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| Meeting | SPA Board Meeting Public Session |
| Date | 20 June 2016 |
| Location | Stirling Court Hotel, Stirling |
| Title of Paper | Staff Survey Action Plan |
| Item Number | 15.1 |
| Presented By | John Gillies / Angela Terry, PS |
| Recommendation to Members | For Consultation |
| Appendix Attached: | Appendix A: Survey Improvement Plan Appendix B: Survey storyboard |

PURPOSE

The purpose of this paper is to update the Scottish Police Authority on the progress made towards implementing the staff survey improvement plans and broader staff engagement approach.

1. BACKGROUND

- 1.1 Following a Force wide engagement exercise, four themed action plans have been developed to take forward implementation of targeted improvement activities which address the staff survey results. These activities represent the range of ideas that officers and staff believe will make a positive difference and help make SPA/Police Scotland a better place to work.
- 1.2 This report updates the SPA on the communication approach currently underway, revised governance arrangements to ensure delivery of the required improvement activities, and next steps for undertaking a "Pulse Survey" to measure progress.

2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 Four action plans have been developed to support addressing the staff survey results and delivering targeted improvement activities under the following key themes:
 - Inspiring leadership;
 - Engaging and valuing each other;
 - Our voice; and
 - An exciting experience
- 2.2 An overview of the action plans is provided at Appendix A.
- 2.3 Communication to help staff understand the Improvement Plans is now underway through a face-to-face roadshow across national and Divisional locations and also via intranet communications. This comprises a visual exhibition of the survey storyboard (see Appendix B) and the Engagement Team being available to explain the next steps across each action plan.
- 2.4 Senior management teams across Divisions and Specialist areas have been briefed on the communication plan and engagement approach. This has resulted in positive momentum to deploy the engagement team across a range of Divisional locations to support management teams, create visibility, and ensure face-to-face communication on the plans.

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- 2.5 Similar briefings have also been cascaded to the SPA Executive Team, staff associations, Trades Unions, and equalities and diversity groups, to gain feedback and identify the appropriate support and communication which needs to be in place to address local requirements and support specific staff groups.
- 2.6 A new Steering Group has been established to provide strategic direction and secure accountability for delivery of the required improvement initiatives. This group is chaired by the Deputy Chief Constable (Local Policing) and membership includes senior officers and managers from across Divisions, the SPA, representation from staff associations, and externally through HMICS.
- 2.7 This is further strengthened through a new Delivery Group, chaired by the Head of Leadership and Development Angela Terry, and involving senior officers and managers who will be accountable for delivery of key improvement activities across the plan.
- 2.8 Delivery of the survey action plans has already progressed through implementation of a range of leadership and organisational development priorities. These directly link to the improvement plan and have the added benefit of incorporating staff feedback within the design ensuring they are 'fit for purpose' and meet our organisational requirements. This includes:
- Introduction of a new appraisal framework 'Performance Development Conversations';
 - Development of a Values Framework outlining key behaviours expected from everyone and linked to the new appraisal framework;
 - Introducing 360 personal development for the Police Scotland Executive Team;
 - Launch of the Seniors Leaders Forum; and
 - Redesign of selection and promotion processes.
- 2.9 Simultaneously, the review of Superintending Ranks has also concluded and presented 28 recommendations which correlate with actions within the survey improvement plan. The Force Executive Team considered the outcomes from both work programmes and recognised that corresponding organisational changes will have a broad impact on culture and practice across Police Scotland. Consequently, implementation of both work programmes through a joined-up approach will be overseen by the new Steering Group. Without such an approach, there is a risk of 'a

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lot of activity' but with no positive shift in employee perception and also duplication of effort towards common goals.

- 2.10 Continued communication and a strong narrative focused on 'we asked you, you told us, we are doing' will be critical to ensure there is visibility and impact across the organisation, and employees feel confident that senior managers have acted on the results. A strong communication plan and identity for the work programme will ensure constant messages are communicated around what we are doing and how this directly links to what the survey and staff told us.
- 2.11 A short targeted pulse survey is scheduled for October. This will aim to provide a real-time measurement and insight into staff perception through a small question set (maximum 10) which measures the degree to which staff feel we are 'getting it right' and areas where we need to do better. Development of the appropriate question set will be undertaken in consultation with stakeholders during the summer. The initial design and deployment plan will be considered by the Steering group in July.

