



HM INSPECTORATE OF CONSTABULARY IN SCOTLAND

Thematic Inspection of Police Scotland Training and Development – Phase 1

September 2020

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HM Inspectorate of Constabulary in Scotland

HM Inspectorate of Constabulary in Scotland (HMICS) is established under the Police and Fire Reform (Scotland) Act 2012¹ and has wide ranging powers to look into the 'state, effectiveness and efficiency' of both the Police Service of Scotland (Police Scotland) and the Scottish Police Authority (SPA).

We have a statutory duty to ensure that the Chief Constable and the SPA meet their obligations in terms of best value and continuous improvement. If necessary, we can be directed by Scottish Ministers to look into anything relating to the SPA or Police Scotland as they consider appropriate. We also have an established role in providing professional advice and guidance on policing in Scotland.

- Our powers allow us to do anything we consider necessary or expedient for the purposes of, or in connection with, the carrying out of our functions
- The SPA and the Chief Constable must provide us with such assistance and co-operation as we may require to enable us to carry out our functions
- When we publish a report, the SPA and the Chief Constable must also consider what we have found and take such measures, if any, as they think fit
- Where our report identifies that the SPA or Police Scotland is not efficient or effective (or best value not secured), or will, unless remedial measures are taken, cease to be efficient or effective, Scottish Ministers may direct the SPA to take such measures as may be required. The SPA must comply with any direction given
- Where we make recommendations, we will follow them up and report publicly on progress
- We will identify good practice that can be applied across Scotland
- We work with other inspectorates and agencies across the public sector and co-ordinate our activities to reduce the burden of inspection and avoid unnecessary duplication
- We aim to add value and strengthen public confidence in Scottish policing and will do this through independent scrutiny and objective, evidence-led reporting about what we find.

Our approach is to support Police Scotland and the SPA to deliver services that are high quality, continually improving, effective and responsive to local needs.²

This inspection will be undertaken by HMICS under section 74(2)(a) of the Police and Fire Reform (Scotland) Act 2012 and a report will be laid before the Scottish Parliament under section 79(3) of the Act.

¹ Chapter 11, Police and Fire Reform (Scotland) Act 2012

² HMICS - [Corporate Strategy 2017-20](#) (2014).



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Our inspection

This inspection was one of those halted in early March 2020 due to the response to the coronavirus (COVID-19) pandemic. At that time, and indeed now, Police Scotland is making a vital contribution to the national effort to reduce the spread of infection, and ultimately save lives. As a country, we are now gradually easing the initial 'lockdown' measures, and adapting to different ways of working and living, with the virus still in circulation.

The role of the inspectorate to provide independent scrutiny of policing in Scotland continues to be important throughout this time, and we are adjusting our working practices to resume formal inspection activity.

This report is the product of inspection activity that took place in late 2019 up until March 2020, with some later interviews taking place over the telephone. I am aware that progress has been made since our inspection took place, and some areas highlighted in the Terms of Reference for this inspection will need to be revisited in the next phase.

This is the report of Phase 1 of an assessment of the training and development function of Police Scotland. Its main focus is on leadership training, continuous professional development, talent management, as well as appraisal and promotion processes.

The issue of diversity in policing, specifically the recruitment, retention, development and promotion of under-represented groups, is one that HMICS will concentrate on as a priority in the next phase of inspection of Training and Development.

I am also very aware of the important contribution made by officers of the Special Constabulary, particularly during the response to the pandemic, when they have continued to volunteer to support communities. The Special Constabulary will be included in later phases of inspection of Training and Development.

Since the formation of Police Scotland in 2013, there has been no programme of leadership training and development, other than the first line managers' course.

There have been various approaches to appraisal and promotion over the past seven years, and Police Scotland is now progressing new 'My Career', 'Leadership Pathways', and 'Accelerated Leadership Pathways' approaches to deliver improvements.

Police Scotland's People Strategy includes commitments to supporting and developing leaders, however the resource devoted to leadership training, talent management, and continuous professional development, is modest.

The evidence gathered during this inspection highlights the need for renewed focus and investment in the training and development of officers and staff. It highlights the need to allocate sufficient resources to the development and implementation of new approaches to appraisal and promotion, in support of the People Strategy.

I would like to thank Police Scotland and all those who contributed to this inspection.

Gill Imery QPM

HM Chief Inspector of Constabulary in Scotland
September 2020



Outcomes

- Police Scotland has a People Strategy 2018-2021, which describes its commitment to empower, enable and develop its people. Actions, descriptions, measures of success and owners are linked to areas of the Leadership Framework, which is an appendix to the strategy
- Leadership, Training and Development (LTD) has an annual delivery plan and produces monthly reports for the Director of People and Development, which demonstrate progress on the key action areas from the People Strategy
- Many LTD staff consulted were unaware of any key performance indicators for their work other than demand and throughput information
- Commitments and outcomes set out in the People Strategy and in the Chief Constable's priorities were made without the means or resources to deliver them
- The Scottish Police College is an approved Scottish Credit and Qualifications Framework Credit Rating Body, which is a significant achievement
- Effective internal quality assurance is applied to all accredited training programmes and to some, but not all, non-accredited training programmes
- There is a lack of a systematic approach to using and reporting on feedback information. This limits the level of assurance that can be given on the quality and outcomes of the overall provision of training and development in Police Scotland
- There is no evaluation framework in place to assess the impact of the Chief Constable's commitments, which were published in 2019

Leadership and Governance

- For the first five years of Police Scotland, there was been a lack of consistent leadership in LTD
- The appointment of a police Superintendent into the Leadership and Talent function has made a positive difference
- Many of those we spoke to found the corporate governance arrangements unclear
- We found that a lack of resources dedicated to leadership training has limited the support given to police leaders
- Leadership training has not been provided in any meaningful way since the national service was established in 2013
- Officers and staff who have been promoted during the past seven years have received no leadership training or development since their attendance on a first line managers' course
- The lack of leadership training has consequences. Senior people in partner agencies observed that police leaders are generally very effective in command roles responding to critical incidents, but lack emotional intelligence, self-awareness, and strategic perspective
- On promotion, police officers often wait for months before gaining access to the first line managers' course. Police staff wait for even longer as there is only a small number of spaces reserved for police staff



Planning and Process

- The absence of a Strategic Workforce Plan and associated action plan is inhibiting effective resource planning for the whole force and limiting LTD's ability to develop an effective suite of training programmes to deliver future capability
- The current appraisal system in place across Police Scotland, Personal Development Conversations (PDCs), has extremely low completion rates across Scotland, meaning that most officers and staff have not had an appraisal
- There are limited opportunities for officers and staff to access continuous professional development
- There are limited places for the Diploma in Police Service Leadership and Management, which means fewer officers can access the qualification necessary for promotion
- The current promotion process for police officers is viewed as subjective, time consuming, and can be learnt. It does not include adequate consideration of how an individual performs in reality
- Line managers at all levels invest a considerable amount of time supporting officers in relation to end to end promotion processes. This time would be better used if invested in people's wider development
- The introduction of My Career and Leadership Pathways indicates that Police Scotland wants to be able to identify and grow talent from within the organisation
- Police Scotland has recently introduced an Accelerated Leadership Pathway, which will benefit a small number of officers each year

People

- Staff within the LTD function are highly motivated and committed to providing the highest quality of training and development to the officers and staff of Police Scotland
- No wellbeing survey has been carried out since 2015. A new 'wellbeing and engagement' survey is planned. These surveys should be held more regularly to monitor the impact of the People Strategy
- Diversity training was previously provided as part of leadership courses at all levels. The discontinuation of most leadership courses has created a gap in relation to diversity training provided to senior members of the organisation
- The centralisation of the delivery of training courses can result in a residential requirement for officers and staff who live outwith the central belt. This can make it difficult for those with caring responsibilities or travel requirements to access training



Resources and Partnerships

- There are highly experienced, talented professionals within the Leadership and Talent team who are committed to delivering high quality leadership training and continuous professional development across Police Scotland
- There has been a lack of investment in leadership training and continuous professional development since the creation of Police Scotland
- HMICS found that staff from the small Leadership and Talent team were often reassigned to assist with other training and development demands
- Staff associations have provided training courses, coaching and mentoring for their members in order to fill a void created through lack of investment by the force
- Many officers and staff spoken to were not aware of what training and development was available to them
- 'Moodle', the online learning management system used by Police Scotland, is not being used to best effect and has a negative reputation across the force
- The current 'Hydra' training simulator system has recently been updated, however only one person in the force is trained to use it
- There has been a lack of investment and skills in the Learning Technologies Department of LTD
- There are strong partnerships between Police Scotland and a wide range of strategic partners in the training and development arena. However, there was little evidence of joint training in relation to generic leadership development
- The links between Police Scotland and the College of Policing have been strengthened in recent years



Recommendations

Recommendation 1

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

Recommendation 2

Police Scotland should establish an evaluation framework to assess the impact of the Chief Constable's commitments

Recommendation 3

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

Recommendation 4

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

Recommendation 5

Police Scotland should ensure that all police officers and support staff are provided with appropriate leadership training prior to undertaking a supervisory role

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

Recommendation 7

Police Scotland should review the use of acting and temporary promotions to achieve consistency across the organisation

Recommendation 8

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

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

Recommendation 10

Police Scotland should ensure that diversity training is provided and mainstreamed into leadership courses at all levels as a matter of urgency

Recommendation 11

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



Recommendation 12

Police Scotland should develop a systematic process to record wellbeing conversations and considerations in support of its Wellbeing Strategy

Recommendation 13

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

Recommendation 14

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

Recommendation 15

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

Recommendation 16

Police Scotland should consider increasing its use and development of specialist training tools and ICT to deliver cost effective and accessible training programmes

Recommendation 17

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



Background and Context

1. Prior to the creation of Police Scotland, centralised training for all of the legacy forces was provided through the Scottish Police College (SPC) at Tulliallan. The SPC was led by a chief police officer and member of the Association of Chief Police Officers in Scotland. Tulliallan is now the location of Police Scotland's Corporate Headquarters, and the Scottish Police College. It is the home of Police Scotland's Leadership, Training and Development function (LTD), which is led by a Chief Superintendent. LTD is responsible for providing probationer training for all new recruits, specialist training for detectives and road policing officers, Continuous Professional Development (CPD) courses, and leadership training.
2. LTD forms part of Police Scotland's People and Development portfolio, which is led by a Director, who is a civilian member of the force executive. LTD has 276 staff force-wide and runs approximately 6000 training courses per year. These courses cover a wide range of operational and specialist subjects, including officer safety training, driver training, and probationer training. The department is expected to train approximately 800 new recruits per year, across four cohorts of around 200 officers.
3. The main focus of this inspection is leadership training, talent management and continuous professional development. These areas are the responsibility of the Leadership and Talent team, which is a very small part of the wider LTD function. The Leadership and Talent team is made up of 28 members, all of whom are support staff with the exception of one Sergeant. The team is led by a Chief Inspector, reporting to a Superintendent.
4. The Police Scotland 'People Strategy for 2018-2021' was considered by the SPA Board in August 2018 and published in December 2018. This document describes Police Scotland's commitment to empower, enable and develop officers and staff. The strategy has three strategic themes:

Inspiring leadership	Winning hearts and minds to drive success
Positive environment	Creating great environments for our people to perform
Organisational health	Our people and services are flexible, innovative and agile

5. This inspection assessed the effectiveness of the People Strategy, and examined the new 'My Career' system, which is intended to replace the current Personal Development Conversations (PDC) appraisal process. The inspection team also looked at the promotion process for police officers, including the new 'Leadership Pathways' programme.



