland presented its Improvement Plan to the SPA People Committee. It was recognised that activity was already underway or planned which contributed to addressing the recommendations.
- 1.3. A Culture Oversight Group of key internal stakeholders developed the Improvement Plan. The Group included representation from the SPA and engaged directly with HMICS. In agreement with HMICS the Areas for Development were aligned alongside the recommendations with the recognition that the Plan would continue to evolve as work progressed.

## **2 GOVERNANCE ARRANGEMENTS**

- 2.1. ACC Policing Together is the strategic lead for co-ordinating and delivering progress towards the HMICS Culture Improvement Plan, with the acknowledgement that business areas across the organisation are required to contribute.
- 2.2. Oversight at a tactical level is now via the Policing Together Implementation Group chaired by Chief Superintendent Policing Together. A meeting of this group took place on 12 December 2024 to collate progress updates for HMICS evidence submission and to inform business leads of the governance put in place and the closure of the Cultural Oversight Group as a result.

## **3 ALIGNMENT WITH ORGANISATIONAL STRATEGY / PLANS**

- 3.1 In recent times a large number of recommendations and actions have emanated from external and independent reviews and inspections and Police Scotland's own strategies and plans. This resulted in a cluttered and complex landscape. There was a need to map our commitments and actions to ensure alignment and to identify priorities and increase focus.
- 3.2 The following reviews and inspections were mapped alongside our Policing Together Strategy, Sex Equality and Tackling Misogyny Action Plan, Operational Evolve 3-Year Business Plan and the Annual Police Plan:

- May 2023 – Baseline Assessment of Police Scotland’s approach to Human Rights. Conducted by Jane Gordon, Human Rights Lawyer.
  - Dec 2023 - HMICS Thematic Inspection of Organisational Culture in Police Scotland.
  - Aug 2024 - EDI & HR IRG Final Report.
  - Nov 2024 – BDO Internal Audit of EqHRIA.
- 3.3 The mapping and alignment exercise revealed a total of 230 recommendations and actions were being managed across the strategies, plans, inspections, and reviews listed above. The work confirmed extensive overlap particularly in relation to the below areas:
- Leadership Development
  - Anti-Discrimination and Anti-Racist Training/Learning
  - Human Rights and EqHRIA Improvement
  - Grievance and Complaints
  - Recruitment and Retention
  - Workforce Engagement
  - Data and Performance Reporting
- 3.4 To strengthen governance and oversight all EDI, culture and human rights related actions were drawn under the Policing Together Implementation Plan. They will be managed via a new dashboard built on 4Action, Police Scotland’s corporate action management system. This approach incorporates the actions in the most simple and effective way, removing duplication and enabling increased quality assurance and scrutiny of progress.
- 3.5 Although the Improvement Plan will evolve and flex over time there are currently 13 Master Actions (Commitments) and 79 tasks which will deliver on the Master Actions/Commitments. Each task has considerations from the reviews/assessments undertaking which must be referenced when providing updates.
- 3.6 Reporting standards will be set to ensure our updates satisfy the requirements in respect of legislative, scrutiny and voluntary reporting.
- 3.7 Furthermore, our Police Scotland and SPA Joint Equality Outcomes for Policing are being developed and the mapping and alignment exercise has been a source of evidence informing this work. The Equality Outcomes will be aligned to the Policing Together Strategy

and the Strategy Implementation Plan will be a delivery mechanism for the Equality Outcomes.

- 3.8 The Workforce Survey results will be mapped against the Implementation Plan and activities required drawn into the plan.
- 3.9 The Mapping and Alignment exercise has successfully brought all our EDI, Culture and Human Rights related work into one Policing Together Implementation Plan.
- 3.10 On 23 January Police Scotland representatives briefed HMICS Assistant Inspector Constabulary Mark Hargreaves and Lead Inspector Annie Crowley on the foregoing. Both were complementary with the approach taken and suggested the work carried out would support the closure of Recommendation 11. Evidence submission is being prepared.

#### **4 MEASURING IMPROVEMENTS**

- 4.1 As part of our work to develop the Culture Dashboard we are identifying data and insights and developing a set of culture measures. They will be used to quantify the improvements resulting from the activities in the Improvement Plan and wider Policing Together Implementation Plan. Once finalised they will be aligned to each of the recommendations. The Culture Dashboard is undergoing user acceptance testing and is expected to launch April 2025.

