



<b>Meeting</b>	<b>SPA People Committee</b>
<b>Date</b>	<b>27 November 2023</b>
<b>Location</b>	<b>Video Conference</b>
<b>Title of Paper</b>	<b>Your Voice Matters bi-annual update</b>
<b>Presented By</b>	<b>Barry Donnachie, Engagement Manager, Police Scotland</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Yes</b> <b>Appendix A – Implementation Plan update</b> <b>Appendix B – You Said, We Did Summary</b> <b>Appendix C – Divisional Update Summary</b>

**PURPOSE**

The purpose of this paper is to provide an update on the organisational response to our Your Voice Matters wellbeing & engagement survey.

This paper outlines the position and relevant updates in relation to the 18 ambitions developed which comprise the organisational implementation plan. The paper also provides detail of some of the local improvement activity taking place across the organisation.

Members are invited to discuss this paper.

## 1. BACKGROUND

- 1.1 The results of our wellbeing & engagement survey, 'Your Voice Matters' (YVM) were published in October 2021 and following analysis, staff engagement and Executive steer, our organisational response was defined through our Implementation Plan.
- 1.2 This comprised of 18 ambitions within 5 key themes:

	<b>WELLBEING</b> Focus on increasing levels of emotional energy, reducing fatigue and ensuring we support and enable our people to recover from the demands of their role
	<b>LEADERSHIP</b> Further development of our leaders to enhance the 'supportive' focus of their role and maximise effective working relationships between leaders and their people
	<b>BEHAVIOURS</b> Creating a culture of zero tolerance to incivility, misogyny, sexism and discrimination of any kind. Reinforce positive behaviours that challenge any discriminatory or misogynistic mind-sets
	<b>HINDRANCE STRESSORS</b> Creating and promoting continuous improvement opportunities where our people can own and initiate improvement to reduce barriers and be more effective.
	<b>ENABLERS</b> Recognise and celebrate successes and improve perceptions of organisational processes and practices.

- 1.3 Each ambition has an Executive sponsor to drive progress and ensure alignment with other organisational activities. To date 11 ambitions have been complete with the remaining 7 on track for completion.

### **Ambitions closed since last update**

- 1.4 The following ambitions have closed since the last bi-annual update presented to the SPA People Committee on 31 May 2023:

- **Leadership**

Target investment to first and second line managers on the subject of emotional intelligence, knowing their people and the key elements, including coaching, of developing 'Supportive Leaders.'

Relatedness - Managers and leaders given the skills and be expected to translate the organisational vision, tone and focus to their people in a way that connects the importance of all work to the common aims.

Give clarity on the expectation of all people managers and leaders as detailed in the CVF and through the launch of 'MyCareer' as role modelled by all of the Force Executive.

- **Wellbeing**

Develop a proactive wellbeing approach that further enhances the support regarding psychological resilience, self-care including how to get sufficient, high-quality sleep and reduce fatigue/burnout with a focus on those working shifts.

## **Ambitions in progress**

1.5 This includes:

- **Leadership**

Top 250 leaders in the organisation have a personal development plan.

- **Hindrance Stressors**

A programme of activity that communicates the expectation that all managers and leaders will be proactive in creating and promoting continuous improvement opportunities where their people can bring forward ideas on how to reduce inefficiencies and increase effectiveness.

- **Behaviours**

Invest in the role of Tutor Constable – setting expectations of behaviours early.

Change the lived/living experience of people who raise or are impacted by grievances - create a shift to early reconciliation/mediation.

Recognise contributions that go above and beyond through 'real-time' recognition.

- **Enablers**

Target Operating Model – Articulate how this connects and aligns to the broader picture (Change / Strategic Workforce Plan).

Criminal Justice Reform – to reduce the amount of time our people spend in court.

- 1.6 A summary of the ambitions closed since the last bi-annual update and those which remain open are shown in **Appendix A**.

### **Your Voice Matters Intranet Page**

- 1.7 A dedicated Your Voice Matters intranet page has been created with Corporate Communications. The dedicated online presence will keep colleagues engaged and informed about how their feedback is influencing change e.g. Policing Together and Your Leadership Matters.
- 1.8 The page features a video message from ACC Bond as chair of the steering group, for Executive visibility and accountability to the ongoing commitment to listen and respond to the colleague voice.
- 1.9 The page will be updated with a 'You Said We Did' summary which clearly articulates tangible activities and improvements which respond to what colleagues told us in the survey. The 'You Said We Did' narrative is shown in **Appendix B**.