6. HMICS used a range of tools to gather information to inform this inspection, including:
- Meetings with key stakeholders from Police Scotland, Scottish Government, SPA, Trade Unions and Staff Associations
 - Engagement with a range of other organisations, including the College of Policing, Scottish Fire and Rescue Service, and the inspectorates of other police forces in the United Kingdom and in Ireland, to identify good practice
 - Attendance at relevant Police Scotland and SPA meetings
 - Review of an extensive range of relevant documents, including policies, procedures, performance and management information, strategies, plans and course materials
 - Focus groups with frontline officers and staff based in the North, West and East of Scotland
 - Focus group with students on the First Line Managers' course
 - Review of relevant academic research and direct engagement with academic researchers in this field
 - Ongoing liaison with Police Scotland and regular engagement with other key stakeholders.
7. We have used the HMICS Inspection Framework,³ which is based on the European Foundation for Quality Management (EFQM) Excellence Model and Best Value Characteristics. The Inspection Framework provides a structure to our inspection that is risk-based, proportionate and focused on improving the delivery of policing in Scotland.

³ [HMICS - Inspection Framework 2018 - 11 May 2018](#)



Outcomes

8. HMICS expects that an organisation of the scale and size of Police Scotland should be able to demonstrate the performance of its training and development function in terms of progress on its delivery plans and the impact it is having on the achievement of the outcomes set out in the Joint Strategy for Policing 2020,⁴ Annual Police Plan⁵ and its People Strategy⁶.
9. A key element of the assessment matrix set out in Audit Scotland's Best Value Toolkit, 'People Management', is the assessment of the effectiveness of training and development activities in improving personal and organisational performance. Some of the key indicators included in the toolkit are:
 - The production of a regular plan which sets out the approach to the development of organisational competency and capacity (and how this will be resourced)
 - Regular assessment of the cost of investment in training and development and evaluation of value for money, impact and effectiveness in supporting organisational outcomes; and
 - Ability to demonstrate the impact of investment in training and development on organisational effectiveness and improved quality of service.
10. HMICS has also considered standards of, and research relating to, training and development through the Chartered Institute of Personnel and Development, Investors in People, and the Scottish Institute for Policing Research, to identify good practice indicators for training and development outcomes and performance management. These indicators consistently reflect the need for an organisation to have a well-articulated vision, purpose and plan, where the roles, responsibilities, skills and competences of its staff, support its service delivery. Training and development should equip the organisation to meet its current and future needs in order to deliver its stated outcomes.
11. Delivery of the People Strategy was supported by a business plan for 2018/19 and a performance dashboard for inclusion within the 'Police Scotland Performance Framework'. Outcomes are set out for each priority: Inspiring Leadership; Positive Environment, and Organisational Health.

⁴ Police Scotland, [Joint Strategy for Policing 2020](#)

⁵ Police Scotland, [Annual Police Plan 2020/21](#)

⁶ Police Scotland, [People Strategy 2018-21](#)



12. The People Strategy sets out an implementation plan for each of the three priorities, with actions, descriptions, measures of success and owners linked to areas of the Leadership Framework, which is an appendix to the Strategy. A number of key actions are the responsibility of Leadership, Training and Development:

	Action Description	Measure of Success
1	Build a framework for the professional development of our people and leaders and aligned delivery programmes	Diverse, skilled and empowered workforce
2	Design approach to identify, develop and retain talent at all levels	Retention of officers improved
3	Launch pilot of coaching support programme for probationary Sergeants and First Line Managers. Evaluate and review benefits of pilot to inform wider rollout	Levels of training delivered User Satisfaction
4	Review and embed promotion processes	Promotion process that is fair, clear, consistent and transparent
5	Design robust PDC process and launch to be supported by guidance and support for leaders to ensure quality performance and development conversation	Feedback and monitoring
6	A new probationer training programme will align with the Modern Apprenticeship Scheme	Approval of new probationer training programme for delivery 2019/20 Probationer and modern apprentice feedback
7	Modernise the way we deliver leadership development and training	Better delivery of leadership development and training

13. Three reports have been submitted to the SPA Resources Committee reporting on progress in delivering the People Strategy. These reports were considered in February 2019, June 2019 and November 2019. No further updates had been submitted at the time of our inspection in March 2020.
14. The reports provide a narrative update on each of the three priorities, but do not systematically provide measureable details of progress. The June 2019 report details the actions set out in the People Strategy implementation plan and includes the People and Development delivery plan, which provides indicative timescales. The November 2019 report includes updates on progress against each of the actions, but give no detail as to progress against defined timescales or measurement of impact. This is despite the SPA's Resources Committee asking repeatedly for reports to provide clear updates on progress, identifying actions completed, ongoing or not yet started, with an explanation of any slippage, associated risks and plans to get back on track. This is captured in the approved minutes of meetings of the Resources Committee on 7 June⁷ and 5 November 2019⁸.
15. The Leadership, Training and Development function has an annual delivery plan and produces monthly reports for the Director of People and Development to show progress on the key action areas from the People Strategy. Delivery of core training (business as usual) is also reported on a monthly basis. HMICS found that many LTD staff spoken to were unaware of any key performance indicators, other than demand and throughput information.

⁷ [SPA Resources Committee - Minutes of Meeting - June 2019](#)

⁸ [SPA Resources Committee - Minutes of Meeting - November 2019](#)



16. Each area, division or function of Police Scotland is required to have a bespoke 'People Plan' to support the operational delivery of the People Strategy. These plans should reflect the context in which each area, division, or function operates, and address their specific challenges and priorities, including training and development actions and outcomes. HMICS could not identify a systematic reporting process for these plans at a national level. We were told that each area, division or function was actively engaging with both Human Resources (HR) and LTD business partners in the delivery of plans and exercising governance through either a People Board or other local forum.

Performance reporting

17. HMICS could not identify any systematic performance reporting associated with the LTD function as a whole. The quarterly People Management Information Dashboard Report⁹, which is submitted to the SPA Resources Committee, has included very limited information on training and development to date. The dashboard report from 6 February 2020 includes the number of days training provided for police officers and staff. The report also provides the percentage change in these figures, and the key indicator of number of days training per employee.
18. The Police Scotland Quarter 3 Performance Report 2019/20, considered by the SPA Board on 25 March 2020, includes lengthy narrative on the training being delivered and planned across the organisation. However the report contains very limited quantitative or qualitative information on the impact of that training. Indeed, there is no data at all in the report relating to training delivery and outcomes.
19. Training and Development staff were unaware of any key performance indicators for their work other than demand and throughput information, with most expecting their own performance to be judged on whether delivery timescales have been met. Most felt that the People Strategy and the Chief Constable's commitments had been set without providing the means or resources to deliver them. Training and Development staff had not been involved in any consultation on the content of the People Strategy or the Chief Constable's commitments.

Learning outcomes and evaluation

20. HMICS would expect there to be a hierarchy of performance reporting set out, which should routinely report across LTD and for every programme of learning. Similarly, LTD performance reporting should be adequately reflected in both People and Development and force-level reporting. All courses should have clear ongoing evaluation frameworks, which assess the quality and delivery of training and development activities, as well as assessing their ongoing impact on wider outcomes.
21. HMICS heard from frontline officers and Training and Development staff that most courses, but not all, have clear learning outcomes set out and reviewed at the start and end of the course. It was less clear that non-mandatory training had well-defined outcomes or that they were routinely evaluated.
22. We were consistently told by LTD that a number of key training programmes, including probationer training and first line manager training, were of a high quality. However there was a lack of qualitative and quantitative feedback data to evidence this assertion and the views expressed by frontline officers and staff organisations clearly contradicted this assertion.

⁹ [SPA Resources Committee - People Management Information Dashboard Report Q3 - 6 February 2020](#)



23. The LTD function uses the Kirkpatrick model for training evaluation¹⁰, with Level 1 (routine assessment at the end of each course to assess reaction) being the most common application and Level 3 (application of learning and impact on behaviour) now being seen as increasingly important to assess operational impact. The product of this evaluation is not produced routinely for monitoring.

Benchmarking and accreditation

24. Given the lack of systematic performance reporting and limited use of key performance indicators, HMICS could not identify evidence of regular benchmarking activity to compare results and trends with other relevant bodies.
25. Neither 'My Career' nor 'Leadership Pathways' seem to have emerged as a result of an options appraisal, and we found no evidence of any benchmarking having taken place with other police forces or bodies. The ideas for both seem to have emerged from discussions in the Leadership and Talent team in an effort to address the continued shortcomings of the PDC appraisal process, in particular the need to provide all officers with opportunities for development, not just those with aspirations for promotion.
26. The 'Accelerated Leadership Pathways' approach was subject to benchmarking with the Police Service of Northern Ireland and the Metropolitan Police Service, both of which have fast track processes in place, and use the College of Policing Assessment Centre.
27. Training and development benchmarks were evidenced as part of the development process of the Transforming Corporate Systems and Services (TCSS) full business case. However, these primarily related to the relative size and scope of the function. The lack of systematic benchmarking of performance and value for money is a consistent weakness in the approach to assessing outcomes.
28. The Scottish Police College, Tulliallan is an approved Scottish Credit and Qualifications Framework (SCQF) Credit Rating Body (CRB). This approval requires compliance with a set of criteria consistent across all CRBs. Police Scotland programmes recognised on the SCQF include Probationer Training and the Investigators' Development Programme. The Scottish Police College is also an Scottish Qualifications Authority (SQA) approved centre, which allows the awarding of SQA qualifications such as the Diploma in Police Service Leadership and Management. This is a highly valued recognition and the Scottish Police College is to be commended for both achieving it and consistently retaining it.
29. HMICS found that effective internal quality assurance is also applied to other non-accredited training programmes, but not to all. This limits the level of assurance which HMICS can place on the quality and outcomes of the overall provision of training and development in Police Scotland.
30. The HMICS Inspection Framework (section A – Outcomes) sets out an expectation that performance management should enable the demonstration of quality of service and best value, linking effectively with risk management and continuous improvement processes. We found a lack of evidence to meet this expectation. Similarly there was a lack of efficiency and effectiveness indicators linked to stated outcomes. There is no comprehensive performance management framework in place for training and development.