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. Over 50% of the workforce completed the staff survey and 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 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. Our communication strategy will

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ensure a consistent and regular message which correlates improvement activities back to what staff and officers explained needs to change.

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 improvement plan and communication approach and appropriate EIAs will be undertaken through the development of relevant improvement activities.

10. ENVIRONMENTAL IMPLICATIONS

10.1 There are no environmental implications associated with this report.

RECOMMENDATIONS

The SPA Board is invited to:

- Note the next steps regarding implementation of the survey improvement plans.

**THEME 1:
INSPIRING
LEADERSHIP**

KEY RESULTS



OUR OBJECTIVE

Develop a clear statement on what leadership means for Police Scotland and embed as our 'leadership model' to guide our practice, reinforce our values, and enable development of our future leaders.

OUTCOME

Sustainable leadership which is built on trust, role models daily behaviours linked to our values, and creates a supportive environment which works together at all levels.

SHORT TERM INITIATIVES

- 1) Introduce an Executive Team and senior manager's engagement programme, (national and local level), to engage with people, understand their issues, gain feedback, and build trust in organisational leadership.

MEDIUM TERM INITIATIVES

TIMELINE 2016/17

Q1 Q2 Q3 Q4

| | | | | |
|--|---|---|---|---|
| 2) Implement 360° personal development process across the Executive Team. | ■ | | | |
| 3) Develop a simple 'Leadership Model' defining the expectations and standard of leadership roles. | ■ | ■ | | |
| 4) All managers to complete a leadership assessment, aligned to our 'Leadership Model', and leading to personal development plans. | | ■ | ■ | |
| 5) Introduce a leadership development programme to support and embed our 'Leadership Model'. | | | ■ | ■ |
| 6) Identify core leadership development (technical competence) at differing ranks and management levels. | | ■ | ■ | |
| 7) Introduce leadership forum to foster collaboration, exchange ideas, share learning and good practice, and build leadership capacity all levels. | ■ | ■ | | |

GOVERNANCE

- The Executive Team are responsible and accountable for driving change through our Leadership Model;
- Steering Group to ensure alignment to leadership strategy and future direction;
- Delivery Group to track delivery;
- Engagement Network to support local implementation and feedback.

SUCCESS MEASURES

- 1) % of leadership self-assessment completed;
- 2) % of senior managers with personal development plan;
- 3) % of managers participating in Leadership Charter development initiative;
- 4) Changes in staff/officer perception of leadership through:
 - 6 month Pulse survey
 - Bi monthly Engagement Network
 - Consultation with stakeholder groups

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**THEME 2:
ENGAGING &
VALUING
EACH OTHER**

KEY RESULTS



OUR OBJECTIVE

Ensure our officers and staff have the right workplace conditions to deliver their best every day, through understanding our objectives and values, supporting their wellbeing, and being motivated to contribute to our success.

OUTCOME

Our people are recognised, supported, and valued for the contribution they make, feel a sense of pride and are positive advocates for Police Scotland as an employer.

SHORT TERM INITIATIVES

- 1) Provide more flexibility around annual leave and time-off, at a local level, and monitor and support officer and staff work-life balance.
- 2) Ensure line managers are skilled in supporting personal wellbeing, effective attendance management, and recognising workplace stress.

| MEDIUM TERM INITIATIVES | TIMELINE 2016/17 | | | |
|--|------------------|----|----|----|
| | Q1 | Q2 | Q3 | Q4 |
| 3) Introduce a revised annual appraisal process; ‘ Performance Development Conversations ’ (PDC). | ■ | ■ | | |
| 4) Relaunch our values framework with clear descriptions of behaviours expected from everyone. | ■ | ■ | | |
| 5) Implement local Engagement Networks to support ‘People being the Heart of Our Organisation’ as part of everyday activities. | ■ | | | |
| 6) Introduce a corporate team briefing process which encourages two-way communication between the front-line and Executive Team. | | ■ | ■ | |
| 7) Develop a recognition framework to highlight and celebrate ‘good news’ stories and recognise the excellent work and achievements of our staff and officers. | | ■ | ■ | |
| 8) Introduce management development which supports line managers and expands their skills in people management and engagement. | | ■ | ■ | |
| 9) Identify opportunities to test flexible and modernised ways of working through support for agile working. | ■ | ■ | | |