#### **5 PROGRESS UPDATES / TIMELINE**

- 5.1 Appendix A presents the Improvement Plan Progress Report. HMICS were provided with the most recent Evidence Submission Forms on 17 December 2024.
- 5.2 Owing to the work carried out as outlined above, to embed the HMICS culture recommendations and areas for development into the Policing Together Implementation Plan, it is proposed that future updates on progress towards the HMICS Culture Improvement Plan are provided to the SPA People Committee as part of our Policing Together Performance Report. The Policing Together Performance Report is presented bi-annually, each May and November. An appendix to the Performance Report can be used to specify clearly the work that delivers on the Culture Inspection Improvement Plan.
- 5.3 With the multiple plans brought together under the Policing Together Implementation Plan there is a need to refresh the target

dates which vary across linked activities. This will be complete ahead of the next Policing Together Implementation Group scheduled for 3 April where the finalised Plan will be presented for Approval.

## **6 FINANCIAL IMPLICATIONS**

- 6.1. There are no financial implications in this report although there will be additional financial resource required to support actions within the HMICS Culture Improvement Plan and Policing Together Implementation Plan.

## **7 PERSONNEL IMPLICATIONS**

- 7.1 There will be resource requirements associated with managing the Improvement Plan as well as the other activities required as part of the Policing Together Implementation Plan. As work progresses scoping will continue to take place.

## **8 LEGAL IMPLICATIONS**

- 8.1 There are no legal implications in this report.

## **9 REPUTATIONAL IMPLICATIONS**

- 9.1 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.

## **10 SOCIAL IMPLICATIONS**

- 10.1 There are no social implications in this report.

## **11 COMMUNITY IMPACT**

- 11.1 There are no community impacts because of this report, however improvements made as a result of activities in the Improvement Plan are likely to have a positive impact for internal and external communities.

## **12 EQUALITIES IMPLICATIONS**

- 12.1 There are equality implications in this report. Implementing the recommendations will contribute towards improved equity and positive working environments. The ongoing programme of work to

become an anti-racist and anti-discriminatory service also contributes to removing inequalities within Policing.

### **13 ENVIRONMENT IMPLICATIONS**

13.1 There are no environmental implications in this report.

#### **RECOMMENDATIONS**

Members are invited to discuss the contents of this paper.