Recommendation 1

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

¹⁰ Kirkpatrick Evaluation 4 Level Model (Donald Kirkpatrick, former Professor Emeritus at University Wisconsin) introduced 1959 (latest version 2016).



31. A set of 'Chief Constable's Commitments' was established in 2019. These were widely communicated to all officers and staff and presented in the Chief Constable's report to the public meeting of the SPA Board in May 2019. These show that the Chief Constable's personal commitment to making improvements to probationary training, and the promotion process.

Chief Constable's Commitments

Communications and Engagement – I will provide a series of communication and engagement events to give offices and staff across the organisation a voice and to keep you informed.

Probationary Training - I will modernise the probationary training programme to ensure that officers have the most appropriate and relevant training when they are deployed.

Promotion and Performance – I will provide a focused promotion process, which recognises day-to-day performance.

Uniforms – I will provide all operational officers with access to new and better quality uniforms.

Mental Health and Wellbeing – I will work with health partners to ensure a reduction in the time you spend with individuals who require a mental health intervention.

Divisional Funding – I will provide every Divisional Commander funding to use at their discretion in their divisions and departments.

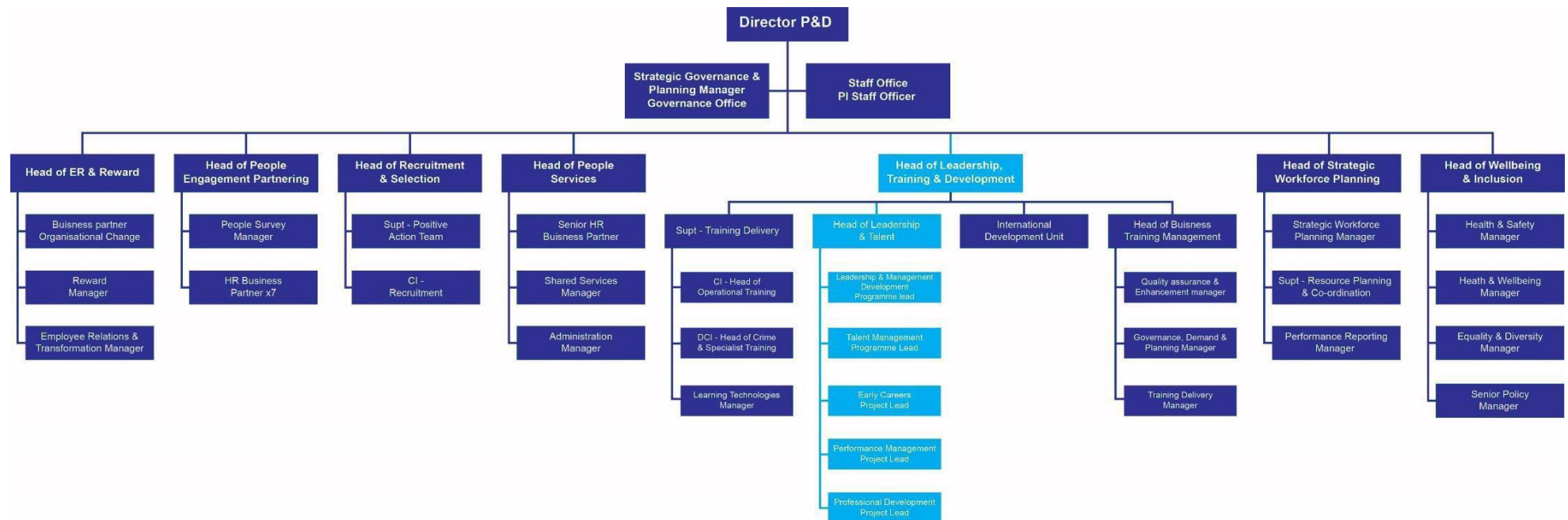
32. For this inspection, the relevant commitments are those relating to appraisal and promotion processes. Whilst progress will be monitored on an ongoing basis at the Senior Leadership Board, HMICS is unaware of any evaluation framework being in place to assess the impact of the Chief Constable's commitments. The officers and staff spoken to had limited awareness of what progress was being made in relation to the commitments. In his report to the SPA Board on 22 May 2019, the Chief Constable stated he would monitor development work and assess progress throughout the year, before reporting to officers and staff in March 2020.
33. With a revised set of commitments due to be published soon, there is an urgent need to establish an effective means of evaluating how they have impacted on operational policing.

Recommendation 2

Police Scotland should establish an evaluation framework to assess the impact of the Chief Constable's commitments

Leadership and Governance

34. Leadership, Training and Development is (LTD) is part of the wider People and Development function of Police Scotland (structure shown below). LTD is led by a Chief Superintendent, supported by two Superintendents and a Business Manager. Significant work is generated from the force's ongoing commitment to recruit and train around 800 probationers each year. The Leadership and Talent team of 28 members of staff is a small part of the wider LTD structure, responsible for all leadership training for Police Scotland. The structure is outlined in the diagram below, which was provided by Police Scotland during the course of the inspection.





35. The current head of LTD (Chief Superintendent) has been in the role for two years, which has provided stability for the department. Prior to this appointment, however, there had been a succession of short term appointments, which meant there was a lack of consistent leadership and strategic direction for Learning, Training and Development over the first five years of Police Scotland.
36. The introduction of a Superintendent post to head up the Leadership and Talent function has made a positive difference. Staff reported that this has enhanced the credibility of the team with officers and staff across the force, and that it has made it easier for the department to engage with the Force Executive. HMICS considers there to be a need for consistency of leadership in this important function in order to continue to make progress in support of the commitments outlined in the People Strategy.
37. HMICS found the leadership delivered by the Leadership, Training and Development's Senior Management Team (SMT) to be supportive and effective. The SMT, particularly in the Leadership and Talent function, was seen to be visible, and to operate effectively as a team, with regular engagement with staff via individual and regular team meetings. Staff consulted said they felt supported by the SMT. There was, however, frustration expressed about the lengthy decision making process surrounding the force governance arrangements.
38. Many of those we spoke to found the corporate governance arrangements to be unclear. Concerns were raised by members of the Training and Development team in relation to the timescales for papers to be progressed through the various strategic meetings.
39. The introduction of the Strategic Training and Coordination Group (STCG), which is chaired by the DCC for People and Professionalism, is seen as positive. The purpose of the group is to consider mechanisms for the co-ordination and prioritisation of Police Scotland's training requirements, and to consider the wider impact of training across the force. Those consulted were of the view that this group provides a voice for the LTD team, although at the time of inspection this group had only met on one occasion.
40. We found evidence of effective governance within the LTD function through its internal meetings. We observed the monthly tasking meeting where representatives from across LTD provided relevant updates. The purpose of this tasking meeting is to manage and prioritise LTD demands, core activity and resources, and to escalate any issues or recommendations to the People and Development Senior Management Team. This meeting was well attended, with representation from across the function as well as from HR and IT.
41. We also observed the Scottish Police Authority (SPA) Resources Committee, where matters relating to people, finance, ICT, procurement and estates, are considered. It was clear that members of the Resources Committee felt they were not being provided with an overview of progress of all aspects of the People Strategy. Some felt they were only told what was being progressed on time and that there was a lack of detail in the updates regarding any areas that were behind schedule, and the reasons for this.
42. The Chair of the SPA's Resources Committee is the longest standing Board member, and has significant experience and knowledge of the journey Police Scotland has been on since her appointment in 2015. The SPA has been encouraging Police Scotland to deliver a Leadership Strategy over this time. There is frustration that the positive progress Police Scotland's Finance function has made in terms of the quality of reports and updates provided to the SPA's Resources Committee, has not been replicated by the People and Development business area.



43. Another important role performed by the SPA is the recruitment of Chief Police Officers to Police Scotland. This is progressed through the Succession Planning and Appointments Committee, which was formed in 2018. The SPA is to be commended on the development of a robust, professional, and fair process that has seen the appointment of a new Chief Constable, three new Deputy Chief Constables, and five Assistant Chief Constables in the last two years (a further two Assistant Chief Constables were appointed in July 2020).
44. At a strategic level, the DCC for People and Professionalism now has responsibility for Leadership, Training and Development, and the Director of People and Development reports directly to the DCC. The DCC's portfolio also includes Professionalism and Assurance, Corporate Communications, and Legal Services. Since the DCC's direct involvement, the relationship between Police Scotland the College of Police has been strengthened.
45. The fact that one week of the Strategic Command Course (SCC) was delivered at Tulliallan at the start of 2020 is evidence of a positive and close relationship. Police Scotland is currently supporting seven candidates, including one member of support staff, for the Senior Police National Assessment Centre (SPNAC), which is the UK assessment to access the SCC. This number represents a considerable improvement from previous years and better reflects Police Scotland's status as the second largest force in the UK.
46. At a more operational level, the Leadership element of the Leadership, Training and Development function, is the responsibility of a small Leadership and Talent team, which competes for attention, resource, and status, against other areas of LTD. This was one of the areas for development identified by the Leadership and Talent function through the self-assessment that was carried out in January 2020 as part of the preparation for the HMICS inspection.
47. Given the extent of transformation work being progressed by Police Scotland, and the importance of effective leadership to deliver change, HMICS considers that Police Scotland should review the level of resources devoted to leadership training. It is worth considering if the Leadership and Talent function should lift out from LTD, and be aligned with a business area where there are more direct links with organisational change, professionalism and assurance.
48. The Scottish Fire and Rescue Service (SFRS), for example, has separated out Training from Leadership. Operational training has its own Directorate, led by a Director who is part of the Strategic Leadership Team. Leadership, management, and non-operational learning and development are managed through the Leadership and Skills Development Team, which is part of the 'People and Organisational Development' business area.

Recommendation 3

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

49. Prior to the creation of Police Scotland, newly promoted officers attended leadership courses at the SPC. These courses were delivered at all ranks, from first line manager to senior leadership development courses.