GOVERNANCE

- Steering Group;
- Delivery Group to delivery key projects and track measurement of success factors;
- Engagement Network to support local implementation and feedback.
- Line managers accountable for implementing PDC;

SUCCESS MEASURES

- 1) % of PDC meetings completed;
- 2) % of officers/staff with a PDC in place;
- 3) Targeted pulse survey to evaluate
 - Implementation of PDC;
 - Perception of line manager role.

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**THEME 3:
OUR VOICE**

KEY RESULTS



OUR OBJECTIVE

We draw on the knowledge and expertise of our people through listening to their views, ideas, and suggestions on ways to improve the workplace, deliver future change, improve our service, and be innovative about how we work together.

OUTCOME

Our people feel consulted, involved, and engaged in plans, proposals, and decisions which affect them, have opportunity to have their say, and can see their opinions count and make a difference.

SHORT TERM INITIATIVES

- 1) Review approach to cascading SOPs to ensure communication targeted and easily interpreted at a local level.
- 2) Create user-friendly intranet information sources on departmental structures, specialised/centralised teams, points of contact, and 'where to go' for specific issues.
- 3) Create mechanisms (e.g walk-in clinics, surgeries) which improve accessibility to HR and other specialist advice and guidance at a local level.

MEDIUM TERM INITIATIVES

TIMELINE

| | Q1 | Q2 | Q3 | Q4 |
|--|----|----|----|----|
| 4) Introduce practical ways to encourage officer and staff ideas and suggestions on how to improve the workplace | ■ | ■ | | |
| 5) Create an online feedback mechanism (e.g blog; Ask the Chief Constable) for people to easily provide feedback and ask questions on day-to-day operations of the organisation. | ■ | ■ | | |
| 6) Implement regular pulse survey to ensure officers and staff are consulted on key changes and plans and we incorporate these views within decision making processes. | ■ | ■ | | |
| 7) Implement 'Our Voice' action toolkit for managers to regularly ask officers and staff their views on 'top 3' areas for improvement. | | ■ | ■ | |

GOVERNANCE

- Steering Group;
- Delivery Group to delivery key projects and track measurement of success factors;
- Engagement Network to support local implementation and feedback.

SUCCESS MEASURES

- Assess 'take up' of differing consultation and engagement methods;
- Usage of online feedback mechanisms;
- Number of ideas and suggestions submitted and implemented;
- Pulse survey measurement:
 - Perception on level of involvement and consultation in decisions and plans

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| THEME 4: AN EXCITING EXPERIENCE | KEY RESULTS | | | |
| |  33% I receive the right amount of training to do my job well |  18% I receive training that is relevant to my future career development |  21% I understand how decisions on promotion are made in Police Scotland / SPA |  18% SPA/Police Scotland provides opportunities for me to develop my career |

OUR OBJECTIVE

We support the current and future potential of everyone through discussing their role and career development and providing learning and development opportunities which are accessible, flexible, and provide personal stretch to bring out the best in everyone.

OUTCOME

Development of internal talent which is skilled and equipped, with access to a range of personal development opportunities, and supported and motivated to aspire for future roles and career ambitions across our organisation.