HMICS Organisational Culture improvement Plan Progress Report-December 2024

| Recommendation  | Actions  | Key Deliverables   | Progress updates 06/02/2025  |
|---|--|--|--|
|   |  | What key products will be available to show HMICS there's been a tangible change?  | Date   |
| <p><b>R1 Leadership Behaviours</b></p> <p><b>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.</b></p> <p><i>Lead - Director People and Development</i></p>  | <p>Provide working examples of Executive Leaders empowering staff, providing efficient governance to enable working collaboratively.</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>AFD01<br/>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>PMDP-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>September 2025</p> <p><b>AF01 Your Leadership Matters Programme (YLM)</b></p> <p>*The first full set of summits delivered by Police Scotland without EY facilitators (Rotation 3, Summit 1, Lead &amp; Learn Inclusively behaviour) completed September 2024, with 638 participants. From 346 evaluation responses, 73% rated the session good or above. This is 4% lower than Rotation 1 and 7% lower than Rotation 2 – both facilitated by EY. However, these scores indicate that all Police Scotland Leadership &amp; Talent consultants have been effectively upskilled for solo facilitation, with only a slight drop in percentages compared to EY scores. 91% of participants found the facilitators engaging. Positive evaluation figures in place against a range of other indicators. 79% of staff and 72% of officers found the content pitched at the right level, with 87% of staff and 70% of officers feeling the content was applicable in their job roles. Any notable divergences between different groupings form part of deeper analysis and review but both the latter indicators are strong.</p> <p>*We expected participant ratings to subsequently increase in line with our facilitators' experience and we saw this in Rotation 3 Summit 2 sessions (Have The Courage To Do The Right Thing, completed October) where 310 of 663 participants completed evaluation. 78% rated the session good or above (1% higher than co-facilitated sessions with EY at the same halfway point in Rotation 2). 94% of participants found the facilitators engaging, 91% of staff and 87% of officers reported that they felt they could apply the learning in their roles. We saw an 11% increase to 85% compared to Rotation 2 for this behaviour in officers who felt the content was pitched at the right level. Rotation 3 Summit 3 sessions (Collaborate for Growth) complete by end November 2024 and future evaluation will be reported. Launches for the final 4th Rotation of first level leaders commence on 2nd December 2024 with an expanded delivery schedule in place to maximise participation through to completion in June 2025.</p> <p><b>Accelerated Leadership Programme (ALP)</b></p> <p>*Following internal approval, work has started to undertake a full evaluation and review of the Accelerated Leadership Programme (ALP) which will produce options, recommendations, and an implementation plan to scope and develop a refreshed approach to ALP by May 2025.</p> <p>Metrics being used to measure success include:</p> <p>*An increase in the volume of officers successfully securing a place on ALP.</p> <p>*Use of regular evaluation tools which will seek feedback from all key stakeholders and track key themes and any areas for further analysis / enhancement.</p> <p>*Regular cohort statistical analysis and reporting around promotion timescales for officers on ALP vs the traditional NPPP average timescales.</p> <p><b>Enabling new leaders with our People Management Development Programme (PMDP)</b></p> <p>*We are currently in the first of 3 phases of the programme, for sergeants and staff grades 4-7, who have people management responsibility. As of 18 October 2024, we have trained 997 (94%) of the total cohort of sergeants (PMDP). This equates to 94% of the total population of all sergeants across the police force. We intend that above 4,000 (94%) of the total cohort of sergeants (PMDP).</p>   |
| <p><b>R02 Inequalities Between Staff Groups</b></p> <p><b>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 national/specialist functions.</b></p> <p><i>Lead - ACC Policing Together +Director People and Development</i></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 national/specialist Divisions.</p> <p>Implement the HMICS Frontline Focus Wellbeing Improvement Plan, particularly in relation to estates, Op Evolve and equity of operational environments.</p> <p>Review results of workforce survey on how values are perceived across the organisation and consider how our values and the way we work best supports our Vision 2030 supporting priorities and organisational prioritisation 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>Review our People Policies and identify improvement actions where areas of disparity in People Processes exist.</p> <p>AFD02<br/>Police Scotland should review the Your Leadership Matters development programme in order to embed reflective practice for all officers and staff</p> <p>AFD03<br/>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<br/>Police Scotland should consider, measure and assess the level of 'churn' on the organisation and develop workforce planning approaches to both understand the effective level of turnover and mitigate its impact.</p> <p>AFD05<br/>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<br/>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>Breakdown of training programmes, demonstrating equity of access and communicate accurate training landscape.</p> <p>Review the influence 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 SWPALPSDR particularly in relation to Rank Ratios.</p>  | <p>December 2025</p> <p><b>HMICS Frontline Focus Wellbeing Improvement Plan</b></p> <p>The HMICS Frontline Focus Wellbeing Improvement Plan has been developed. In relation to FF Wellbeing Recommendation 4(Estates) - there has been significant engagement with all core business areas in policing to understand their current and future requirements through "Voice of the customer" interviews and workshops. This activity is also included in Operation Evolve-Thriving Workforce - Deliver an Estates Masterplan.</p> <p><b>Workforce survey</b></p> <p>The workforce survey called Your Voice Matters has been refreshed. The new survey was designed with key stakeholders including EDI representatives, and diversity and Statutory staff associations and trade unions. Headline findings of the survey have been published on the Intranet. The findings for topics including our organisation, our culture, your role, our leaders – first line managers/supervisors, our leaders – SMT and your team were reported on. The report broke these high-level findings down by disability, neurodiversity traits, caring responsibility, race, sex and sexual orientation to show any variance in responses from different groups. This example of using diversity monitoring information to understand the experiences of colleagues and influence the actions taken where relevant should help increase understanding of why data is held and how it is used. The survey's design will allow us to break down the responses and understand the different feelings of officers and police staff.