

Meeting	SPA Board Meeting
Date and Time	16 December 2015, 1300hrs -1545h
Location	Tollcross International Swimming Centre, Glasgow
Title of Paper	Staff Opinion Survey – Action Plan and Next Steps
Item Number	13.1
Presented By	Ms Angela Terry, People & Development, Police Scotland
Recommendation to Members	For Consultation
Appendix Attached:	No

PURPOSE

The purpose of this paper is to update Scottish Police Authority (SPA) Members on progress with the 'Staff Opinion Survey: Next Steps' engagement programme.

1. BACKGROUND

1.1 Following publication of the staff opinion survey results, the SPA Board and Police Scotland Executive Team expressed a strong commitment to address the results through engaging with police officers and staff on what needed to change and improve. This paper provides context and further information on progress across this engagement approach.

2. FURTHER DETAIL ON THE REPORT TOPIC

2.1 The purpose of the engagement programme is to demonstrate a joint commitment from the SPA and Police Scotland on the need to listen and act upon the views of police officers and staff, and a willingness to enter into genuine dialogue (with staff at all levels) on what improvement actions will make a real difference in practice.

2.2 The programme comprises differing communication and feedback channels however the primary engagement process will be through face to face workshops which facilitate open, honest, and constructive discussions on tangible ideas that will help deliver the necessary improvements.

2.3 A series of half day engagement workshops will run at locations across the North, East, and West to engage police officers and staff across the country on the next steps. These initial workshops will accommodate larger audiences in each area, however further workshops have been planned, in consultation with each Division, to support divisional, geographical, location, operational requirements, and potentially on a smaller scale.

- 2.4 Currently 36 workshops are scheduled across the regions, and will take place between 24 November and 16 December 2015, with capacity for over 1,000 participants. The events have been promoted through the intranet, communication to line managers, local bulletins, and a poster campaign. Additional information has also been provided through a statement of commitment from the DCC Designate, a manager's briefing, and FAQs. Regular communication updates are scheduled to ensure the events remain visible and prominent to everyone. In addition, local events will run concurrently on a smaller scale or through roadshows.
- 2.5 Representatives from the SPA and Police Scotland Executive Team will attend and introduce each workshop to set the wider context, address some of the key results from the survey, express and demonstrate the organisation's commitment to the process, and listen to the views expressed. The representatives will remain throughout and also participate in an open question and answer session at the end of the workshop to hear feedback and address any issues raised.
- 2.6 The format for the workshops will be interactive, small group discussions on the key issues, ideas, and potential improvement actions relating to six key themes. The key themes are: communication; engagement; leadership; recognition and feeling valued; training and development; and wellbeing. Mixed participation of police officers and staff has been encouraged to maximise sharing experience and breaking down traditional organisational barriers and boundaries.
- 2.7 A dedicated engagement team is in place to facilitate the workshops and work closely with Divisions and business areas to deliver local engagement requirements. The team have also undertaken specific skills development to design the engagement process, support their facilitation role, and ensure a consistent approach across the programme.
- 2.8 The outputs from each workshop are being collated and analysed in 'real time' to ensure that emerging themes are captured and identified early, to enable prompt development towards the improvement planning stage. The analysis will aim to identify and prioritise the top ideas which will make a real difference in practice, in areas that matter greatest to employees. However all ideas and suggestions will be reviewed and actioned where possible and practical. In addition, linkages will be made with other organisational projects and initiatives to ensure a joined-up approach, avoid duplication, and assure organisational development.
- 2.9 Ongoing consultation is being maintained with key stakeholders, including staff associations, trades unions, and equality and diversity groups, to maximise involvement and ensure the needs of all stakeholder groups are considered. The Executive Team have agreed 'engagement' as a standard agenda item at the monthly Senior Leadership Board (SLB) meetings, weekly briefings where regular updates are provided on progress and next steps. Continued reporting, governance, and scrutiny requirements will be maintained through the Executive Team, the SPA Board, the Human

Resources and Remuneration Committee (HRRC), and the Joint Negotiating and Consultation Committee (JNCC).

