

OD Network Content for 2025-26 SIPR Annual Report

A short introduction to your network or area of responsibility (1–2 lines)

Professor Kirsteen Grant took over the leadership of the Organisational Development (OD) Network in January 2020, replacing Dr Andrew Tatnell.

The Network's aim is '*to help strengthen the capability, resilience, wellbeing, attraction and retention of Scotland's policing workforce through research that enhances leadership, learning, and evidence-informed improvement*'. The Network membership consists of both academic specialists and policing practitioners who collectively create impact through solving problems and bridging the gap between theory and practice.

Three to five key themes discussed during 2025/26

Aligning with broader policing and SIPR priority areas, and building on previous work, the OD Network is structured around supporting four key themes:

- Leadership and management development
- Leading change and culture development
- Career development and talent management
- Continuing professional development (CPD), education, and training to improve workforce capability and agility, e.g., demand management, and data driven decision-making

Highlights from the year and priorities, opportunities or planned activities for 2026/27

Several members of the OD Network recently undertook a systematic literature review for Police Scotland's Learning, Training and Development (LTD) team. The review, titled '[An evidence-informed synthesis of CPD needs and practices in relation to wellbeing, resilience and retention within Police Scotland](#)', makes several high-level recommendations around the development of a strategic learning framework, and structured leadership and management pathways. It also focuses on the organisational architecture and its enablers and barriers (e.g., culture, hierarchy, leadership capacity and capability, workload, accessibility, and strategic integration).

The Network is delighted to currently be supporting Police Scotland's participation in the European [RECPOL2 project](#). The RECPOL acronym stands for 'Recruitment, Education and Careers in the Police'. The project involves several European countries and is a longitudinal research project designed to follow the socialisation and development journeys of cohorts of police officers in participating countries from the point of joining through the first six years of their career. A wide range of insights will be captured in the research, including the extent to which pre- and early career expectations and being met, career progression, wellbeing, and retention factors. The data collection is in four phases: at the beginning of their initial training; at the end of this training (i.e., after the two-year probation period); after three years; and after six years as a police officer. Most of the data are collected via surveys, however some interview data will also be collected in Scotland to provide a broader qualitative understanding of 'lived experience'. Police Scotland's involvement in RECPOL2 commenced in May 2026.

The Network is also excited to be supporting two OD-related Practitioner Fellowships in 2026 around the theme of workforce modernisation. Practitioner Fellowships are rapid and focused projects that provide the opportunity for a policing practitioner (including police staff) to engage

in a specific piece of research under the mentorship of an academic. Projects are selected via an awards panel and focus on an identified research problem and question. Agreed outputs might include, for example, a briefing or options paper and presentation to Police Scotland, and potentially also a conference presentation co-authored with their academic mentor.

In partnership with the University of Glasgow and Police Scotland's Learning, Training and Development (LTD) team, the Network is also planning a 'Challenge Event' for later in 2026. The event will focus on 'learning from policing history', including how to (better) capture and learn from corporate memory and tacit knowledge (e.g., as people move between roles or retire), with emphasis on learning from the past and continually developing as a Learning Organisation.

An optional quote that captures a key message or reflection from the year

"It's an exciting moment for the OD Network as we support a growing portfolio of initiatives that enhance leadership, learning, and workforce wellbeing across Scottish policing. The Network brings together academic expertise and practitioner experience to collectively solve problems and bridge gaps between theory and practice. Our work this year, spanning professional development and wellbeing research, and participation in a large international recruitment and policing careers project, demonstrates our commitment to strengthening capability, resilience, and evidence-informed improvement. The Network is proud to act as a trusted critical friend, helping Police Scotland build a resilient, agile, and future-ready organisation" (Prof. Kirsteen Grant, SIPR Associate Director).

Any reports, publications, resources, outputs or links that you would like included alongside your section

Hyperlinks are included in the above text.