### **Divisional Improvement Activity**

- 1.10 As part of the dissemination of results, each divisional SMT participated in a dedicated briefing to fully discuss their local results, including analysis of free text responses, and identify areas of potential improvement activity.
- 1.11 Working with People Partners, each Division has provided a summary of activities and deliverables which have made a positive impact and improved the lived/living experience of colleagues.
- 1.12 The positive activities undertaken across the service can be broadly categorised into the following themes:
- Culture
  - Wellbeing Focus & Support
  - Personal Development
  - Senior Management Visibility & Interaction
  - People Focus
  - Resourcing

- 1.13 Further information on recent divisional activities in relation to these themes and how it connects to our Your Voice Matters results is captured in **Appendix C**.

## **2. NEXT STEPS**

- 2.1 Focus is on our open ambitions. The criteria for closing ambitions were discussed at the Professionalism, Strategy & Engagement Management Board in August. Ambitions which are now standalone deliverables with timelines extending into 2024 will be signposted on the Your Voice Matters intranet page and subsequently closed from a Your Voice Matters reporting perspective.
- 2.2 The 'You Said We Did' content on the Your Voice Matters intranet area will be regularly updated with progress to continue to demonstrate we have listened to and acted on colleague feedback.
- 2.3 The positive activities undertaken at a divisional level will be shared across the organisation to enable cross-divisional learning and sharing of best practice.
- 2.4 Your Voice Matters Steering Group will meet again in early 2024. This meeting will initiate a future focused approach working together to shape the next iteration of the survey to support the needs of the service and measure impact of change for colleagues.

## **3. FINANCIAL IMPLICATIONS**

- 3.1 There are no financial implications in this report.

## **4. PERSONNEL IMPLICATIONS**

- 4.1 There are no personnel implications in this report.

## **5. LEGAL IMPLICATIONS**

- 5.1 There are no legal implications in this report.

## **6. REPUTATIONAL IMPLICATIONS**

- 6.1 There are reputational implications in this report.

If we do not respond accordingly to the Your Voice Matters results, it could have a significantly negative impact on our reputation both internally and externally.

**7. SOCIAL IMPLICATIONS**

7.1 There are no social implications in this report.

**8. COMMUNITY IMPACT**

8.1 There are no community implications in this report.

**9. EQUALITIES IMPLICATIONS**

9.1 There are no equality implications in this report.

**10. ENVIRONMENT IMPLICATIONS**

10.1 There are no environmental implications in this report.

**RECOMMENDATIONS**

Members are invited to discuss this paper.

# 'Your Voice Matters' Implementation Plan

## Bi-annual update





# Exec Summary

- Not complete, not on track
- Not complete but on track
- Complete



## LEADERSHIP

- Three ambitions have been closed due to the ongoing progress of the Your Leadership Matters programme.
- The next phase of MyCareer will include personal development plans which will enable the top leadership groups to have them in place.

## WELLBEING

- Both ambitions are now complete.
- Following the Health & Wellbeing review there are improvements in several areas, alongside continuous review and evaluation of effectiveness.

## HINDRANCE STRESSORS

- Continuous Improvement engagement sessions are being delivered to members of the Executive.
- Broader activity continues with focus on Smart Thinking and CI pipeline activity.

## ENABLERS

- Work continues on service design with Public Protection, Local Policing and Modernised Contact and Engagement
- Criminal Justice reform continues to deliver benefits in time and colleague wellbeing due to providing evidence remotely

## BEHAVIOURS

- Revised Tutor Constables content is being finalised, working alongside SEMPER.
- An internal cadre of mediators have been identified and trained with view to providing support to colleagues in resolving workplace issues.



# Ambitions closed since last bi-annual update

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# Leadership



## Ambition Owner

DIRECTOR OF PEOPLE & DEVELOPMENT



## Ambition Status

Previous

Current

31/5/23 → 27/11/23

- Not complete, not on track
- Not complete but on track
- Complete



## Anticipated Outcomes

Equipping our leaders with the support, capability and skills to be able to lead, in a manner that us aligned to Police Scotland's CVF and to three defined leadership behaviours:

- Lead and learn inclusively;
- To have the courage to do the right thing;
- Collaborate for growth.