SHORT TERM INITIATIVES

- 1) Provide workshops to support and inform people planning and preparing for different stages of their work-lifecycle (e.g retirement; maternity leave; financial planning).
- 2) Ensure all staff and officers have a personal development plan in place as part of Performance Development Conversations (PDC).

| MEDIUM TERM INITIATIVES | TIMELINE | | | |
|--|----------|----|----|----|
| | Q1 | Q2 | Q3 | Q4 |
| 3) Undertake a review of selection and promotion routes to ensure the assessment process is inclusive and fair. | | | | |
| 4) Implement development initiatives which support people preparing for promotion and the next level or role. | | | | |
| 5) Line managers to talk to staff about their careers and introduce different ways to support lateral career development, secondments, and learning opportunities linked with other agencies and partners. | | | | |
| 6) Introduce a training directory to promote development opportunities available across Police Scotland. | | | | |
| 7) Assess opportunities to redesign and widen access to police specific courses for wider staff development. | | | | |
| 8) Introduce local training committees to ensure links between organisational training priorities, programmes, and local requirements. | | | | |
| 9) Undertake a review of the skills and development requirements for middle manager levels and roles. | | | | |
| 10) Develop an e-learning strategy to improve access, design, and a variety of online learning and development resources. | | | | |

| GOVERNANCE | SUCCESS MEASURES |
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|------------|------------------|

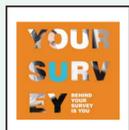
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|--|--|
| <ul style="list-style-type: none"> Steering Group; Delivery Group to delivery key projects and track measurement of success factors; Engagement Network to support local implementation and feedback. | <ul style="list-style-type: none"> % of staff with a personal development plan Measurement of course participation Trends in selection processes Pulse survey: <ul style="list-style-type: none"> - Perception of employees access to personal development |
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Our Survey Storyboard



Staff Survey



October 2015:
Survey results published



November 2015:
Proposals for greater
engagement developed

November 2015
to February 2016:
Engagement
workshops
carried out



Your Survey

The first SPA/Police Scotland Survey...

- ran over **27** days
- with **11,796** respondents, or **50.4%** of the workforce
- that equates to **71%** police officers & **28%** staff
- telling us what they would like to see in the future.
- These actions are now being delivered

We Asked You

What style of **LEADERSHIP** do we want?
What sort of **RECOGNITION** do we need?
What would improve **ENGAGEMENT?**
How could we improve on **TRAINING & DEVELOPMENT?**
How could we improve **COMMUNICATION?**
What actions would improve everyone's **WELLBEING?**

We Held

48 Workshops



Our Survey Storyboard



March 2016:
Priorities for engagement
approved by Force Executive



We are here



Summer 2016:
Roll out and
embed priorities



Placing people at
the heart of our
organisation

You Told Us

Your stories... How a positive organisation-wide culture should be shaped by our values, experience and expertise; how we inspire public confidence and trust.

Your opinions... How our performance should focus on the quality of our services, how we encourage innovation and forward thinking, share best practice nationally, and empower decision-making locally.

Your views... How we engage and develop our workforce; show we value skills and experience, provide effective appraisal, support good people management and encourage personal growth and career progression.

Your perception... How we develop confident leaders who visibly lead by example, live by our values, communicate openly, foster trust, honesty, and respect, value diversity and appreciate working together.

Your experiences... How we introduce change, consult with those affected, encourage staff ideas and suggestions, engage with our communities, and develop internal and external partnerships.

Your thoughts... How we aspire to build a people-centred organisation that supports and encourages greater collaboration with local communities.

Our Commitment

Four Action Plans

Theme 1:
Inspiring Leadership

Theme 2:
Engaging & Valuing Each Other

Theme 3:
Our Voice

Theme 4:
An Exciting Experience

Ten Immediate Priorities

- 1 Deliver a new appraisal process through 'Performance Development Conversations'
- 2 Introduce a Values and Behaviours Framework across the organisation
- 3 Develop our Leadership Model
- 4 Introduce a Senior Leaders Forum
- 5 Support a programme of engagement with the Force Executive Team
- 6 Enable line managers to support personal wellbeing
- 7 Review selection and promotion processes
- 8 Provide more flexibility around annual leave and time-off at a local level and monitor and support officer and staff work-life balance
- 9 Capture staff suggestions and encourage regular engagement about what could be improved
- 10 Ensure all officers and staff have a Personal Development Plan.

Measuring Success

- Establish local Engagement Champions
- Capture opinions through focus groups
- Deliver a 'pulse survey'
- Test progress 'Are we getting it right?'
- Monitor progress through the Steering Group
- Identify 'What next?'