</p> <p><b>Collaboration Group</b></p> <p>The Terms of Reference for the Policing Together Collaboration Group has been reviewed and refreshed.</p> <p>The purpose has been updated to: 'Increase awareness of strategies, projects and objectives across Police Scotland, statutory and diversity staff associations and trade unions; and work together effectively in the delivery of joint objectives. Police Scotland's Policing Together strategy and wider EDI ambitions.'</p> <p>The Group will take place 2 monthly ensuring continued momentum. It is now chaired jointly by ACC Policing Together and Head of Human Resources. The next meeting of the Group is on 4th March 2025. Target date pushed back to allow for the Collaboration Group to gather momentum and deliver outputs.</p> <p><b>People Policies</b></p> <p>People and Development is responsible for implementing and managing people policies to support organisational culture. A Rational Decision-Making Model (RDM) has been implemented to allow employment policy and procedure to be prioritised for review against the factors: Legal and Regulatory Assessment, Strategic Alignment, Risk and Audit, Scheduled Review and Resources. A single register of policies and procedures affecting employment was created. All policies and procedures with known risks or actions from audit recommendations were identified. An examination of all cyclical review dates was carried out. The priority policies for review towards end of the financial year 2024/25 is on track. The RDM model will be used to prioritise the review of policies and procedures.</p>  |
| <p><b>R03 Probationer Training Syllabus</b></p> <p><b>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.</b></p> <p><i>Lead - ACC Professionalism &amp; Assurance</i></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>Provide more practical, work-based pathways and support mechanisms to better prepare our Probationers for transition into Divisions.</p> <p>AFD06<br/>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<br/>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.(Unit 3 )</p> <p>SMT briefing paper-Probationer Governance Unit.</p> <p>Routes back to training/post 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 (SIPR scoping paper )</p> <p>Power point - History and Ethic of Policing</p> <p>PowerPoint- and lesson overview-Policing Diverse Communities Level 1 evaluation data</p> | <p>December 2024</p> <p><b>Probationer Training syllabus reviewed.</b></p> <p>Following a SLWG to review Initial Probationer Training, structural changes and been made to the course alongside changes to the content. A regional induction week has been introduced and in place since May 2024. This offers a soft introduction to the organisation and new colleagues allowing probationers to return home to the familiarity and support of friends and family. There have been no resignations in the early weeks of training since the introduction of the induction week when previously we lost a number of recruits on most courses. In addition to the regional induction week, initial probationer training has been extended by a week to allow valuable content to be added to the syllabus. This includes the addition of CARES, a 3 day communication and de-escalation package which combines theory with practice and is taught both in the classroom and within initial Operational Safety Training. EDI offerings within initial training have been reshaped with a new input on History and Ethics of Policing and an input on Policing Diverse Communities. A thematic review of probationer training has commenced and is reviewing lessons to thread EDI and human rights throughout. This new approach allows a comprehensive overview of an officers EDI training beyond the standalone inputs received. Non residential training was trialled with 2 pilot courses at Jackton in 2024. Non residential training was independently evaluated and will now become business as usual. To support probationers as they transition from formal training to division, a Probationer Governance Unit has been created which formalises the link between LTD and Division. Routes back into training have been created through Operational Training who are teams of trained officers and staff working regionally.</p> <p><b>AFD06 LTD</b> are working with SIPR to explore different tutor constable models. A SIPR workshop was held at SPC in August 2024 bringing academic colleagues from England and Wales together with LTD and LPSDR together to discuss past studies and findings South of the border. An international tutor constable workshop is scheduled on 3rd Dec 2024 at SPC to again explore models used across Europe. The tutor constable course was put online in response to Covid - this course remains online but has been refreshed to include bias and accent bias. The SIPR worked with LTD on the content of the course. Recognising that tutors and Sergeants may not know what modern police training looks like since the introduction of the MA, online awareness sessions have been facilitated by Operational Training. 3 sessions took place during 2023/24. A tutors toolkit has been designed and holds a wide range of useful resources for tutors including links to software such as read write gold. LPSDR have tutors as one of their 5 outcomes.</p> <p><b>AFD07</b> New recruits are encouraged to challenge and there is a heavy focus on EDI, Human Rights and our values throughout probationer training. During Initial Probationer Training (week 1) recruits are vetted and given an input by PSD which is values based and outlines our standards of professional behaviour. Recruits are given stand alone EDI training as well as the CARES package and the other bespoke lessons mentioned above. All are designed to encourage probationers to speak out and challenge inappropriate behaviour and recruits are made aware of the role of a line manager and Integrity Matters. All LTD instructors have attended a one day anti-racist training for trainers workshop. A programme of anti-racist training is underway for all non-supervisory colleagues including probationers. This training supports culture change and encourages colleagues to report. A range of Empower Hours are available to all colleagues, including probationers, and encourage challenge and reporting. These are entitled Inclusion starts with 1 and Being an Ally. All probationers have to complete the 2 e-learning packages, Introduction to EDI and Our Values.</p> |