## Rationale for Closure



**Target investment to first and second line managers on the subject of emotional intelligence, knowing their people and the key elements, including coaching, of developing 'Supportive Leaders'**

This ambition aligns to the delivery of Your Leadership Matters Phase 2, which is now nearing completion with the final cohort (First Line Leaders) ongoing.



**Relatedness - Managers and leaders given the skills and be expected to translate the organisational vision, tone and focus to their people in a way that connects the importance of all work to the common aims**

This ambition aligns to the delivery of Your Leadership Matters Phase 2, which is now nearing completion with the final cohort (First Line Leaders) ongoing.



**Give clarity on the expectation of all people managers and leaders as detailed in the CVF and through the launch of 'MyCareer' as role modelled by all of the Force Executive**

Your Leadership Matters sets the expectation of leaders through the associated behaviours that underpin the programme. In addition, the People Management Development Programme includes a positive environment pillar. MyCareer is underpinned by the CVF and encourages reflective practice, identifies development needs and future planning to improve practice.



# Wellbeing



## Ambition Owner

DIRECTOR OF PEOPLE & DEVELOPMENT



## Ambition Status

Previous

Current

31/5/23 → 27/11/23

- Not complete, not on track
- Not complete but on track
- Complete



## Anticipated Outcomes

- Bring health and wellbeing of our people to the top of the organisation's agenda
- Develop a coordinated national approach to health and wellbeing
- Proactive engagement of our people in a ongoing health and wellbeing conversation through listening and understanding the need
- Adopt a person-centred approach to all support pathways and programmes e.g. EAP, OH, TRiM and Wellbeing Champions

## Rationale for Closure



**Develop a proactive wellbeing approach that further enhances the support re psychological resilience, self-care including how to get sufficient, high-quality sleep and reduce fatigue/burnout with a focus on those working shifts**

The Health and Wellbeing Review was conducted in 2022, with a 4-stage systematic approach adopted by the Health and Wellbeing Team in order to engage and listen to our people, develop and prioritise wellbeing offerings, and produce an action plan and implementing.

Almost one year on, this has led to improvements being considered and made to the following areas, with continuous review and evaluation a key element of the approach:

Employee Assistance Programme (EAP)	Occupational Health
Trauma Risk Incident Management (TRiM)	Your Wellbeing Assessment
Resilience Assessment	Wellbeing Champions
Mental Health Support	Communication Strategy
External partner engagement	Health & Wellbeing LTD
Governance, including the establishment of the Health & Wellbeing Advisory Group	

# Updates on ambitions in progress

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# Leadership

Top 250 leaders in the organisation have a personal development plan



## Ambition Owner

DIRECTOR OF PEOPLE & DEVELOPMENT



## Ambition Status



- Not complete, not on track
- Not complete but on track
- Complete



## Anticipated Outcomes

Senior leaders have a clear and defined development plan that supports and compliments Your Leadership Matters and enables them to develop and enhance relevant skills in leading their people and creating great environments to work in.

## Positional Update

- Personal Development Plans (PDPs) will feature as Phase 2 of MyCareer.
- All Top 250 Leaders are expected to consider their PDP as part of their MyCareer discussions, however there is recognition that not all these colleagues have a specific PDP.



# Hindrance Stressors

A programme of activity that communicates the expectation that all managers and leaders will be proactive in creating and promoting continuous improvement opportunities where their people can bring forward ideas on how to reduce inefficiencies and increase effectiveness



## Ambition Owner

CHIEF DIGITAL & INFORMATION OFFICER



## Ambition Status



- Not complete, not on track
- Not complete but on track
- Complete



## Anticipated Outcomes

- Maximise continuous improvement activities and reduce hindrance stressors
- Increase efficiencies against the organisational position of reduced budget and financial challenge.

## Positional Update

### Summary of recent activity

- Continuous Improvement team are currently delivering engagement sessions to members of the Executive
- CI Maturity Assessment has been placed on hold to prioritise project work.
- CI Pipeline undergoing some consideration around reprioritisation to ensure delivery is in line with current organisational strategies
- Smart Thinking in undergoing a review of processes on how ideas are triaged with view to delivering enhanced outputs.

