

**SCOTTISH POLICE  
AUTHORITY**

<b>Meeting</b>	<b>SPA Board Meeting</b>
<b>Date</b>	<b>25 February 2016</b>
<b>Location</b>	<b>John McIntyre Conference Centre, Edinburgh</b>
<b>Title of Paper</b>	<b>Staff Opinion Survey – Next Steps Update</b>
<b>Item Number</b>	<b>10.1</b>
<b>Presented By</b>	<b>John Gillies / Angela Terry</b>
<b>For Approval For Consultation</b>	<b>For Consultation</b>
<b>Appendix Attached:</b>	<b>Yes</b>

**PURPOSE**

The purpose of this paper is to update Members of the Scottish Police Authority (SPA) on the development and implementation of the staff survey improvement plan.

**1. BACKGROUND**

- 1.1 Following publication of the staff survey results in October 2015, the SPA Board and Police Scotland Executive Team supported leading an organisational wide engagement programme. This specifically aimed to involve and consult with officers and staff on ideas and suggestions that would help shape the future improvement plan.
- 1.2 The engagement programme was implemented mid-November and is now complete at a national level, with some specific local events continuing during February. The programme has resulted in a range of ideas which officers and staff believe will make a positive difference across the organisation. The next step is to transition these into a meaningful improvement plan which clearly demonstrates that senior leaders have listened and taken on-board this feedback.

**2. FURTHER DETAIL ON THE REPORT TOPIC**

- 2.1 A summary of the engagement workshops and participant levels is outlined in the following table:

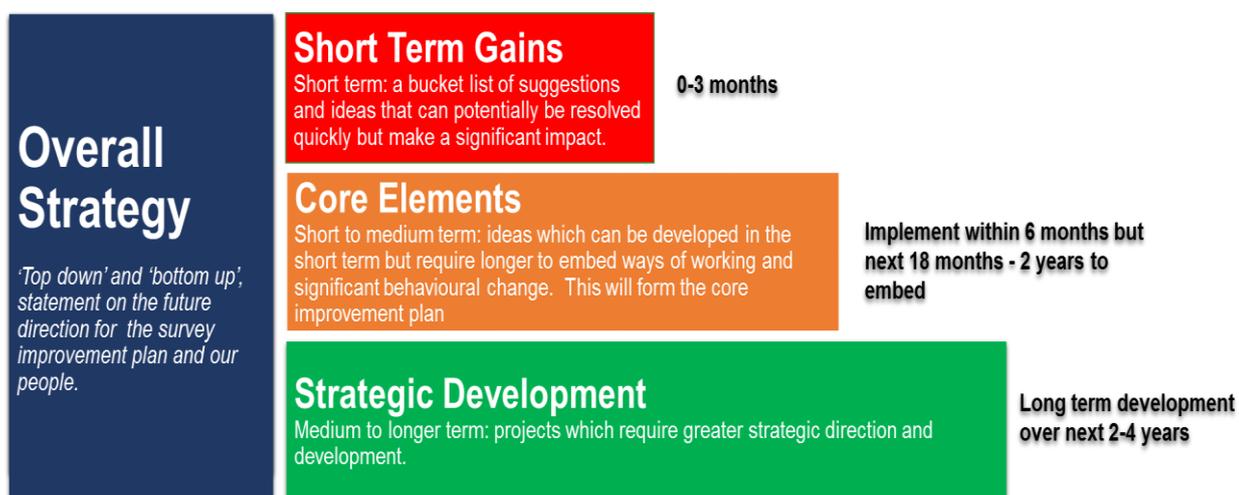
<b>TIMESCALE</b>	<b>EVENT</b>	<b>Number</b>	<b>Participants</b>
<b>NOV-DEC</b>	National events	12	183
	Local events	19	153
<b>JANUARY</b>	National events	5	78
	Local events	5	89
<b>FEBUARY</b>	National events	-	-
	Local events	7	<i>tbc</i>

2.2 The engagement programme achieved a good participation level over a ten week period, and the design and format was extremely well-received with participants fully embracing the opportunity to put forward their views, suggestions, and particularly questions to the Executive Team representatives. Feedback positively emphasised the opportunity to mix with colleagues from differing areas, the visibility and approachability of the senior team, and increased confidence that action will be taken to address the results.

Improvement plan development

2.3 A range of ideas were collated from across all workshops, with many of these being recurring and consistent themes. These have been analysed with the intention of identifying and prioritising the ‘top ideas’, however it is evident that the scope of ideas requires a more versatile approach to ensure the improvement plan fully captures the breadth of everyone’s input. Equally, the plan should also facilitate a process of continuous improvement through a rolling-programme of ongoing efforts and initiatives to ensure engagement is sustainable in the longer term.

2.4 Accordingly, development of the improvement plan has been undertaken using the following format:



2.5 This aims to ensure that the heart of the plan concentrates on the few critical themes and initiatives (core elements) which will lead to positive shifts in behaviour and ways of working, but equally, not lose sight of quick practical ideas that require instant action (short-term gains), and longer-term suggestions that involve greater leadership direction (strategic development). Likewise, it also encourages transparency that senior managers have listened and acted on all suggestions from officers and staff.