50. With the introduction of Police Scotland in 2013, leadership roles and remits changed and expanded to include national and functional responsibilities, however there has been a lack of investment in leadership training and continuous professional development ever since. Despite the People Strategy Implementation Plan (at the end of 2018) including an action to modernise and improve the way the force delivers leadership development and training, there has continued to be a lack of prioritisation and lack of resources. In the absence of this investment, the Leadership and Talent team has been unable to support police leaders with training and development.
51. The SFRS was formed at the same time as Police Scotland, and also had to transition from previous arrangements to a national structure. The fire service has continued to provide Leadership Development Programmes at four levels: supervisory; middle; strategic, and executive, which can be used to develop those already in leadership roles, as well as those seeking to advance into promoted posts. At strategic and executive levels, the fire service provide 'experiential learning' to grow its leaders, including coaching, mentoring, action learning sets, work-based assignments, cross-sector leadership seminars, and leadership exchange opportunities. These are all opportunities that legacy police forces provided to varying degrees, but which were not continued by Police Scotland.
52. In order to develop appropriate programmes to support leaders at all levels in the organisation, HMICS would expect to see a full Training Needs Analysis carried out for each rank in the force.
53. Since 2013, the only leadership training that has been delivered with any degree of regularity is the course for first line managers. There have been a number of pilots, aimed at senior ranks and grades, however we found that leadership courses are under-developed and have not been taking place. This means that officers and staff who have been promoted during the past seven years have received no leadership training or development since their attendance on a first line managers' course.
54. The lack of investment in leadership development over the years has various consequences. In our interviews with former and serving chief officers and senior leaders in partner agencies in Scotland as part of fieldwork for a previous inspection about selection and development of chief officers, a consistent observation was that police leaders were very effective in command roles responding to critical incidents, but were generally lacking in emotional intelligence, self-awareness, and strategic perspective.
55. During this inspection, HMICS received feedback from staff associations to the effect that the lack of leadership training has become obvious. This has been evident in relation to some performance and conduct issues, where staff associations report a lack of reflective behaviour in leaders which has resulted in avoidable grievance and misconduct proceedings. It is noteworthy that a coaching pilot for newly promoted sergeants commenced in November 2019 to assist their development as emotionally intelligent managers in addition to technical and administrative skills.



56. HMICS found that following promotion, police officers can wait for a considerable period of time before gaining access to the First Line Managers' course. Some officers stated they had been performing the role for around 18 months before completing this course. Police staff wait even longer as there are only a small number of spaces reserved for police staff on each course. Those interviewed were all of the view that an appropriate leadership course should be completed prior to undertaking a supervisory role.

Recommendation 4

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

Recommendation 5

Police Scotland should ensure that all officers and staff are provided with appropriate leadership training prior to undertaking a supervisory role

Leadership strategy

57. HMICS is clear that improved leadership performance leads directly to improved organisational performance. It is important to have a clearly articulated vision which both describes the future direction and purpose of the force, and which allows it to effectively shape its leadership style and approach. This requires the support of a strong culture of learning and improvement. We consider it essential that there is a clear understanding of the value of effective leadership and development in achieving the force's vision.
58. One of the three priorities set out in the People Strategy is 'Inspiring Leadership – winning hearts and minds to drive success'. The Strategy sets out a number of outcomes for this priority including:
- Leaders at all levels of Police Scotland are supported and empowered to build commitment to our vision, values and developing culture
 - Our leaders provide clarity of vision and purpose, aligned to clear and compelling goals for working with the public and communities in Scotland
 - Leadership support is provided at all levels
 - We attract and retain talented people who have the right skills and mind-set
 - We have a strong executive leadership team acting cohesively and providing one leadership voice.
59. The People Strategy Implementation Plan for this priority includes an action to 'modernise the way we deliver leadership development and training' resulting in 'better delivery of leadership development and training'. The Strategy includes, as an appendix, a new Leadership Framework for Police Scotland. This sets out the various levels of leadership and deliverables. Various courses have taken place on a pilot basis, but not then developed into an established training programme.
60. The Leadership Framework is very similar to that being used by the Police Service of Northern Ireland (PSNI). This is covered in an HMICFRS inspection of PSNI, published in 2018¹¹. The PSNI strategy describes the leadership skills required at three levels: emerging leaders (Sergeants and staff equivalents); established leaders (inspectors, Chief inspectors and staff equivalents), and executive leaders (superintending ranks and staff equivalents).

¹¹ [HMICFRS - Inspection of PSNI - 2018](#)



61. Police Scotland has made a number of attempts to deliver a Leadership Strategy since 2013. The original Police Scotland corporate strategy¹² set out the aspiration to 'Enhance our capability by focusing on leadership development at all levels in the organisation'. The SPA Human Resources and Remuneration Committee (HRRC) was consulted on a draft Strategy on 29 May 2015. The focus of the strategy was on developing leadership skills, knowledge and behaviours across all ranks and roles within the organisation. The strategy set out a set of leadership principles and an action plan for its delivery. This strategy was 'soft launched' in August 2015.
62. Three years later, a report to the SPA People Committee on 26 October 2017 provided an update on the development of a new Police Scotland leadership strategy, framework and set of leadership programmes, the aim of which was to help support the development of leadership at all levels within Police Scotland, in line with Policing 2026¹³ aims. This work ultimately led to the People Strategy and Leadership Framework which was considered by the SPA in August 2018.
63. HMICS has identified that the development and implementation of these strategies were linked to the restructuring of the Training and Development function, which may account for issues with implementation in relation to changes of leadership, pace and appropriate resourcing.
64. In June 2015, the College of Policing published its Leadership Review¹⁴ which set out the case for change in the way those working in policing are equipped with leadership skills and knowledge. The review made a number of recommendations which included:
 - Existing police leaders should influence and drive the required culture change by demonstrating their own commitment to personal development and supporting the implementation of the review
 - Create a new model of leadership and management training and development which is accessible to all within policing.
65. As part of the follow up to the Leadership Review, the College of Policing, HMIC and the NPCC launched their 'Guiding Principles for Organisational Leadership' in February 2017¹⁵. The principles are based around criteria which, according to these bodies, ought to underpin effective organisational leadership and provide guidance on what this should look like in a policing context, so as to help forces develop a shared and consistent understanding.

¹² [Police Scotland - Corporate Strategy 2014](#)

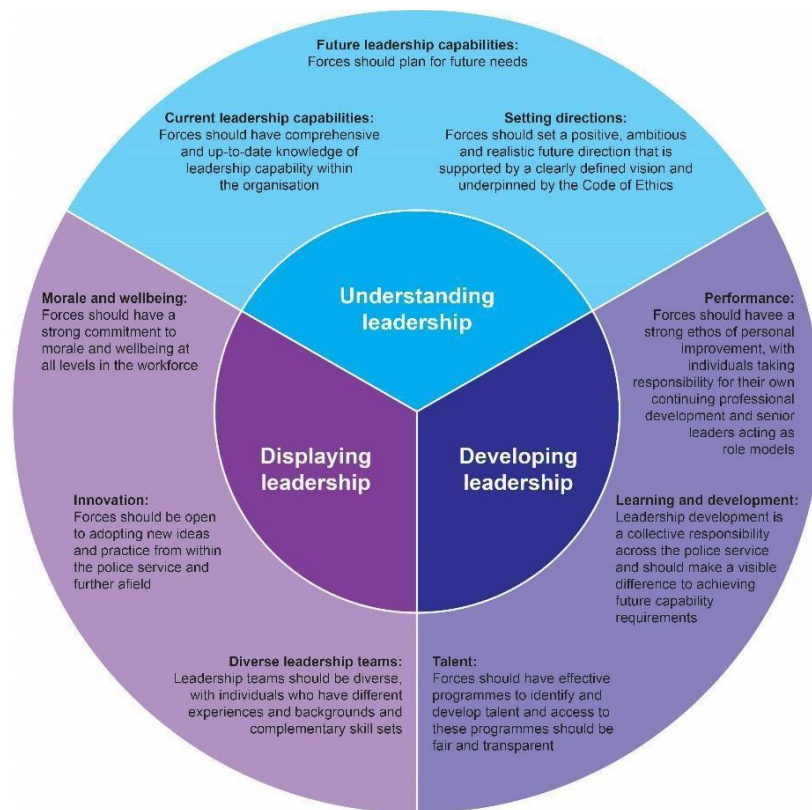
¹³ [Police Scotland - Policing 2026](#)

¹⁴ [College of Policing - Leadership Review - June 2015](#)

¹⁵ [College of Policing - Guiding Principles for Organisational Leadership - February 2017](#)



Guiding principles for organisational leadership



66. These principles are central to the new model of leadership, development and management training now offered by the College of Policing. They emphasise the importance of creating a learning culture within a police force and that professional, personal and business skills should form the core programme based on the concept of 70:20:10 learning and development, with the priority being vocational, or 'on the job' learning. The principles also state that a clear strategic and operational workforce plan requires to be in place to ensure that there is a clear link between development opportunities and future workforce capabilities.
67. HMICS is aware of a project being carried out by the Open University's Centre for Policing Research and Learning and the Mayor's Office for Policing and Crime¹⁶, which involves all police forces in England and Wales, and is intended to support the transformation of training and development to support the realisation of Policing Vision 2025.

¹⁶ [Open University's Centre for Policing Research and Learning](#)



Planning and Process

Workforce planning

68. HMICS is clear that an effective strategic and operational workforce planning system is required to ensure there is a clear link between the training and development programmes, and the projected future workforce capabilities. Within a context of changing demand, increasing expectations and a budget deficit, and with more than 85% of the revenue expenditure of Police Scotland being related to payroll costs, the importance of workforce planning has never been more apparent. The development of a comprehensive strategic workforce plan, underpinned by robust demand and productivity data, is essential to ensure resources are prioritised and used to support the delivery of an effective and efficient police service.
69. Audit Scotland has been consistent in stating that financial planning arrangements for policing have been undermined by the delay in preparing a robust workforce strategy and recommended in its most recent SPA Section 22¹⁷ report that 'Detailed workforce plans, including scenario planning, are required to support the delivery of financial balance and Policing 2026'. It considered that workforce plans are a critical element of financial planning and takes the view that until these are in place, it is not possible to accurately determine long term financial sustainability.
70. Police Scotland has defined strategic workforce planning as a means of determining the current state of the workforce, the required future state of the workforce and the means to get from one to the other. The delivery of training and development is fundamentally linked to workforce planning, and the latter should set out the future capabilities which the force requires in order to deliver its vision.
71. HMICS has been undertaking assurance work in respect of workforce planning since April 2018, following the launch of the Scottish Police Authority and Police Scotland's 'Serving a Changing Scotland' Strategy the year before. The Strategy gave a commitment to developing a flexible and adaptable workforce to meet new and changing demands. At that time, HMICS sought to supply evidence about any capacity created by Police Scotland's transformation programme to inform decisions about officer and staff numbers.
72. HMICS has found that, although the production of workforce plans is a critical element, it is the wider system of strategic planning and transformation delivery which will ultimately deliver a sustainable policing model for the future. The scope of our assurance work has therefore expanded to examine this wider system in order to assess whether a sustainable and viable policing model is being designed and implemented. Since the SPA People Committee first considered a draft framework for workforce planning on 26 October 2017, progress has been slow.