| Recommendation   | Actions  | Key Deliverables  | Date   | Progress updates-06/02/2025   |
|--|--|---|--|---|
|  |  | What key products will be available to show HMICS there's been a tangible change?   |  |   |
| <p><b>R04 Organisational Maturity - Continuous Improvement</b></p> <p><b>Police Scotland should prioritise the completion of an organisational maturity assessment of continuous improvement, organisational learning and best value involving all improvement-related functions within the organisation and use this to inform a unified approach.</b></p> <p><b>Lead - Chief Digital Information Officer ACC Professionalism &amp; Assurance</b></p> | <p>Implement the findings 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<br/>Police Scotland should consider its wider approach to learning culture and systems, and reflective practice, across the organisation.</p> <p>AFD09<br/>Police Scotland should consider how it can best facilitate innovation in future, in terms of resourcing and support</p> | <p>Internal Audit Closure Reports-<br/>Organisational Learning<br/>Best Value Readiness</p> <p>Output from Continuous Improvement organisational Maturity Assessment</p> <p>People Survey Results</p> <p>Refreshed CI &amp; Innovation Strategy</p> <p>Results of Policing Together-4 pillars review to include learning pillar.</p> <p>Organisational Learning Strategic Framework..</p> | <p>March 2025<br/>March 2025</p> <p>February 2026</p> <p>December 2024</p> <p>February 2026</p> <p>December 2024</p> | <p><b>Organisational Learning</b></p> <p>A full proposal for development and delivery of an Organisational Learning Framework and Function was presented to DCC Speirs PPMB in September 2024. The proposal was fully supported with a request for DCC Speirs for ACC Houston to provide options for delivery of certain aspects of the proposal that primary action being resource related. ACC Houston has thereafter confirmed the transfer of Organisational Learning from GAA to LTD, following which it will be returned to PPMB for options for delivery included prior to presentation at SLB for decision.</p> <p>On presentation of the full proposal for development of an Organisational Learning Framework and Function due to be presented to SLB following a final review at PPMB, the proposal for closure of the AZETS Internal Audit Report will be papered as considered by GAA SMT prior to being submitted to DBO for consideration. Please note, the completion of this milestone, will require Milestone 4 of this deliverable being complete.</p> <p><b>Continuous Improvement:-</b><br/>CI Organisational Maturity assessment will be progressed after the BV audit has taken place in 2025.<br/>-Innovation strategy &amp; approach under review and additional innovation resources are in place to support delivery.</p> <p><b>Policing Together-4 pillars review</b><br/>The Vision and Pillars of Policing Together have been refreshed. The vision has been updated to include a focus on service delivery. The four key pillars of the Policing Together Strategy have been refreshed in line with the vision. Combining the previous pillars of 'Training' and 'Preventions' into a 'Learning' pillar has enabled us to maintain a four-pillar structure, while also representing our focus on service delivery through the addition of a 'Communities' Pillar. This review is now complete.</p> <p><b>Best Value:-</b><br/>We have engaged with Improvement Service and have deployed the Strategic PSIF. We have undertaken significant analysis of the results of the strategic PSIF and have also considered the outcomes from the 2024 staff survey. A workshop was planned with SLB for 22 November but did not go ahead due to SLB priorities. Instead, a revised approach has been adopted, using the BV Steering Ctee to develop the theme orientated action plan, which will be presented to SLB in January for endorsement.<br/>Update to SPA Audit, Risk and Assurance Committee (20/11/24) includes progress on recruitment of BV team, establishment of BV Steering Committee. Further update on outcomes from the above BVSC / SLB and action plan to be provided to ARAC in February 2025.</p> |