2.6 Implementation of the improvement plan represents major strategic change since it will require an organisational response, particularly at a senior leadership level, to work in new and different ways. A considerable level of feedback was directed at factors which represent dimensions of the organisational culture. As part of implementing the improvement plan, it is

critical that senior leaders have an explicit understanding of the current culture and how it may influence or impact success in delivering future improvement. Therefore it is proposed, as a precursor to publicising the improvement plan, to facilitate short discussion forums with key leadership and stakeholder groups to assist greater understanding and reflection on these aspects.

Adopting a culture change approach

- 2.7 The engagement and analysis stage surfaced a range of anecdotes, experiences, assumptions, and insights into how people currently think, feel, and behave towards the transition to Police Scotland. Equally, the ideas and suggestions on ways to improve, presented a picture of the ideal organisation that people would aspire and be proud to work for. Consequently, a mapping exercise was undertaken to create an explicit picture of how the organisational culture is currently perceived and the notion of a future ideal culture.
- 2.8 At a basic level, this illustrates elements of the organisational culture which may influence and have implications for delivery of the survey improvement plan. However, at a more strategic level, it presents a leadership challenge in understanding the deep-rooted view of the current organisational culture, and assessing the leadership and culture required for Police Scotland to be successful in the longer term.
- 2.9 A table of the planned discussion forums is outlined below and will facilitate triangulation between the engagement workshop outputs, organisational culture change, and the proposed improvement plan. Equally it will support developing ways to manage and embed the improvement plan at a local level:

<b>DATE</b>	<b>GROUP</b>
22/02/2016	Police Scotland Executive Team
Date tbc	SPA Executive Team
09/03/2016 (tbc)	SPA Board (Members meeting)
16/02/2016	Staff Survey Steering Group
17/02/2016	Staff Survey Project Team
w/c 29/02/2016	Target Sample Group from Engagement Participants

- 2.10 These forums will not delay implementation of the improvement plan and essentially aim to augment our leadership capabilities in leading strategic change.

Communication to officers and staff

- 2.11 An update has been communicated to all officers and staff acknowledging their valuable input through the engagement workshops, providing insight into the indicative improvement themes, and explaining what will happen next through the above leadership and stakeholder forums. This aims to minimise any communication void and support keeping our people informed and updated on each future stage.

## Governance and scrutiny

- 2.12 As part of the improvement planning stage, and to enable continuous improvement on developing people engagement, a revised project governance structure (Appendix A) has been considered by the current Survey Steering Group to primarily:
- Monitor and scrutinise performance of key deliverables within the improvement plan;
  - Measure and evaluate if improvement activities are achieving the required positive change;
  - Provide strategic and operational direction on future improvement activities; and
  - Provide a regular feedback mechanism which enables two-way communication and exchange of ideas through officer and staff involvement.
- 2.13 Progress and evaluation of the improvement plan will be undertaken through a targeted pulse survey and focus groups in October 2016. The pulse survey is a cost effective and efficient tool to quickly measure officer and staff opinion on the impact of specific improvement initiatives and gauge if our plan is achieving a positive shift in employee perception. Equally it will help pinpoint any specific areas we need to act on quickly and identify where improvement is needed most.

## **3. FINANCIAL IMPLICATIONS**

- 3.1 There are no financial implications relating to this report.

## **4. PERSONNEL IMPLICATIONS**

- 4.1 There are personnel implications associated with this report. With over 50% of the workforce completing the survey, combined with participation across the engagement workshops, the outputs provide a clear picture on what needs to change and improve to develop a resilient workforce and sustainable work environment for the future. Failure to act upon these findings would reinforce perceptions of the current organisational culture and negatively impact our ability to drive forward future change.

## **5. LEGAL IMPLICATIONS**

- 5.1 There are no legal implications associated with this report.

## **6. REPUTATIONAL IMPLICATIONS**

- 6.1 The single greatest failure of any staff survey from an employee perspective is the lack of follow-up. A primary aim going forward is to ensure that officers and staff can readily see and experience that senior managers have listened and positively acted on their feedback.

**7. SOCIAL IMPLICATIONS**

7.1 There are no social implications associated with this report.

**8. COMMUNITY IMPACT**

8.1 There are no community implications associated with this report.

**9. EQUALITIES IMPLICATIONS**

9.1 There are equality implications associated with this report. An EIA has been completed for the outline improvement plan and further EIAs will be undertaken through the development of each element.

**10. ENVIRONMENTAL IMPLICATIONS**

10.1 There are no environmental implications associated with this report.

**RECOMMENDATIONS**

Members of the SPA Board are invited to:

- 1) Note the planned steps for taking forward the staff survey improvement plan.