¹⁷ [Audit Scotland and Scottish Police Authority - 2018/19 Annual Audit Report - 17 December 2019](#)



73. On 22 May 2019, the SPA Board approved a 'Framework for Strategic Workforce Planning 2019-26'¹⁸. This adopts the 'NHS Six Stage Framework'¹⁹ for workforce planning. The framework includes specific commitments to 'develop and introduce a training needs analysis and strategic training plan based on the skill requirements identified', and to 'continue to develop and implement our leadership framework that provides clear career pathways and leadership development opportunities at all ranks and levels'. The original delivery dates set out in the framework have not been met, although the framework itself remains the effective template for the delivery of workforce plans.
74. A Strategic Workforce Plan Interim Report was considered at the SPA Board on 27 November 2019²⁰. A 12 month timeline set out the process for the production of a completed plan in November 2020. The latest update report to the SPA Resources Committee on 17 March 2020²¹ showed some slippage in the process. However, the commitment to deliver a plan, due by November 2020, remains in place.
75. At the time of our inspection there had been very limited engagement with LTD in the workforce planning process. However, this was expected to come later in the process when the stage of defining the required workforce is reached.
76. HMICS found that there was a lack of systematic skills auditing and training needs analysis being conducted across the force, both of which are essential in establishing both current skill sets and those which will be required, as well as the optimum delivery approach for training and development programmes. Similarly, 'Base Level Occupational Competencies' for each rank or role provided by the new Competencies and Values Framework, have not been completed, albeit we have been told this work is now in hand as part of the preparation for My Career. Whilst these elements do not form part of workforce planning, they are fundamental to progressing its implementation in terms of training and development.

Performance Appraisal

77. The Audit Scotland Best Value Toolkit: People Management²² highlights the importance of organisational management and development of their staff in order to achieve organisational goals. Basic practice should see annual performance appraisal systems operating consistently at service, team and individual levels. The toolkit includes an assessment matrix, which shows the practices that should be in place in order to manage and develop the performance of staff towards the achievement of organisational goals.
78. HMICS would expect an organisation of the size and scale of Police Scotland to have a performance appraisal system in place that provides clarity to officers and staff in relation to what is expected of them. Each member of staff should have an individual set of objectives and a personal development plan that links to, and supports, the organisational strategy.
79. The results of the most recent Police Scotland/Scottish Police Authority staff survey were published in 2015. The results demonstrated that a significant number of people did not feel valued for their contributions and there was a strong feeling that there were insufficient career development opportunities. This was echoed by officers HMICS spoke to as part of the Local Policing inspection of Greater Glasgow Division in 2019.

¹⁸ [SPA Board Meeting, Framework for Strategic Workforce Plan 2019-26, 22 May 2019.](#)

¹⁹ [Scottish Government, Scottish Government Integrated Health and Social Care - Workforce Planning for Scotland: Guidance - December 2019 December 2019.](#)

²⁰ [SPA Meeting - Strategic Workforce Plan Interim Report - 27 November 2019](#)

²¹ [SPA Resources Committee - Strategic Workforce Plan Update - 17 March 2020](#)

²² [Audit Scotland - Best Value toolkit - People management - July 2010](#)



80. In its People Strategy, launched in 2018, Police Scotland stated its commitment to ensuring its people are afforded the opportunity to have meaningful conversations regarding their performance. This will assist in ensuring that all staff and officers are clear on what is expected of them, encouraged to meet and maximise their potential, and are committed to achieving the highest possible standard in what they do.
81. The current appraisal system in place across Police Scotland is 'Personal Development Conversations' (PDCs). PDCs were implemented to support the commitments in the 'People Strategy'.
82. HMICS found that officers and staff across the service want to receive meaningful feedback regarding their performance. However, the majority of those consulted during this inspection had not received a PDC in the previous 12 month period.
83. HMICS identified the following areas of challenge and difficulty with the current PDC process:
 - The process is not mandatory;
 - The form to be completed as part of the PDC process is not compatible with the Force SCOPE HR system. A process has been developed to allow line managers to upload the completed PDR document onto the SCOPE system. This process is seen as cumbersome, time consuming and difficult to use; and
 - The PDC is not considered to be linked to progression or career development opportunities.
84. These issues have contributed towards extremely low completion rates across Scotland. The completion level was reported to be less than 30% for 2018 -19, and by the time of our inspection it was said to be as low as 4%. This means the vast majority of staff in Police Scotland have not had those meaningful conversations about performance and personal goals.
85. During 2018 and into 2019, PDCs were still being referred to in Police Scotland documents, with the emphasis on finding ways to improve participation and completion rates. Following a report by internal auditors, Police Scotland decided to modernise the appraisal system, including recognition of day to day performance as per the Chief Constable's commitment.

Continuous Professional Development

86. The Chief Constable and wider executive team have recognised the need to introduce continuous professional development opportunities for all staff, and to develop processes that identify talent at an early stage. This is recognised in the People Strategy, which highlights the intention to make improvements in leadership, promotion, people and career development.
87. In late 2018, Police Scotland recruited a new specialist from the private sector, whose role was to reinvigorate the Continuous Professional Development (CPD) programme. However, we found that this person was often diverted to work on other areas of work. Whilst there have been several new CPD events piloted, the development of a wider suite of programmes has not been seen as a priority leading to a lack of developmental opportunities for officers and staff.
88. In 2019, a total of three continuous professional development seminars were delivered. These events covered the themes of 'Brave Leadership': resilience; change management, and emotional intelligence. A new concept to bring people together for short, focused development sessions, 'Empower hours', was also piloted. HMICS welcomes this more flexible approach to learning, and the use of different learning media in sessions lasting between 60 and 90 minutes, as opposed to the traditional eight hour training day. The new force appraisal system, 'My Career', will require a range of products to be available in order to demonstrate the force's commitment to developing its people and to ensure credibility and active engagement in the new process.



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

Acting/Temporary Promotions

89. HMICS found that the use of acting and/or temporary promotions is a very useful developmental tool. There is a clear distinction between the terms 'acting' and 'temporary' promotions, however we found that across the force there are differing interpretations of these terms. In 2019, force guidance was issued in order to standardise the application process for such developmental opportunities across the force. However, inconsistencies persist in relation to how people are selected for acting and/or temporary promotions and how long they perform these roles.
90. We found that 'acting' promotions are used, sometimes for as little as one shift, to backfill short term absences in E and J divisions (legacy Lothian and Borders Police). There is a pool of 'acting' officers in these divisions who can often find themselves moving from station to station over the course of a week to cover absences or absences. We heard from officers that supervision from an acting Sergeant for very short periods was not helpful and could even be more disruptive than having no supervisor at all. We also received feedback from officers carrying out these 'acting' roles that they would prefer the opportunity to lead a team for a longer period of time. In other parts of the force, short-term gaps in supervisor are covered remotely, often with a senior Constable taking responsibility for team briefings.
91. 'Temporary' promotions are used to backfill medium to longer term gaps, and provide more continuity and consistency for officers performing the role as well as for those they are leading. A protracted period in the role allows officers to develop in the role and to get to know the officers and staff they are leading.
92. The different approaches to acting/temporary promotions across Police Scotland are not sustainable in a national police service, and could result in officers in some parts of the force gaining an advantage in the promotion process.

Recommendation 7

Police Scotland should review the use of acting and temporary promotions to achieve consistency across the organisation

Promotion

93. The Police Service of Scotland (Promotion) Regulations 2013 set out the eligibility criteria for promotion.



94. The national promotion process is open to anyone who meets the essential criteria outlined in the Police Service of Scotland (Promotion) Regulations 2013. Officers must be competent in their current rank and have evidence to support their ability to perform at the next rank. To be eligible to apply for promotion, officers must have successfully completed their probationary period (for Constables and Sergeants) and hold either the Diploma in Police Service Leadership and Management (DPSLM) or passes in previous promotion examinations as follows:

Promotion to rank of:	Required police examinations:
Sergeant and Inspector	Elementary Examination or General Police Duties, Traffic and Crime Examinations or Diploma in Police Service Leadership and Management
Chief Inspector upwards	Elementary and Advanced Examinations or General Police Duties, Traffic and Crime Examinations or Diploma in Police Service Leadership and Management

95. The previous qualification criteria for police promotion in Scotland were contained within the Police (Promotion) (Scotland) Amendment Regulations 1971, and were open to all officers. In contrast, gaining a place on the current promotion qualification, the DPSLM, is an extremely competitive process for a limited number of places.
96. In 2018-18, there were only 265 students studying for the Diploma, having had 1351 applicants. In May 2019 there was a decision to halt the Diploma application process due to plans to replace it with the Sergeant Professional Development Qualification, but this requires a change to the Regulations. HMICS is aware that there is a potential that 400 places on the DPSLM could be made available for 2020-21.
97. The DPSLM takes around 18 months to complete. Officers spend an average of 868 hours on personal study time and this presents a challenge to people with caring or other responsibilities. We learned that this impacts on the diversity of candidates able to commit to this qualification. The DPSLM currently has a 10% attrition rate, with the main reason for withdrawal being a lack of prior appreciation of the personal commitment required.
98. Once qualified, officers are then eligible to apply for promotion. The current promotion process is a competency based process. Officers apply for promotion in response to an advertisement by the recruitment and selection team during recruitment periods. The first stage is completion of a competency based application form. This form is submitted to the 'National Police Promotion Process' (NPPP) team via the applicant's line manager. A sifting panel will then determine which forms are progressed to the next stage of the process, that being attendance at the NPPP selection panel, which comprises of a competency based structured interview and a 10 minute presentation.
99. We found the current promotion process to be extremely resource-intensive. Divisional and departmental senior officers often have their time consumed by assisting officers prepare for the process, verifying evidence, applying line managers' comments, carrying out 'mock interviews', engaging with local sifting panels, or assisting with interviews.