| Recommendation   | Actions   | Key Deliverables   | Date   | Progress updates 06/02/2025  |
|--|---|--|--|--|
|  |   | What key products will be available to show HMICS there's been a tangible change?  |  |  |
| <b>R05 Corporate Governance and Scheme of Delegation</b><br><b>Police Scotland should review its Corporate Governance Framework and Scheme of Delegation to ensure that delegated decision-making and approval processes are streamlined.</b><br><b>Lead - ACC Professionalism &amp; Assurance</b> | Implement the findings of the Independent Governance Review and align to the Vision 2030 and supporting priorities-<br>1. Compile a Terms of Reference for Governance review and sign off<br>2. Agree timescales.<br>3. Present to CC and DCC's<br><br>Review the Scheme of Delegation to reflect that Strategic Leadership Board also reviews and recommends the budget prior to submission to the SPA Board.  | Governance Review Terms of Reference<br><br>Briefing Paper-Governance Review<br><br>Governance Framework   | September 2025   | Work is ongoing around the Governance Review and Framework which will ultimately be presented to SLB with a request for implementation from 01.04.25.  |
| <b>R06 Human Rights and Ethics Based Approach</b><br><b>Police Scotland and the Scottish Police Authority should reinforce the human rights and ethics-based approach for all policing activity.</b><br><b>Lead - ACC Policing Together ACC Professionalism &amp; Assurance</b>                    | Review our Human Rights Baseline(HRA) recommendations and ensure alignment with our vision 2030, supporting priorities and relevant ACC portfolio<br><br>Establish Human Rights Oversight Group to create HRA framework and establish human rights style and tone for all policing activity supporting UNCRC.<br><br>Improve EqHRIA process.<br><br>Proactive delivery of HRA baseline assessment recommendations reporting progress through Policing Together governance structure.<br><br>Implement our legislative responsibilities in relation to the Police, Ethics and Conduct Bill.<br><br>AFD10<br>The Scottish Police Authority should consider how cross-cutting issues such as culture, equalities and inclusion are consistently scrutinised at each committee and by the Board<br>AFD12<br>Police Scotland should consider the business-as-usual approach to reinforcement of values.<br>AFD13<br>Police Scotland should review policies and procedures to ensure they fully embed its values and ethics and are not discriminatory<br>AFD21<br>Police Scotland should develop a Policing Together Evaluation approach to support delivery of the Implementation Plan. | Baseline Assessment established(Jane Gordon report)<br><br>Human Rights Framework SLWG-identification of recommendation owners<br><br>HRA Recommendations Tracker.<br>- Statistical overview<br>- Recommendation overview<br>- Recommendation detail updates<br><br>PECCS Bill Paper-SPA Resources Committee<br><br>Full Business Case-approval      | December 2024<br><br>December 2024<br><br>December 2024<br><br>February 2025                 | <b>Mapping and Alignment</b><br><br>Mapping and alignment is complete across various inspections and reports including, but not limited to, the HMICs Inspection of Policing Culture, the Baseline Assessment of Human Rights and the IRG Final Report. This has identified duplication of actions and areas of cross over. The work enables clarity and focus on priority areas. Oversight of all EDI, Culture and Human Rights related actions is now via the Policing Together governance structure. The point of entry being the PT Implementation Group where delivery and progress will be peer reviewed and scrutinised.<br><br><b>Human Rights Advisor</b><br><br>A procurement process has now concluded for at Human Rights Advisor who will support Police Scotland in prioritising and delivering upon our Human Rights recommendations and ambitions.<br><br><b>EqHRIA Improvement</b><br><br>x1 EqHRIA Improvement manager and x2 EqHRIA Improvement officers have been successful in the recruitment process. They will be responsible for progressing improvements to the EqHRIA process, governance and training. They will consider and deliver on the BDO Internal Audit of EqHRIA as well as recommendations within other scrutiny reports. One of the Improvement officers started with Policing Scotland on Monday 3rd Feb 2025, the other improvement officers is currently in the vetting process and the Improvement Manager will start on 10th March. They will be supported by the Human Rights Advisor.  |
| <b>R07 Grievance Process</b><br><b>Police Scotland should rename and refocus its grievance process to resolution/mediation, providing mandatory initial steps and clear training on the management of the process.</b><br><b>Lead - Director People and Development</b>                            | Implement the management actions to address the findings of the Grievance Process Internal Audit.<br><br>Develop set of indicators to measure(i) the impact of the rollout of the creating a positive workplace programme on culture and (ii) confidence in the grievance process in conjunction with Fair Work Advisor.<br><br>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.<br><br>Conduct a review in a year to assess progress against the audit recommendations, to include both qualitative and quantitative measures.<br><br>Mainstream Policing Together at local level through people planning process.<br><br>AFD14<br>Police Scotland should focus analysis of misconduct, grievance and associated HR processes on identifying causal factors and underlying cross-cutting themes for wider organisational learning<br>AFD15<br>Police Scotland should improve throughcare and aftercare for misconduct and grievances cases, taking into account both the individuals and the teams involved                              | Launch of new Grievances and Resolving Workplace Issues Procedure.<br><br>Grievance Resolving Workplace Issues Implementation Group Work- Terms of Reference<br><br>Launch of mediation and workforce resolution tools.<br><br>People Plan structure-Divisional focus on Grievance and case management<br><br>Findings of post implementation Review | December 2024<br><br>December 2024<br><br>December 2024<br><br>March 2025<br><br>August 2025 | <b>Grievance and Resolving Workplace Issues</b><br><br>The revised grievance and resolving workplace issues procedure was published on 22 July 2024. It introduces several changes which adhere to the ACAS code of practice and addresses key issues identified by users / stakeholders through consultation such as:<br><br>-There has been a review of language to create a better balance between informal and formal resolution.<br>-Opportunities to raise concerns early have been created such as the offer of our mediation service. This is supported by guidance on workplace mediation which has been introduced alongside guidance for witnesses and subjects of grievances.<br>-Language such as 'investigate' and 'evidence' have been removed due to their meaning in a policing context.<br>-A new appendix to the procedure that highlights the roles and responsibilities of those involved in the process - there is a new checklist for Resolution Managers.<br><br>To support the launch of the procedure, an implementation group was established to enable the roll out and promote the key changes and messaging in relation to the new procedure and the mediation service. With representation from across business areas including Local Policing, P&D, PSD, SCD, OSD, C3, C.JSD and attendance from TUs and Staff Associations, the group's focus is to support and influence behavioural change across the organisation through using supporting products while identifying and implementing additional improvement activities. The group meets fortnightly (subject to ongoing review) and is supporting delivery of a multi-faceted implementation plan, focused on best supporting our people, and positively influencing behavioural change and practice across the organisation in respect of the revised procedure. A key area of focus has been briefings and support across all business areas, with a particular focus on line managers.<br><br>To support increased focus on early resolution, the mediation service was formally launched on 22 July 2024 alongside the new procedure. A mediation intranet page is available where our people can find more information about the service, what to expect from mediation, how to access support and make a referral. While still in its infancy, this service ensures mediation can be used as part of our work towards creating a positive workplace. Since 01 April 2024:<br><br>-There have been 16 referrals for mediation (compared to five in total the previous year)<br>-71% of mediations were required due to either communication issues or breakdown of relationships.<br>-So far 21.4% of these have led to successful outcomes, with a further 35.7% of grievances either in progress or paused due to absence.<br>-35.7% of mediations were deemed to be no longer be required due to one or all involved parties moving roles. (Mediators encouraged participants to continue but this was unsupported)<br>-Only one (7.1%) mediation has been deemed unresolved.<br><br>Through consultation, stakeholders have recognised that one of the main issues in relation to poor grievance handling relate to application of the procedure rather than the procedure itself. As such, training through the People Management Development Programme (PMDD) is a fundamental aspect in securing the resolution of workplace issues at an early stage. The |