- 2.10 This initial engagement process is scheduled to be complete by mid-December however, consultation and workshops will continue beyond this point to meet demand and ensure that every opportunity is offered to participate and capture views. The timescales remain a challenge within a demanding operational period; nonetheless, it is still the primary intention to present an initial report in December on the key findings and suggested improvement actions to the Executive Team, the SPA Board, and key stakeholders, for initial consideration and feedback prior to finalising our improvement plan.
- 2.11 Following this, an official launch of the improvement plan is planned for January 2016 to present the staff opinion survey journey and what it means moving forward. Measuring progress and effectiveness of our improvement activities will be implemented over the next 12 months, underpinned by a comprehensive communication plan to ensure that staff feel fully informed and communicated with and can readily see how their input is making a difference and influencing decisions on future improvement actions.

3. FINANCIAL IMPLICATIONS

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

4. PERSONNEL IMPLICATIONS

- 4.1 There are no additional personnel implications associated with this report

5. LEGAL IMPLICATIONS

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

6. REPUTATIONAL IMPLICATIONS

- 6.1 The greatest failure of any staff survey from an employee perspective is the lack of follow-up and scepticism that their input will make any real difference. Therefore it is critical the engagement process represents, first and foremost, a chance to open up and keep open channels of communication.
- 6.2 Consistent and ongoing messages will be communicated across the engagement workshops, and cascaded through other communication channels, on the leadership commitment to the process, emerging feedback and ideas, and how staff views will influence and shape future improvement plans.

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 The initial EIA has been reviewed and updated to reflect the engagement approach and how equalities and diversity implications are being considered. No issues have emerged and consultation continues with relevant equality and diversity groups to ensure full opportunity and participation.

9.2 A presentation on the staff opinion survey and engagement process is included within the agenda for DACA (Disability and Carers Association) inaugural annual general meeting on the 26 November 2015.

RECOMMENDATIONS

Members of the SPA Board are invited to:

1. Note the content of this report; and
2. Provide feedback and any additional suggestions on the engagement process.

Meeting	SPA Board
Date and Time	16th December 2015
Location	Tollcross International Swimming Centre
Title of Paper	Opinion Survey: Engagement Programme update
Item Number	
Presented By	John Gillies / Angela Terry (Head of Leadership & Prof. Development)
Recommendation to Members	For Information
Appendix Attached:	No

PURPOSE

The purpose of this briefing is to provide additional information to SPA Members on progress since launch of the employee engagement programme relating to the staff opinion survey.

1. BACKGROUND

- 1.1 An employee engagement programme was launched in November to engage and involve police officers and staff in developing ideas which will help shape the future improvement plan.
- 1.2 A report has been submitted to the SPA Board on the programme format; this additional briefing provides up-to-date information on the programme's progress and planned next steps.

2. FURTHER DETAIL ON THE REPORT TOPIC

Programme

- 2.1 A series of national engagement workshops launched on the 24th November. In addition, the Engagement team have liaised with each Division to coordinate local events to meet their operational and geographical requirements.
- 2.2 Participation within the workshops has been moderate and below the planned capacity available to engage on a large audience level. This is potentially due to the short timescale and notice for the programme, however, recent interest indicates the programme is gaining momentum through 'word of mouth' and promotional communication. This has resulted in resulting in significant requests for bespoke workshops which meet local requirements across January.
- 2.3 In addition, 12 events scheduled for week commencing the 7th December (predominantly within Tulliallan) have been postponed and rescheduled to

January due to the travel implications relating to the Forth Road Bridge closure.

- 2.4 The following table summarises the completed and planned activity at a national and local level:

TIMESCALE	EVENT	Number	Participants
NOV-DEC	National events	11	174
	Local events	19	153
JANUARY	National events	12	Maximum 600
	Local events	23	As per local agreement

- 2.5 The local events scheduled for January include workshops arranged for specific Divisions, OSD, SCD, Forensic Services, C3, and Special Constables. In addition, at the recent JNCC, the Trades Unions requested running a specific workshop to support their involvement and engagement.

Workshop format

- 2.6 The workshop format has been positively received by all participants. In particular, the senior visibility and commitment expressed through the SPA and Police Scotland Executive Team representatives at each workshop has been a highly regarded and well-received element of the workshop to the extent that discussion is more prolonged rather than inhibited.
- 2.7 Each workshop is structured to facilitate an Executive introduction and commitment to the process, followed by small group discussions around the six key themes (i.e Communication; Engagement; Leadership; Recognition and Feeling Valued; Training and Development; and Wellbeing) to identify potential ideas which may improve working life and employee satisfaction. Each small group is invited to refine their discussion and present back their top 3 ideas (through the group facilitator) to the wider group. This also creates further opportunity for all participants to put forward any additional views or ideas across all themes.