100. Concerns were raised by officers and staff to that the current promotion process for police officers is subjective and disproportionately time consuming. We heard that it is a learned process, which does not take account of day to day performance, and that line managers at all levels invest a considerable amount of time in assisting people prepare for various elements of the promotion process. We consider that the amount of time invested in assisting officers to prepare for the current promotion process would be better utilised in the wider development of officers and staff.
101. We also learned that once officers have been successful, they can spend a considerable period of time in promotion pools awaiting suitable posts. HMICS considers the timescales for progress to the next rank upon promotion to be excessive.
102. The timescales below indicate the average length of service before promotion up to, and including, the rank up to Superintendent:
- | | |
|-------------------|------------|
| ■ Sergeant | 15.3 years |
| ■ Inspector | 20.3 years |
| ■ Chief Inspector | 22.0 years |
| ■ Superintendent | 26.5 years |

My Career and Leadership Pathways – New Approaches to Appraisal and Promotion

103. Police Scotland is in the process of developing new approaches to appraisal (‘My Career’), career development and promotion (‘Leadership Pathways’). Both were considered previously by Police Scotland, however the real focus began when the Chief Constable committed to providing a promotion process that recognises day to day performance, and the continued reduction of participation in the PDC process.
104. The new approach will see the introduction of a ‘Competency Values Framework’ (CVF) which has been adopted from the College of Policing (see reference to College of Police Leadership Review at paragraph 62), and which places a strong emphasis on ‘behaviours’. The intention is for this framework to set out clear standards of behaviour which are expected of every person working in Police Scotland, with the result being an increase in public safety and satisfaction .
105. The framework has six competencies that are clustered into three groups. Under each competency there are three levels which demonstrate how these behaviours will look in practice. All of the competencies are underpinned by the Police Scotland force values of fairness, integrity, respect and recognition of human rights.



106. Police Scotland approved My Career and Leadership Pathways as a transformation project in October 2019, with associated Project Management Office support and funding allocation to procure the Assessment Centre element. The project suffered resourcing challenges from an early stage (reducing from two full time equivalent member of staff, to 0.7), and business cases to ask for additional resources were submitted to different boards for approval. Once suggested by the Leadership and Talent team, it fell to them to navigate the various levels of governance to secure the necessary staff to deliver the project.
107. HMICS found that this has further impacted on the capability and capacity of the Leadership and Talent team to develop leadership training and CPD products. Staff in the team felt under significant pressure to deliver 'My Career' and 'Leadership Pathways'.
108. Police Scotland is a member of a forum for non-Home Office forces, including the National Crime Agency and the Police Service of Northern Ireland, hosted by the College of Policing. This meeting has been used to engage and consult on its plans for 'My Career' and 'Leadership Pathways' through providing an overview presentation to the group. Visits to Police Scotland have been made by the Metropolitan Police and Gloucestershire Police where plans were discussed and useful contacts made.

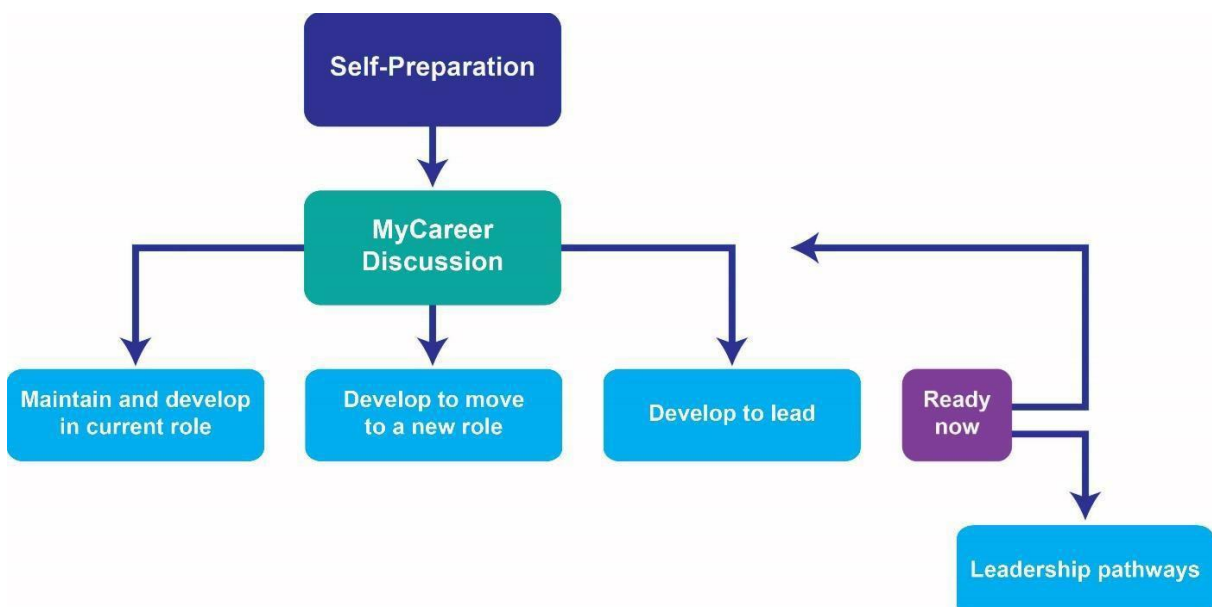


109. The improvements the force hope to achieve are as follows:

- An integrated appraisal system that is easy to use and promotes the importance of development conversations for individual and organisational performance;
- A positive change in culture across the organisation to 'empower, enable and develop' its people to create an environment that recognises everyday performance and the importance of wellbeing;
- Focus on individual performance to drive improvements in service – looking at what is delivered and the values and behaviours that are demonstrated each day underpinned by the CVF;
- The creation of a more diverse and engaged workforce that has the right size, shape and capability for the future through improved assessment processes;
- The opportunity for faster development through Accelerated Leadership Pathways (ALP) and clearly defined Leadership Pathways to attract, identify, develop and retain talent in the organisation;
- Proactive identification of future leaders and a pipeline in readiness for the future using My Career Management Information; and
- Improved wellbeing by reducing time spent out of hours completing the current diploma modules and will move to an 'on the job' model making career progression more accessible to all.

110. To support this new approach, the following products are at varying stages of development:

- My Career – an integrated system on SCoPE to replace the current PDC process;
- A new qualification to replace the DPSLM;
- Leadership Pathways – to replace the current promotion processes and a recruit to demand model;
- Accelerated Leadership Pathway (ALP) – a programme that supports accelerated development for colleagues with potential for senior positions; and
- Competency Values Framework (CVF) - nationally recognised behaviours and values framework.





Proposed Promotion Process (Police Officers)

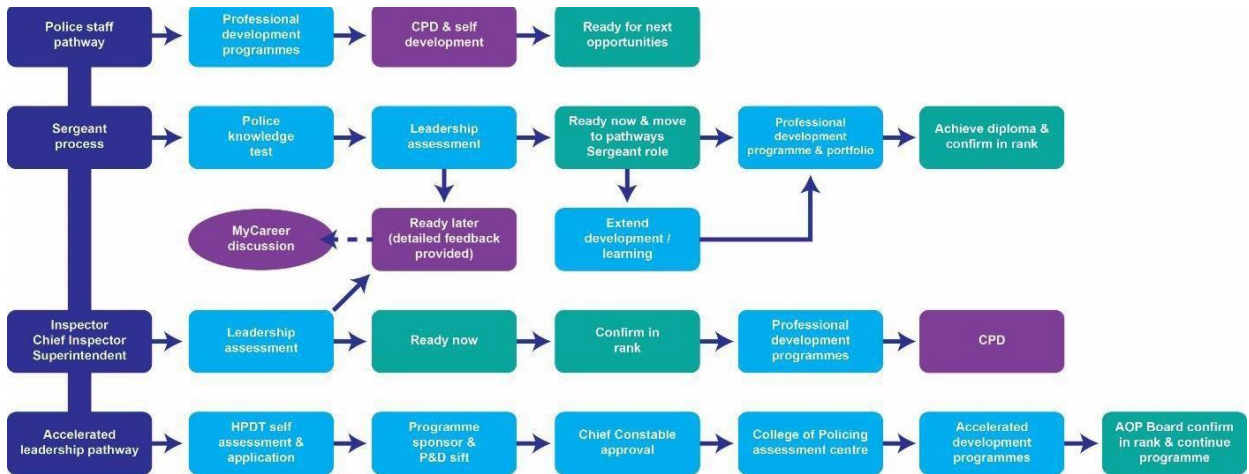
111. The proposed promotion process, 'Leadership Pathways', is intended to be an integral part of the 'My Career' appraisal process. If officers are performing well in their current role and demonstrating potential to lead within the organisation, this would be highlighted during the 'My Career' conversation with their line manager. If deemed suitable, officers may enter the 'Leadership Pathways' in which their suitability would be considered at a leadership assessment centre.
112. For Constables aspiring to become Sergeants, success at this stage would enable the officer to progress to a leadership role on a temporary basis, during which time they would complete a professional development programme and portfolio, which would include a new Diploma qualification which is still at the development stage. If officers successfully complete this and are performing competently in the role, they would then be promoted.
113. For subsequent promotions to Inspector, Chief Inspector and Superintendent ranks, the process would be further streamlined, with the 'My Career' discussion being followed by a Leadership Assessment centre and then, if successful, the officer being placed in a pool for promotion.
114. One of the differences between the traditional promotion process and the Leadership Pathways approach is the fact that there is no requirement to complete an application form or to attend for an interview in order to be promoted. Instead, a key element is the Assessment Centre, which Police Scotland initially hoped would be carried out with support from the College of Policing. Since the College of Policing withdrew from these plans due to capacity issues, Police Scotland has carried out extensive consultation and research into the best model to adopt.

Accelerated Promotion

115. Accelerated promotion schemes enable police forces to identify and develop talented people at an early stage in their police service to allow them to reach senior positions sooner than would be achieved through conventional promotion processes. Legacy police forces in Scotland invested in accelerated promotion schemes to varying degrees, the consequences of which can be seen at the most senior levels of Police Scotland.
116. Police Scotland has not operated any accelerated promotion scheme since it was created in 2013, so has had no means of 'fast tracking' individuals with potential for the most senior ranks. This is compounded by the long average timescales for promotion (see paragraph 97 above).
117. Accelerated Leadership Pathways is an adaptation of a previous approaches to accelerated career development, and relies heavily on the College of Policing for the self-assessment and Assessment Centre elements. Police Scotland will be providing the coaching and mentoring support to supported candidates. We understand that some 18 individuals at varying ranks attending the Assessment Centre earlier this year. It has since been confirmed that seven Police Scotland officers successfully completed the College of Policing Assessment Centre, two at constable rank, three at sergeant, and two at inspector level.