### Focus for next 6 months



### Milestones

- CI Board launch complete – on-boarding of new Divisions to smart thinking underway
- A pipeline of process improvement activity which progresses and adds value
- Refresh of CI training material and associated course
- Introduction of a CI organisational maturity assessment

### Evaluation / Measurement of Success

- Number of CI initiatives implemented
- Savings in relation to cost and resource
- Feedback from CI training, number completed the training and return on investment



# Behaviours

Invest in the role of Tutor Constable – setting expectations of behaviours early

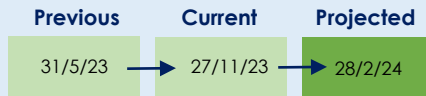


## Ambition Owner

ACC PROFESSIONALISM & ASSURANCE



## Ambition Status



- Not complete, not on track
- Not complete but on track
- Complete



## Anticipated Outcomes

- Increased focus on the impact of behaviours within the Tutor Constables training
- All new Tutor Constables will participate on this training and existing Tutors will be asked to complete as an upskill

## Positional Update

- The Tutor Constable training course has been revised to include content in relation to the impact of behaviours. This includes:
  1. Accent bias
  2. BICS (basic interpersonal communication skills)
  3. CALP (cognitive academic language proficiency)
  4. Banter
  5. Unconscious bias (how this can have an impact on the tutoring process)
- There has been a slight delay due to further enhancement of the content, which is being developed in partnership with SEMPER.
- A broader, wholesale review of the tutor constable model is underway which will include consideration of their recruitment, training and wider governance. This work is being underpinned by organisation wide research.



# Behaviours

Change the lived experience of people who raise or are impacted by grievances - create a shift to early reconciliation/mediation



## Ambition Owner

DIRECTOR OF PEOPLE & DEVELOPMENT



## Ambition Status



- Not complete, not on track
- Not complete but on track
- Complete



## Anticipated Outcomes

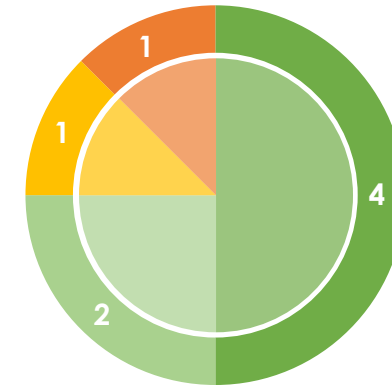
- A holistic approach to managing the lived experiences of individuals who raise grievances
- Reduce the number of grievances through early intervention
- Increase in the number of mediation cases.

## Positional Update

### Mediation Service

- Refresher training was delivered to seven accredited mediators earlier in the year. In August, notes of interest to be part of the new mediation service were invited and received a positive response. 12 colleagues were selected who undertook over 40 hours dedicated training, including the Force's Executive Coach and Mediator.
- A dedicated workshop took place to shape the way forward and develop templates and guidance to ensure consistency in approach. Regular meetings will be arranged to share feedback, learning and experiences which will enable us to assess the effectiveness of the service.

### Mediations taken place since April 2023



■ Resolved ■ Partially Resolved ■ Ongoing ■ Unresolved

### Milestones

- Raising workplace issues internal survey concluded and Research & Insight team report concluded
- 'Focus on' documents for Managing a Workplace Issue & Resolving a Workplace issue guidance collaboratively developed
- Introduction of an internal mediation service which will be accessible to all colleagues across the organisation

### Evaluation / Measurement of Success

- Reduction of grievances raised
- Utilisation of the internal mediators and associated data/insights (resolved/ongoing etc.)
- Feedback from those impacted by grievances





# Behaviours

Recognise contributions that go above and beyond through 'real-time' recognition

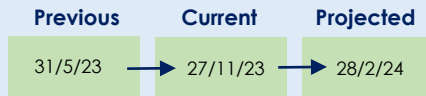


## Ambition Owner

DIRECTOR OF PEOPLE & DEVELOPMENT



## Ambition Status



- Not complete, not on track
- Not complete but on track
- Complete



## Anticipated Outcomes

- Individual's contribution is recognised and celebrated as part of the MyCareer process
- Broader recognition of contributions are embedded in day-to-day activities