| Recommendation   | Actions  | Key Deliverables  | Date   | Progress updates 06/02/2025   |
|--|--|---|--|---|
|  |  | What key products will be available to show HMICS there's been a tangible change?   |  |   |
| <p><b>R08 Engagement and Feedback Framework</b></p> <p><b>Police Scotland should develop and implement a cohesive engagement and feedback framework (which should include a regular whole-service people survey).</b></p> <p>Lead - Director Strategy and Analysis</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 criterion 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<br/>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<br/>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>Evaluation report-Engagement Toolkit</p>   | <p>December 2024</p> <p>December 2024</p> <p>December 2024</p> <p>October 2025</p>                                   | <p><b>Annual Workforce Survey</b></p> <p>The refreshed annual workforce survey was successful with an increased response on 2021 survey – at 51% for the organisation which is representative and spread across all parts of the organisation. The organisational headline results were published on 25 November and presented to the SPA Board on 28 November 2024. The divisional reporting and demographic analysis will support local people plans and direct local areas of focus. Senior leaders have been asked to visibly lead the cascade of results and next steps in improvement activity to their teams. Senior management teams will receive support to understand and respond to insights – including a co-design approach with their people to prioritise areas for improvement.</p>   |
| <p><b>R09 Organisational Development and Design</b></p> <p><b>Police Scotland should invest in organisational development and design in order to develop a clear model of adopting cultural change, with supporting implementation steps towards a clearly defined aspirational culture.</b></p> <p>Lead - ACC Policing Together Director People and Development</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&amp;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&amp;D and Service Delivery</p> <p>QC proposals and challenge panel used to challenge and embed design principles.</p> <p>Design toolkit to support LM understanding.</p> | <p>December 2024</p> <p>December 2024</p> <p>December 2024</p> <p>April 2025</p> <p>April 2025</p> <p>April 2025</p> | <p><b>Policing Together Strategy Vision and Pillars.</b></p> <p>A review of the Policing Together vision and 4 Pillars is complete. The vision has been updated to incorporate a focus on service delivery and expressly capture our human rights approach to policing. The revised pillars have seen Training and Preventions combine into a 'Learning pillar'. A 'communities' Pillar has been added which relates to both our internal and external communities. Our Pillars are: Leadership, Learning, Communities and Communication An independent survey was undertaken by Chartered Institute of Personnel &amp; Development (CIPD) which identified several areas where People and Development could strengthen their capability and experience to support the organisation with organizational design (OD) work. CIPD procured a specialist OD advisor who delivered specialist training in this area for colleagues within P&amp;D, Service Design and Digital. Following this, service and organisational design principals are being embedded in our organisational change approach going forward which will align to the newly revised organisational change procedure.</p> <p><b>P&amp;D restructure.</b></p> <p>P&amp;D are currently in the consultation period of a proposed restructure that, once implemented, will adhere more closely to OD principals and adopt a service design approach to support the organisation in developing, delivering, and embedding workforce related strategies that drive cultural change and organisational design. In support of this, a revenue bid was submitted for the organisation to fund a FTG (24 months) of an organisational design/change professional to work alongside People Partner. This post is now at interview stage and the successful candidate will continue to embed and develop OD skills and experience in the department. They will advise on organisational design and structures, support stakeholders and colleagues on the design of future organisational structures and, through taking a systems approach, they will have remit to upskill and coach our leaders, embed learning/knowledge transfer on organisational design as well as our organisational change approach / process.</p> |
| <p><b>R10 Performance Framework</b></p> <p><b>Police Scotland should further develop its performance framework to encompass the impact of organisational culture, while regularly reporting to the Scottish Police Authority.</b></p> <p>Lead - Director Strategy and Analysis</p>   | <p>Refresh Policing Together structure which includes tasking and performance group, aligning all 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>AFD05<br/>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<br/>The Scottish Police Authority 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<br/>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>AFD20<br/>Police Scotland should further develop its quarterly reporting to the Complaints and Conduct Committee to provide improved analysis and insights</p> <p>AFD22<br/>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>AFD23<br/>Police Scotland should consider the appropriate use of targets and performance benchmarking when setting priorities for</p> | <p>Culture Dashboard Data Delivery Plan</p> <p>Cultural 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><b>Culture Dashboard</b></p> <p>A Police Scotland 'Culture Dashboard' of data metrics is being developed that will indicate progress across key areas. In keeping with our approach to performance management and reporting, we have approached this with a commitment to driving accountability and transparency both externally and internally. The automated dashboards enable easy access to data which will help us to understand and measure the impact our work in the Equality, Diversity and Inclusion space is having. The Culture Dashboard will inform evidence-based progress reporting enabling us to use and present key data and insights. The Culture Dashboard is currently in an internal UAT testing phase and is maintaining pace and will cover several key indicators given as examples in paragraph 324 of the HMICS review, including but not limited to the measures in the People section, Leadership, Service Delivery and Ethics and Values section.</p>  |