118. HMICS welcomes the re-introduction of an accelerated promotion scheme in the form of the Accelerated Leadership Pathway, which is both aligned to, and an integral part of, 'My Career' and 'Leadership Pathways'.



My Career and Leadership Pathways - Critical Success Factors

- 119. During our inspection of Greater Glasgow Division in 2019, HMICS found that frontline officers considered there were fewer developmental options open to them, in comparison to officers in specialist roles. They raised concerns about the limited number of places on the DPSLM which are allocated to the division, and about the competency based promotion process.
- 120. Many we spoke to during this inspection were very positive about the development of new approaches to appraisal and promotion. However, to meet these high expectations of improvement, the force will have to dedicate sufficient resources to the project.
- 121. The new appraisal system should be a tool to enable and support managers. It must be user friendly, and line managers should be trained on how to carry out sometimes difficult conversations with staff about performance.
- 122. The new appraisal process must be mandatory. It should be seen as the moral obligation of leaders across Police Scotland to have regular meaningful conversations with their officers and staff, focusing on their wellbeing, providing feedback on their performance, and considering their ongoing development.
- 123. Once Police Scotland had decided to adopt 'My Career' and 'Leadership Pathways', various engagement events took place, including presentations to the Scottish Women's Development Forum(September 2019), the Scottish Police Consultative Forum in October 2019, and across the force at divisional level through November and December 2019.
- 124. HMICS considers that 'buy-in' from officers and staff across Police Scotland will be critical to the success, or otherwise, of the 'My Career' and 'Leadership Pathways' processes. An effective communications strategy will be required to support this, and HMICS welcomes Police Scotland's stated intention that this will be led by the Deputy Chief Constable for People and Professionalism.

Recommendation 8

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



People

125. The staff working in the Leadership, Training and Development function are highly motivated and committed to providing the highest quality of training and development to the officers and staff of Police Scotland. That said, there was a feeling in the Leadership and Talent team within LTD that their efforts were undervalued, given the lack of priority and investment given to leadership training, talent management, and continuous professional development.
126. The Leadership and Talent team is made up of support staff, who come with a range of experiences from different professional backgrounds. Some staff have found limited opportunity to use their skills to best effect, and reported feeling de-skilled since joining Police Scotland from the private sector. We were impressed with the high quality of professional experience and talent in the team, and their desire to deliver leadership training and continuous professional development across the force.
127. Police Scotland has not carried out a staff wellbeing survey since 2015. A Wellbeing and Engagement survey is planned for February 2021. HMICS considers these surveys should be held more regularly to monitor the impact of the People Strategy.
128. The Chief Constable is committed to the People Strategy, and has publicly stated that the wellbeing of officers and staff is one of his top priorities. The 'Chief Constable's Commitments' which were made in 2019 were widely communicated to all officers and staff. These reflect the areas which were identified through ongoing engagement with staff as having a direct impact on morale and operational capability.
129. The Chief Constable has also introduced a 'Senior Leaders' Forum', which brings all senior members of the organisation together to provide updates on the transformation programme. The Chief Constable uses this forum to articulate his vision for the force and to engage with senior officers and staff members from across the force. Divisional and Departmental senior officers are then expected to replicate these forums locally, in order to improve communication and engagement throughout the force. HMICS heard that this approach has been viewed as a positive development.
130. The introduction of the 'Chief's Forum', an online platform which enables officers and staff from across the organisation to ask questions of the Chief Constable, has also enhanced communications and engagement across the organisation.

Diversity

131. HMICS is clear that a diverse workforce is critically important to public confidence in the police across all the communities it serves. The Policing Vision 2025²³, developed by the National Police Chiefs' Council (NPCC), Association of Police and Crime Commissioners (APCC) and National Crime Agency (NCA) states –

'By 2025 policing will be a profession with a more representative workforce that will align the right skills, powers and experience to meet challenging requirements.'

²³ [NPCC - Policing Vision 2025](#)



- 132. HMICS is aware of the work of Police Scotland’s Positive Action Team, which is aimed at improving the diversity of new recruits. There is also work underway in relation to the retention, development and promotion of officers and staff from under-represented groups, particularly from Black, Asian, and Minority Ethnic (BAME) communities.
- 133. In the next phase of inspection into training and development, HMICS intends to look specifically at the issue of diversity as it relates to Police Scotland’s efforts to recruit, retain, develop and promote officers from under represented communities.
- 134. The Director of People and Development chairs the Equality, Diversity and Inclusion Group. The role of this group is the promotion of effective mainstreaming of equality, diversity and inclusion into strategic employment priorities in line with the People Strategy. This group considers relevant data and emerging trends and facilitates effective engagement and communication in relation to equality and diversity in employment. This group reports to the Equality, Diversity and Human Rights Strategy Group, which is chaired by the DCC for People and Professionalism.

Equality and Diversity Governance Structure February 2020



- 135. HMICS heard that Equality and Human Rights Impact Assessments (EQHRIA) are part of the Police Scotland’s Quality Assurance checklist for all new training programmes. Obviously these assessments should be carried out at the start of the development process so that the assessment can inform and influence the content of new training products. However, we were told that in practice these assessments are usually completed after the product has been developed. As a result, the scope for the EQHRIA to help shape the development of the product is minimal.

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

- 136. Diversity training was previously provided as part of leadership courses at all levels. The discontinuation of most leadership courses has created a gap in the provision of regular diversity training to senior members of the organisation. We are aware that Police Scotland introduced the “How to” product in 2019, which gives all officers and staff online access to 2000 learning resources on a range of subjects including equality and diversity. HMICS considers it vital for all officers and staff to receive diversity training.

Recommendation 10

Police Scotland should ensure that diversity training is provided and mainstreamed into leadership courses at all levels as a matter of urgency



Physical Access/Attendance at Training

137. The geographical centralisation of training courses can result in a residential requirement for officers and staff who live outwith the central belt in Scotland. Officers and staff we spoke to who had attended the First Line Managers' course at Tulliallan expressed frustration that they had to make significant personal adjustments to attend, when the course could have been delivered locally, or in a more flexible way through the use of technology. The requirement for people to attend centralised training establishments for leadership courses can make access to training difficult for those with caring responsibilities or travel commitments. This could be represent a barrier to progression and promotion for people, depending on their individual circumstances.

Recommendation 11

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

Wellbeing

138. Police Scotland launched its Wellbeing Strategy in 2017. HMICS welcomes the force's focus on the wellbeing of officers and staff. A consistent theme during our inspection was the direct link between the quality of training provided to officers and staff, and the levels of confidence and wellbeing throughout the service. The delivery of the wellbeing strategy is dependent on individual line managers. Given the experience of low levels of participation in the PDC appraisal process, HMICS is concerned that there is no systematic process and no mechanism for recording wellbeing conversations or considerations.

Recommendation 12

Police Scotland should develop a systematic process to record wellbeing conversations and considerations in support of its Wellbeing Strategy

139. HMICS considers that the use of coaching is an effective way to improve the performance, learning and development of people. We also take the view that ability and potential can be maximised when officers and staff have access to the guidance and support from a mentor.

140. We found formal and informal coaching and mentoring arrangements in place across the force. Police Scotland has introduced executive coaching, which has been made available to all members of the Force Executive. The force is also carrying out a pilot scheme to provide coaching to newly promoted Sergeants. HMICS found that, whilst there are pockets of good practice in relation to coaching and mentoring, there is no systematic approach throughout the organisation, as part of core leadership and management training.

Recommendation 13

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.



Resources and Partnerships

141. At the time of our inspection, the Leadership, Training and Development function of Police Scotland had 276 members of staff, comprising police officers and members of police staff. These staff are spread across Scotland and meet a wide range of training requirements, including the training of new recruits to the service, specialist training for CID and road policing officers, and ongoing annual training courses, such as Officer Safety Training.
142. The Leadership and Talent team has 28 members of staff. This team is responsible for all leadership training, talent management and continuous professional development across Police Scotland. We found the members of the Leadership and Talent team to be highly experienced, talented professionals, who are committed to delivering high quality leadership training and continuous professional development across Police Scotland. The Leadership and Talent team also calls on the skills and experience of senior officers and staff from across the organisation to deliver training on specialist subjects.
143. Within the current structure, responsibility for various aspects of wider training sits across different business areas of Police Scotland. UK nationally accredited specialist training courses, such as firearms and public order command, sit as part of Operational Support Division. Many other business areas deliver their own training, and indeed Contact, Command and Control Division (C3) has its own training department which delivers training for its own members of staff.
144. During our inspection, we obtained financial data from Police Scotland in relation to the force's training costs for the period 1 April 2019 to 31 March 2020. The annual budget allocated by LTD for 2019-2020 was £8.5m, which includes £5.4m police staff salary costs. Of the remaining £2.8, the Leadership and Talent team was allocated £358,400. We found that the head of LTD has limited influence over the budget, owing to the fact that it sits as part of the wider People and Development budget, and we heard that the LTD budget will often be used to meet costs in other business areas.
145. Leadership training has not been seen as a priority since the creation of Police Scotland in 2013. Our inspection found evidence of the Leadership and Talent team regularly being diverted to assist with demand in other areas of LTD. Most notably, the Leadership and Talent team have been tasked with the development and implementation of My Career and Leadership Pathways. This has affected the team's capacity to carry out its core function: to provide leadership training and continuous professional development opportunities, and talent management. Staff associations told us they have resorted to providing training courses, and coaching and mentoring for their members in order to fill the void.
146. HMICS considers that Police Scotland's practice of distributing training functions across a number of business areas limits the force's ability to pool resources and provide a comprehensive and cohesive training programme.

Recommendation 14

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



147. Lack of resource in talent management has limited the ability of the force to identify and nurture talent at all levels of the organisation. Only those officers who are preparing for College of Policing assessment centres have been supported. There is no specific training for line managers to assist them to identify potential future talent. Further, supervisors have no means of accessing information about the skills and experience officers and staff are bringing into the organisation from study or work before joining the police.
148. During focus groups and interviews with officers and staff across the force, we found that many of those consulted were not aware of what training and development opportunities were available to them. The Leadership and Talent team is not well publicised across the force and steps need to be taken to raise the profile of this team and the resources it can offer.