## APPENDIX A: SURVEY & ENGAGEMENT PROJECT GOVERNANCE (PROPOSED)

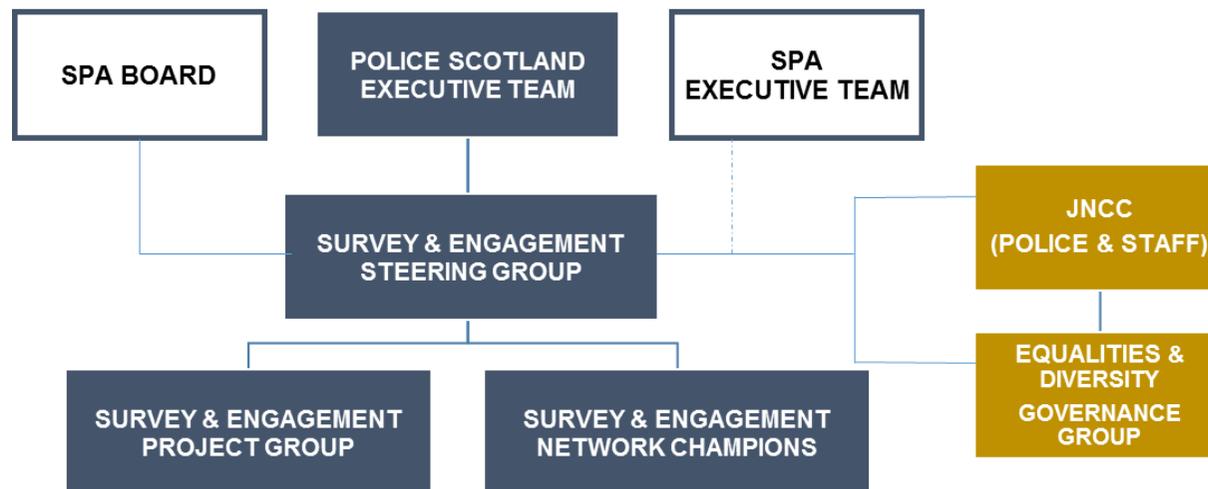
### 1. PURPOSE

The purpose of the project structure and governance is to:

- Monitor and scrutinise performance of key deliverables within the improvement plan;
- Measure and evaluate if improvement activities are achieving the required positive change;
- Provide strategic and operational direction on future improvement activities; and
- Provide a regular feedback mechanism which enables two-way communication and exchange of ideas through officer and staff involvement.

### 2. STRUCTURE

The structure will comprise the following groups:



### 3. MEMBERSHIP AND RESPONSIBILITIES

Each group will comprise membership and high level responsibilities as follows:

<b>GROUP</b>	<b>CHAIR</b>	<b>MEMBERS</b>	<b>HIGH LEVEL RESPONSIBILITIES</b>	<b>MEETING</b>
<b>STEERING GROUP</b>	Deputy Chief Constable Designate	<ul style="list-style-type: none"> <li>• Police Scotland:                             <ul style="list-style-type: none"> <li>- Director of P&amp;D;</li> <li>- ACC (x 2)</li> <li>- Heads of Department (x 2)</li> <li>- Divisional Commanders (x 3)</li> <li>- Head of Communications</li> </ul> </li> <li>• SPA:                             <ul style="list-style-type: none"> <li>- Chief Executive</li> <li>- Director of Governance and Assurance;</li> </ul> </li> <li>• Scottish Government representative</li> </ul>	<ul style="list-style-type: none"> <li>• To guide the strategic direction for survey and engagement plan(s);</li> <li>• Link project plan deliverables and initiatives to wider business requirements, issues, and opportunities;</li> <li>• Provide decision-making on key issues and risks escalated by the project team;</li> <li>• Approve new and different ideas;</li> </ul>	Bi-monthly
<b>PROJECT GROUP</b>	Head of Leadership & Professional Development	Representatives from: <ul style="list-style-type: none"> <li>• Local Policing (x3);</li> <li>• OSD/SCD (x 2)</li> <li>• Departmental Representatives (x 2)</li> <li>• SPA Head of HR</li> <li>• SPF;</li> <li>• Unison;</li> <li>• Unite;</li> <li>• ASPS;</li> <li>• Scottish Government;</li> <li>• Equalities &amp; Diversity Group</li> </ul>	<ul style="list-style-type: none"> <li>• Review actions within the survey improvement plan;</li> <li>• Monitor key measures of success;</li> <li>• Provide operational assessment of implementing survey and engagement plan(s);</li> <li>• Act as a 'sounding board' for new and different ideas;</li> </ul>	Bi-monthly
<b>ENGAGEMENT CHAMPIONS</b>	Head of Leadership & Professional Development	<ul style="list-style-type: none"> <li>• Nominations for police officer and staff roles to represent local divisions and business areas;</li> <li>• Groups to be established to support geographical areas;</li> </ul>	<ul style="list-style-type: none"> <li>• Proactively represent the views of colleagues in Divisions and Business Areas;</li> <li>• Provide feedback on how improvement/ engagement activities are received at a local level;</li> <li>• Provide suggestions and ideas for new and different ideas;</li> </ul>	Quarterly

**NOT PROTECTIVELY MARKED**

			<ul style="list-style-type: none"><li>• Champion the project within their specific area.</li></ul>	
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