| Recommendation   | Actions   | Key Deliverables  | Date                                  | Progress updates-06/02/2025   |
|--|---|---|---------------------------------------|---|
| What key products will be available to show HMICS there's been a tangible change?  |   |   |                                       |   |
| <p><b>Recommendation 11</b></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>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>December 2024</p> <p>June 2025</p> | <p>In developing the Improvement Plan, as presented to the SPA People Committee (August 2024) Areas for Development (AFDs) have been attributed to the relevant Organisational Culture recommendations.</p> <p>Policing Together Performance report Q1&amp;Q2 reported to SPA People Committee on 27/11/2024, included update on Policing Together Governance Refresh:- Our Policing Together Governance structure has been refreshed and aligned with the SPA Policing Together Oversight Group (SPA PTOG). DCC People and Professionalism will continue to chair the PT Strategic Oversight Board. ACC Policing Together will chair the PT Tactical Group and the PT Tasking and Performance Group. The Tasking and Performance Group now captures the work in respect of Sex Equality and Tackling Misogyny. It will have the responsibility of co-ordinating and tasking based on receipt of focused updates. The PT Implementation Group is chaired by C.S Policing Together, the terms of reference has been updated to include oversight of Org Culture recommendations and which are reported through PT Governance structure.</p> <p>A meeting held with business area leads on 12/12/2024 on (i)results of mapping exercise/alignment Organisational Culture recommendations with other linked activities-e.g. Human Right Baseline, Independent Review Group report, and (ii) to confirm future reporting through PT Implementation Group with biannual updates to SPA People Committee.</p> <p>4Action - Police Scotland's corporate action management system will be used to hold all culture, EDI and HR related recommendations in one place and will provide enhanced scrutiny and assurance ability.</p> |