Recommendation 15

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

Information Technology

149. Police Scotland uses a number of IT systems to manage and support training delivery.

System for Co-ordination of Personnel and Establishment (SCoPE)

150. The SCoPE system includes a module specifically designed to manage training courses, from request through to completion. Responsibility for managing this module sits with the Training Administration department. As previously stated, this system is currently being updated to include the new 'My Career' process.

Moodle

151. Police Scotland utilise an online training system known as 'Moodle'. The force has two Moodle online learning platforms, one of which is accessible from any computer or device connected to the Police Scotland IT network and is available to all officers, special Constables, SPA and police staff. The second is accessible from the internet to allow home access or to enable certain courses to be shared with partner agencies.
152. Both Moodle systems are operated and managed by the Learning Technologies Department within LTD. There are only two members of staff within Learning Technologies who are qualified to develop Moodle packages.
153. Daily completion reports run automatically on Moodle and allow individual SCoPE records to be updated with which courses have been completed on any given day. Where completion of a course results in the user qualifying for access to an IT system, the relevant completion information is automatically sent directly to the relevant system administrators. The ability of this system to provide an audit has made it a very attractive option for use when there is a requirement to audit course completion.
154. However, we heard that Moodle is not being used to best effect and that it has a poor reputation across the force. This is despite the fact that it is the most widely used online learning tool in the world, and is the platform of choice for most UK universities and colleges. Police Scotland uses the system primarily for briefing officers and staff on compliance-style courses, rather than the delivery of training, for which it is designed. Moodle has layers of functionality, which the force is not maximizing, mainly due to a lack of resources. HMICS is pleased to hear that the force has recognised a review of resources is required to support on-line learning.

Recommendation 16

Police Scotland should consider increasing its use and development of specialist training tools and ICT to deliver cost effective and accessible training programmes



Hydra

155. Another IT system considered in the course of the inspection was the Hydra Immersive Simulation System ('Hydra Minerva') training simulator system.
156. The Hydra Minerva is a learning platform designed to enable the monitoring of real-time leadership and decision making in critical incident training and a means of developing the strategic and critical decision making skills of senior investigating officers (SIOs).
157. The Hydra Foundation, which manages and licences the system, promotes the concept of all licensed Hydra users forming a community platform where they can share training exercises, methodology and research, at no additional cost. Therefore, as licence holders, Police Scotland has free access to existing training exercises and methodologies being delivered at both national and international level by police and law enforcement agencies across the world.
158. The Hydra training method is based on pre-constructed scenarios whereby participants carrying out their real, operational function, take part in a simulated exercise in which they react to, and manage, critical incidents including those of a multi-agency nature. The exercise is directed by Hydra staff, who have a training and learning background, and scenarios utilise personnel with an expertise in the subject matter. The exercise is facilitated by an individual who monitors and responds to the interactive requests made by participants.
159. In order to maintain the highest standards of training delivery, everyone involved in the delivery of a Hydra course requires to complete the two day Hydra Facilitators Exercise. This is delivered by the College of Policing at various sites around the UK. There is only one person in Police Scotland who is trained in the use of Hydra and has the relevant experience to deliver training exercises.
160. To date, 'Hydra' has been widely adopted by police forces and fire and rescue services both across the UK and internationally.
161. Police Scotland currently utilises the Hydra system when undertaking multi-agency training in a number of key areas. These include:
 - The Protection of Children and Vulnerable Adults
 - Critical Incident Training (CIT)
 - Chemical Biological Radiological Nuclear Explosive Silver Commanders Exercise (CBRNE)
 - Multi-Agency Child Investigation Exercise (MACIE)
 - Anti-Corruption Command Lead Exercise for Gold Group members.

Case Study - CIMplexity – Leading Critical Incidents

162. In early 2012, CIMplexity was developed as a strategic-level Hydra training exercise. It was designed to support the new force in its approach to the management of Critical Incidents.
163. The pilot exercise, which involved participants from across Scotland, was successfully held in November 2012. The exercise considered strategic decision making utilising the National Decision Model surrounding a Critical Incident scenario, and was set against the ethics and values of Police Scotland. The scenario specifically examined the role which diversity plays in a critical incident. Plenary discussions were used to analyse participants' communication during the scenario, with a particular focus on how this communication might be perceived by partner agencies and those outwith Police Scotland. The exercise effectively utilised case studies, many of which reflected modern operational policing scenarios. Following the pilot, inputs on critical decision making and the real-life experiences of senior officers involved in real scenarios, have been incorporated into the exercise.



164. An important benefit of the CIMplexity training system is the way it incorporates issues surrounding equality and diversity into each scenario. Within each fictitious policing scenario, participants require to work around, and deal with, issues of cultural sensitivity.
165. CIMplexity scenarios are designed to include the operation of an 'advisory syndicate'. Within the scenario, this syndicate is chaired by a senior police officer and comprises representatives from a broad range of statutory and third-sector organisations. These syndicates provide an invaluable platform on which a range of agencies can come together and experience this live scenario.
166. Over the past eight years, the CIMplexity programme has been subject to evaluation and constant evolution. It has been updated to reflect current trends and to meet current organisational learning needs. It is also scrutinised in line with Police Scotland's Quality Assurance processes to ensure it remains a highly effective training tool.

10,000 Volts (10KV) Debriefing System

167. The 10KV system was introduced by Police Scotland in 2012. In 2015, with the support of the Scottish Government, ipads were purchased to allow the 10KV system to be accessed remotely. It has been used as a debrief tool on over 140 occasions outside the Scottish Police College.
168. Both systems focus on the development of critical decision making skills, within a safe space. Feedback received at the 'debrief' process can then be used to assist with both operational and non-operational learning experiences.

Analysis of Hydra and 10KV

169. The main drawback of the Hydra suite is its geographical location and the fact that any officer undertaking this training will require to attend the SPC in order to do so. Once again, officers who have caring responsibilities or who reside outwith central Scotland, may be disadvantaged as a result.
170. There are six Hydra rooms available, two of which are multi-purpose and can be used for other training. Police Scotland's inability to host Hydra events is due to lack of staff, with only one person in the organisation who is trained in the use of the system and has the relevant experience. We understand that recruitment for vacant posts is underway and other staff are now being trained in elements of Hydra.
171. The Hydra system has the ability to record all training scenarios in real time. There is an opportunity for Police Scotland to use these recordings, and the issues addressed in the scenarios, as further training tools to be used across the organisation as a whole. At present, this opportunity is being missed, partly due to a shortage of staff trained in this function, and partly due to a lack of awareness on how the benefits of Hydra can be fully maximised.
172. At present, it is unclear whether there is a system of continuous evaluation in place in respect of either, or both, systems. It is also unclear who is responsible for the provision of the evaluation and whether the relevant 'Quality Assurance' assessments are up to date.
173. A fundamental principle of the '10KV' system is that it enables an anonymous, free and frank exchange of views between police, their partners and key stakeholders. In addition, the system enables Police Scotland to collect data which could be used to form the basis of evidence-based training products which would be relevant to operational officers. Again due to a shortage of Hydra-trained staff, this opportunity is currently being missed.
174. Hydra licence holders have free access to a wealth of training exercises and methodologies from across the world, however Police Scotland is not reaping the benefit due to the lack of suitably trained staff.



175. HMICS takes the view that both of these learning platforms have the potential to be extremely effective, flexible learning and training tools. However, at present, they are not being fully utilised.

Partnership Working

176. During our inspection we found evidence of strong links between Police Scotland and a wide range of strategic partners in the training and development arena. We also found evidence of partnership arrangements between Police Scotland and other 'blue light' partners, including Local Authorities and wider UK bodies. It was noted, however, that these partnership arrangements related mainly to operational training in areas such as emergency planning and public protection.

177. We found little evidence of joint training arrangements in relation to generic leadership development. There does seem to be an appetite to progress leadership development, and we are aware that discussions have taken place between Police Scotland and partner agencies, but these have not resulted in any joint training.

178. We found that the links between Police Scotland and the College of Policing (COP) have been strengthened in recent years. The Chief Constable is a full member of the National Police Chiefs' Council, where he is directly involved in leadership and development discussions at UK level. The Deputy Chief Constable for People and Professionalism sits on the Board for the Senior Police National Assessment Centre (SPNAC)/Strategic Command Course (SCC), and a number of Police Scotland's Assistant Chief Constables have been Syndicate Directors on the Strategic Command Course.

179. The inspection team found that Police Scotland's strong links with the COP are well established at all levels. Regular liaison with the COP led to the force's implementation of the COP values and competency framework.

180. We heard of a number of leadership training and development events which have been arranged by partner agencies and attended by Police Scotland officers and staff. Recent examples of such courses include:

- 'Common Purpose' partnership training undertaken by Superintendents in various Local Authority areas;
- 'Children Services Joint Leadership Training' – delivered at Local Authority level;
- 'Fife College Leadership Course' that has been attended by officers and staff at first line manager level;
- 'Edinburgh Leaders Forum' – currently a best value audit being undertaken re purpose; and
- 'Chief Officers Event' held in early 2019 was attended by members of 'Chief Officer Groups' from all Local Authorities in Scotland. This is intended to be an annual leadership event.

181. Whilst there is evidence of effective partnerships being forged, Police Scotland would benefit from developing a more systematic approach in its delivery of joint training packages.

Recommendation 17

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



Appendix 1 – Glossary of Acronyms

BAME	Black and Asian Minority Ethnic
CAMI	Critical and Major Incident Psychology
CBRNE	Chemical, Biological, Radiological, Nuclear, Explosive
COP	College Of Policing
CPD	Continuous Professional Development
CRB	Credit Rating Body
CVF	Competency Values Framework
DCC	Deputy Chief Constable
DPSLM	Diploma in Police Service, Leadership and Management
EFQM	European Foundation for Quality Management
EQHRIA	Equality and Human Rights Impact Assessment
HMICS	Her Majesty's Inspectorate of Constabulary in Scotland
HRRC	Human Resources and Remuneration Committee
LTD	Learning, Training and Development
MACIE	Multi-Agency Child Investigation Exercise
NPCC	National Police Chiefs' Council
NPPP	National Police Promotion Process
PDC	Personal Development Conversation
Police Scotland	Police Service of Scotland
SCC	Strategic Command Course
SCoPE	System for Coordination of Personnel and Establishment
SCQF	Scottish Credit and Qualifications Framework
SPA	Scottish Police Authority
SPC	Scottish Police College (now Scottish Police College, Tulliallan)
SPNAC	Senior Police National Assessment Centre
STCG	Strategic Training and Coordination Group
TCSS	Transforming Corporate Systems and Services