

OFFICIAL

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The Scottish Parliament
EDINBURGH
EH99 1SP



**POLICE
SCOTLAND**

Keeping people safe

POILEAS ALBA

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Dear Mr Finnie

**HMICS THEMATIC INSPECTION OF POLICE TRAINING AND DEVELOPMENT –
PHASE 1**

I write in response to your letter of 22 December 2020 requesting an update on Police Scotland's response to the recommendations made following the above Inspection.

I can confirm that the recommendations have been accepted and an interim update was provided to HMICS on 30 December with a high level Action Plan outlining how Police Scotland intends to address the recommendations. I attach a copy of this Action Plan for your information.

The Plan details delivery target dates, however given our ongoing response to the Coronavirus pandemic and the requirement to redeploy resources, the target delivery dates remain under constant review and are subject to change. There has been full engagement with HMICS in this regard.

I am pleased to report that four of the recommendations, 6, 8, 9 and 15 as listed below have already been addressed in full and have been marked as 'completed' on the Action Plan. Further to this, Evidence Submission Forms are being completed for consideration of HMICS to agree closure reports for said recommendations, details as follows:-

Recommendation 6

Police Scotland should ensure the new appraisal process 'My Career' is supported by a range of continuous professional development products to provide all officers and staff with opportunities to develop.

Action taken:

Police Scotland has developed, published and promoted a range of Continuous Professional Development (CPD) opportunities as contained on our refreshed Leadership, Training and Development (LTD) Intranet Site, and includes:

- 'How To', our online learning resource. Launched in May 2019 and available 24/7 to all staff. Accessible from work and personal devices.
- Nine CPD bite-size sessions (Empower Hours) are ready and available to all Line Managers and colleagues taking part in the MyCareer Proof Of Concept.
- CPD section now live on the intranet providing access to 'How To', Quick Guides and a CPD brochure to provide guidance.

The CPD brochure also directs individuals to the main LTD Intranet Site for more information and how these can be accessed. The success of CPD products will be evaluated as part of the Proof of Concept evaluation strategy.

Recommendation 8

Police Scotland should develop an effective communications strategy to assist in the implementation of the 'My Career' and the 'Leadership Pathways' project.

Action taken:

A full Communications Strategy and Plan has been prepared and delivered to the Programme Management Board (PMB) for MyCareer and was approved with ongoing updates on planned activities.

Recommendation 9

Police Scotland should initiate an Equality and Human Rights Impact Assessment (EQHRIA) at the earliest possible stage in the development of all training and development products, so that the implications for equality and human rights are considered and addressed from the start.

Action taken:

A product development framework has been developed and is in place for all Leadership & Talent (L&T) project builds. The framework outlines the following key phases for the development of any L&T Products: frame, scope, design, deliver and evaluate.

EqHRIA is included within the design stage at the beginning of policy documentation work.

Recommendation 15

Police Scotland should raise awareness of the products and services provided by the Leadership and Talent function within Leadership Training and Development.

Action taken:

LTD identified the following three key areas for action:

1. Develop communications to raise awareness of L&T function and key achievements.

As noted above, the LTD Intranet page has now established and is available to all staff on the Police Scotland intranet site.

2. Continue engagement across the organisation to promote LTD, including signposting to L&T Intranet Pages.

Regular engagement with Senior Management Teams (SMT), Human Resource Business Partners (HRBP), Staff Associations and Trade Unions enhances the profile of L&T which allows signposting to the products on the intranet and the dissemination of LTD products and services to SMTs across Police Scotland.

3. Monitor data on the number of individuals accessing the intranet site.

The new site has received over 45,000 hits since its launch on 01 October 2020, demonstrating the interest in LTD products and services.

In addition to the above, dedicated CPD and Police Leadership Development Programme (PLDP) communications will be delivered as part of the MyCareer Project Implementation communications plan. This will be reported through the recommendation 8 update.

There has been significant progress made in respect of many of the other recommendations supported by a robust governance process to monitor and direct our response to the recommendations. Our next scheduled meeting with HMICS is 19 February with ongoing engagement between the scheduled meetings.

I trust the foregoing information and attached Action Plan are helpful. Please be assured that we will continue to report on further progress in line with established governance arrangements.