## Positional Update

### Reflection Logs

- Reflection logs are part of the MyCareer process and are used to record the everyday excellence that colleagues do as part of day-to-day activities. This is a key mechanism for colleagues to recognise both their own and others contributions and successes
- Current position of reflection logs since 1 June 2023:



**3,440**  
Reflection Logs  
Completed

**3,152**

Police Officer Reflection Logs  
completed

**288**

Police Staff Reflection Logs  
completed

- P&D are considering other opportunities for 'real-time' recognition, taking into consideration the Chief Constable's commitment 'to review our approach to reward and recognition to ensure we recognise our unsung heroes and our achievements'.



# Enablers

Target Operating Model – Articulate how this connects and aligns to the broader picture (Change / SWP)



## Ambition Owner

CHIEF DIGITAL & INFORMATION OFFICER



## Ambition Status



- Not complete, not on track
- Not complete but on track
- Complete



## Anticipated Outcomes

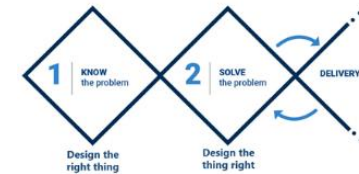
- Enhancement of service design across the organisation, to increase efficiency in relation to service delivery and the people who supply them
- Greater alignment and connectedness of how components of service delivery fit together
- Operating Framework that includes a MoSCoW service framework for all policing and corporate services

## Positional Update

### Summary of recent activity

- Ongoing work to establish the Service Design maturity matrix for key projects and for the force. This will provide an indicative view of the application, understanding and value of service design.
- The work with Public Protection and Local Policing is focusing on an assessment of the as-is models with insights/data
- Modern Contact & Engagement have developed their current operating model, pain points and workflow. This is being used to shape discussion at SMT on current/future state for C3.
- Work commencing on the final element of the PSoS Operating Framework – this includes a top-level operating model map and a MoSCoW model of policing and corporate services

### Focus for next 6 months



### Milestones

- Clear definition of what service design is – know the problem, solve the problem and delivery
- Establishment of the core principle, which is 'it is only possible to design good and cost-effective services if the time is taken to understand the situation through direct engagement with the people who use our services, and the people who supply them
- Embedding the 15 principles of good service design which underpin the areas of focus for the next 12 months
- Monthly delivery of mind-set courses, which focus on new ways to approach how they design the services they deliver or receive
- PSoS Operating Framework that can be used to help with decision making and prioritisation

### Evaluation / Measurement of Success

- Evaluation from training and Service Design workshops
- Feedback from monthly service design mind-set courses
- Number of efficiencies, improvements that can be attributed to Service Design
- Reporting from Service Design central oversight meeting – Name TBC
- User satisfaction and feedback
- Executive sign off - PSoS operating framework



# Enablers

Criminal Justice Reform – to reduce the amount of time our people spend in court



## Ambition Owner

ACC CRIMINAL JUSTICE



## Ambition Status



- Not complete, not on track
- Not complete but on track
- Complete



## Anticipated Outcomes

- Reduction of time spent in court, which improves the wellbeing of officers and staff, reduces demand placed on colleagues and saves the organisation money

## Summary Case Management Pilot (SCM)



- The Summary Case Management Pilot is designed to improve the summary court process by resolving cases at the earliest opportunity
- Since the commencement of the pilot in September 2022 until August 2023 Police Scotland have dealt with 2325 domestic abuses case's and 1654 specified evidence requests all of which were forwarded to COPFS. This resulted in 2765 first issue citations for domestic cases and 2361 first issue citations for all other non-domestic cases never being served on Police Scotland's officers.
- Reduction of 32% overall citations and 36% domestic citations across pilot court areas.

