

**Group Discussion**

Group discussed challenges facing policing in Scotland as follows:

- How do we stop police being considered elitist in communities? Should officers represent the communities we serve? How do we retain officers – increasingly losing officers with 3 – 10 years service (which represents considerable investment and loss of experience).
- There has been progress in the diversity of the workforce – albeit slow – but considerable changes to height restrictions; gender representation;
- Do the public have stereotypes about police officers? Expectations of tall, white, fit men – to make them feel safe? If so does that do a dis-service to female officers who may deal with a situation differently to a male colleague and diffuse a situation? Do police demonstrate different values and contributions – prevention/enforcement/wellbeing – do the public see all of this? How do we take the public with us?
- How can officers contribute to community wellbeing? Do the public see that as the role of officers? Do they understand the wider impact police officers can have in a community?
- Collaboration – historically driven towards collaboration in certain areas – eg the Highlands and Islands – cannot police without collaboration.
- Performance and measurement – how does what we measure link to purpose? There is an opportunity for the SPA to be involved at the start of the development of measures for the service – but we need to do it soon. Numerical targets don't tell the whole story of the impact PSoS has – stories and qualitative information demonstrates more of what we can achieve. How do we measure pro-active prevention? Or co-production? We need to consider the impact of these things to evidence impact.
- Co-production needs to be at a more local level – one size doesn't fit all.
- How do we define communities – just because people live in a geographical area, doesn't mean they operate like a community. Many people don't engage with police – does that mean they are happy? Or just not engaged? How do we ensure that we represent the views of all including the underrepresented? Is localism a better term? Does it matter what it is called – as long as we are representing PEOPLE?
- Police priorities sometimes different from public views of what is needed – how do we capture the public's view? Keeping people safe is not always seen by the public as what we actually do.

How will these challenges inform our leadership development?

- Officers are seen as leaders in the community – community leaders – they turn up at situations and take charge/sort things out/ support people/make them feel safe.
- We need to ensure we equip officers to be able to respond appropriately to the public in a way that reinforces their leadership role and doesn't undermine it.
- We already lead by example – we should play to our strengths as a central player in the criminal justice forum.

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- How do you develop a culture of trust across Scottish public sectors?
- Self-interest needs to be overcome. Where is the blockage?
- What do we as leaders need to do to encourage collaboration across the Scottish public sector?

- Leaders at the top of organisations need to “orchestrate soloists” .
- Local level collaboration – action from the bottom. “Tell the stories”.