Yours sincerely,



Fiona Taylor
Deputy Chief Constable

Summary of Recommendations -ACTION PLAN

Summary Title	Recommendation	Action to be taken	OWNER	Target Date	Completed
R1 Performance Framework	Police Scotland should establish a robust performance framework for Leadership, Training and Development, with key performance indicators and quality assured evaluation strategies, to be able to demonstrate progress.	Engage with SPA in the identification and development of qualitative and quantitative performance indicators for LTD using Audit Scotland BV People Management Toolkit.	Head of LTD	Jun-21	
R2 Evaluation Framework	Police Scotland should establish an evaluation framework to assess the impact of the Chief Constable's commitments.	LTD Evaluation framework to reflect how the revised set of Chief Constable's Commitments will impact on Training and Development activities ,as outlined in the People and Development Annual Delivery Plan.	Head of LTD	Mar-22	
R3 Review of Leadership and talent function	Police Scotland should review the Leadership and Talent function, and consider if it has adequate resources and sits in the correct place in the organisation's structure, to allow it to fulfil its important responsibilities.	Review of the Leadership and Talent accountabilities and deliverables.	Director of People and Development	Jul-21	
R4 Leadership training-senior police officers and staff	Police Scotland should ensure senior police officers and support staff are provided with Leadership Training beyond technical training for specific roles, as a matter of urgency.	Training Needs Analysis to be carried out to determine Design content for Senior Leadership Programme(SLP) content aimed at all Superintendent, Chief Superintendent and staff equivalents. Delivery of SLP and Leadership Development Programmes.	Head of LTD	Mar-24	
R5 Leadership training -officers and staff	Police Scotland should ensure that all officers and staff are provided with appropriate leadership training prior to undertaking a supervisory role.	Review policy to ensure attendance on First Line Managers course is mandatory prior to undertaking supervisory roles-dependency on SMT succession planning. Develop process for 2 day face to face training around the country-initial focus on significant backlog for First Line Managers (FLM) courses.	Head of LTD	Oct-21	
R6 'My Career'-CPD products	Police Scotland should ensure the new appraisal process 'My Career' is supported by a range of continuous professional development products to provide all officers and staff with opportunities to develop.	Develop, publish and promote the range of CPD opportunities available to support 'My Career' process,including monitoring processes to report on uptake.	Head of LTD	Nov-20	Completed
R7 Approaches to Temporary and acting positions	Police Scotland should review the use of acting and temporary promotions to achieve consistency across the organisation.	Link to P&D Annual Delivery Plan to ensure consistency of approach to temporary opportunity across Police Scotland Action up arrangements for consideration in conjunction with Resource Allocation Model (RAM) and Strategic Workforce Plan developments.	Head of Recruitment & Selection	Mar-22	
R8 Communications Strategy- 'My Career' and Leadership Pathways' processes	Police Scotland should develop an effective communications strategy to assist in the implementation of the 'My Career' and 'Leadership Pathways' processes.	Link with Communications Strategy and Plan for My Career and Leadership Pathways,including ongoing engagement activities with staff associations	Head of LTD	Dec-23	Completed
R9 EQHRIA Impact Assessments	Police Scotland should initiate an Equality and Human Rights Impact Assessment (EQHRIA) at the earliest possible stage in the development of all training and development products so that the implications for equality and human rights are considered and addressed from the start.	Design Tool with E&D for inclusion in new product development.	Head of LTD	Dec-20	Completed
R10 Diversity training -Leadership Courses	Police Scotland should ensure that diversity training is provided and mainstreamed into leadership courses at all levels as a matter of urgency.	Review the diversity content across all LTD leadership courses,identify gaps in provision and develop a plan to ensure the provision of diversity training for all senior members.	Head of LTD	Dec-22	
R11 Flexible delivery of training	Police Scotland should review the current approach to delivering training, with a view to providing more flexible options for accessing training through the use of technology, and at different times and locations.	Review of overarching training policy included in the feasibility of a 'Virtual First' approach to training.	Head of LTD	Dec-22	

R12 Wellbeing conversations	Police Scotland should develop a systematic process to record wellbeing conversations and considerations in support of its Wellbeing Strategy.	Link with the implementation of the Wellbeing Action Plan produce to address recent Internal Audit findings.	Head of Wellbeing and Inclusion	Apr-21	
R13 Coaching and mentoring approaches	Police Scotland should develop a systematic approach to the use of coaching and mentoring throughout the organisation, as part of core leadership and management training.	Re- launch of Mentoring Scheme and approached to coaching currently under review.	Head of LTD	Jun-21	
R14 Enhancing Training capacity	Police Scotland should review the various places where local and specialist training are being delivered throughout the force, outwith the Leadership Training and Development business area, and consider the opportunities to increase capability and capacity through sharing resources.	Included in the wider review into training methodology under 'Virtual First' approaches.	Head of LTD	Dec-22	
R15 Leadership and Talent Function-Profile	Police Scotland should raise awareness of the products and services provided by the Leadership and Talent function within Leadership Training and Development.	Refreshed LTD Intranet Site and continued engagement with Business areas by LTD	Head of LTD	Dec-20	Completed
R16 Specialist training tools	Police Scotland should consider increasing its use and development of specialist training tools and ICT to deliver cost effective and accessible training programmes.	The use of ICT in training will be considered via the proof of concept pilots as part of the Virtual First review. Report to be presented to the Strategic Training Co-ordination Group, via LTD governance.	Head of LTD	Dec-22	
R17 Training Collaboration	Police Scotland should work collaboratively to develop a strategy which supports the delivery of joint training with other key partners across the public sector, including local government and health.	Link with ongoing work to develop a collaborative improvement model via the Reform Collaboration Group.	ACC Partnerships	Apr-21	