Early feedback

- 2.8 Whilst the engagement programme is still at an early stage, and workshops will continue throughout January, recurring and consistent themes are emerging on the potential ideas to shape the improvement plan:
- An ongoing Employee Engagement programme which facilitates regular face-to-face communication across the organisation;
 - Developing a different leadership style which 'brings to life' our values;
 - Development of PDR/appraisal process;
 - Improving positive communication stories, particularly through external media channels;
 - Development of face-to-face communication mechanisms (e.g team meetings, team briefing) across all manager levels;

- Empowering managers through reducing centralisation of working practices and encourage more local level decision making;
- Reviewing our approach to performance management (i.e targets);
- Greater access, opportunities, and investment within training and development;
- Developing the role, skills, and attributes of the line manager role.

2.9 Following conclusion of the small group discussion and presentation of ideas, an anonymous 'Question Time' session is facilitated through the Executive Team representatives, enabling participants to pose their 'burning questions'. This has been extremely well-received and has encouraged an open and honest discussion on issues and queries important to the participants.

Timeline for Improvement Plan

2.10 Whilst development of the improvement plan is targeted to finalise and report back to the SPA and Police Scotland Executive Teams during January, it should be recognised that the engagement programme in itself represents an important first step within the improvement journey and signals a positive commitment to building employee engagement and involvement.

2.11 Finalising the development and launch of the Opinion Survey Improvement Plan will be undertaken through full consultation and involvement of all stakeholders during the timeline 18th – 29th January 2016. This remains a challenging timescale however every effort will be made by the Engagement Team to complete the improvement planning stage to this deadline. A summary of the key actions and timescales is illustrated below:

TIMESCALE	ACTION	STAKEHOLDER GROUP
w/c 11 th Jan	<ul style="list-style-type: none"> • Test engagement outputs and analysis with project board; • Development of launch communication plan; • Circulate first draft of Improvement Plan; 	Project Board Internal Comms Team SPA Board SPA and PSoS Exec Team(s)
w/c 18 th Jan	<ul style="list-style-type: none"> • Presentation on engagement process and analysis; • Consultation on draft improvement plan; 	SPA Board SPA and PSoS Exec Team(s) Staff Associations and TUs
w/c 25 th Jan	<ul style="list-style-type: none"> • Integrate feedback on improvement plan; • Circulate and sign-off final version of improvement plan; • Agree future governance and monitoring of improvement plan and wider engagement agenda • Schedule launch communication plan 	All stakeholders All stakeholders SPA Board Internal Comms team

Future governance and monitoring of the Improvement Plan

- 2.12 Governance of the Opinion Survey is currently undertaken through a Project Board and Steering Group. However the next stage represents a wider ongoing employee engagement programme beyond monitoring the survey improvement plan and it will be critical to ensure that relevant improvement activities achieve the desired positive shift in employee perceptions.
- 2.13 A revised governance approach will be designed and implemented as part of the improvement plan stage to ensure continued monitoring, scrutiny, and measurement of our approach to improving employee engagement.

3. FINANCIAL IMPLICATIONS

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

4. PERSONNEL IMPLICATIONS

- 4.1 There are no personnel implications associated with this update.

5. LEGAL IMPLICATIONS

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

6. REPUTATIONAL IMPLICATIONS

- 6.1 The single greatest failure of any staff survey from an employee perspective is the lack of follow-up. Participant feedback at the end of each workshop has highlighted significant optimism around the engagement programme, the positive nature of the discussion, and the opportunity to focus on solutions. It will be critical to demonstrate to officers and staff that their involvement has made a difference and helped shape the improvement plan.

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 The Engagement Team have promoted participation and extended an invitation for bespoke engagement events through relevant Equalities Groups and staff associations. Subsequently the team have attended the Disability and Carers Association AGM and the 'Supporting Equality for All' event to promote and encourage participation in the engagement process.

RECOMMENDATIONS

Members of the SPA Board are invited to:

- 1) Note the content of this update; and