## Remote Provision Witness Evidence (RPWE)







- Between January 2022 and September 2023 there were a total of 1570 High Court trials scheduled. From this number there were 18,115 Police Witnesses cited to attend court and were aligned to an EGR. Of the 18,115 officers who were cited, the Crown only required to use 1973 (10.89%) witnesses, 601 provided their evidence remotely 30.46% & 1372 provided their evidence in person 69.54%.
- The financial savings which can be attributed to RPWE is split between travel costs saved, travel time not expended etc. and this is estimated to be in the region of an average of £182.50 per witness.
- The most powerful saving which has been experienced in officers being able to deliver their evidence remotely is in Officer Wellbeing. Officers who reside in very remote locations or Islands, are not required to travel long distances which incur at least one overnight stay and on occasions several nights due to travel links. These officers are not abstracted from an already finite resource level at their base post locations so there is not an impact for officers left behind picking up the slack.
- Evidential Hearings will also now revert to police witnesses providing evidence remotely as a default position.





## Demand





- A countermand pilot commenced within U Division in May 2023 which has the aim of returning non-essential police witnesses cited for Summary and JP trials within Ayrshire back to operational duties in excess of 28 days from the cited date. So far, this pilot has returned 300 police officers back to division – the equivalent of 150 double car crews. There is an expectation that this pilot will be rolled-out to other operational policing divisions in the coming months.
- Development work on the new court scheduling application is continuing in partnership with COPFS / SCTS and once developed, there is an expectation that this will assist with officer welfare by reducing the volume of citations on rest days / annual leave and also positively impact operational policing by reducing citations on shifts which are required to be varied for court attendance.

YOU SAID...	WE DID...
 <p>We need to better equip our leaders to have more people focus and empower them to create great working environments.</p>	 <p>The service has launched a concerted effort to develop our leaders and people managers through the delivery of leadership training. <b>Your Leadership Matters (YLM)</b> focuses on 'how' our leaders should lead and the <b>People Management Development Programme (PMDP)</b> focuses on 'what' they need to know to effectively support their teams.</p> <p>YLM has been designed to enhance leadership behaviours, through a structured and blended learning programme. The aim is to equip our leaders with the support, capability and skills needed to lead, in a manner that is aligned to our Competency and Values Framework, and to the three leadership behaviours that have been defined as part of the programme: Learn and lead inclusively, have the courage to do the right thing and collaborate for growth.</p> <p>PMDP will focus on two key areas. Firstly, understanding how to create a positive workplace for themselves and their teams, whilst identifying how to put these behaviours into practice. Secondly, you will expand your practical knowledge and understanding of key topics such as Health and Wellbeing, Attendance Management, Duty Modifications, Capability, and Workplace Issues and Grievances.</p> <p>Our <b>Engagement Toolkit</b> has launched to support leaders in creating positive environments in which for individuals and teams can thrive. The toolkit contains practical guidance on how to effectively engage with team and focuses on areas colleagues told us mattered to them. The toolkit will be continually updated with content which is shaped by colleague insights including their</p>

YOU SAID...	WE DID...
	<p>lived/living experience, with connections made to anti-discriminatory measures.</p>
 <p>Incivility was unfortunately experienced by colleagues far too frequently; with 42.5% reporting they had been impacted by this.</p>	 <p><b>Policing Together</b> has launched and seeks to ensure our values of integrity, fairness, respect, and a commitment to upholding human rights lie at the heart of all we do. A key underpinning ethos of Policing Together is the importance of challenging discrimination internally and externally – and challenge our own and each other's behaviours, attitudes, and actions.</p> <p><b>Creating a positive workplace</b> is a key activity, which closely aligns to Policing Together and is an important driver in our ambition of becoming an anti-discriminatory service. The recent Grievance survey enabled colleagues to share their experiences of the process and help the service understand where improvements can be made.</p> <p><b>Sex Equality &amp; Tackling Misogyny (SETM) working group has been established.</b> In-depth engagement was carried out to establish colleagues experience of sexism and misogyny within the organisation. It also invited ideas around how we might work together to make Police Scotland a fair and equitable service. The findings are being taken forward by the SETM Oversight Group, led by DCC Malcolm Graham and Delivery Group led by ACC Emma Bond.</p> <p><b>Standards of Professional Behaviour</b> has launched in support of our service-wide drive to raise awareness of the organisation's values of integrity, fairness, and respect.</p>

YOU SAID...	WE DID...
 <p>There was perceived unfairness and nepotism/cronyism in the promotions process.</p>	 <p>The <b>National Police Promotions Process (NPPP)</b> intranet page has been updated to clearly outline the process and what is involved. There is clear signposting for candidates to engage with the promotions team should they need guidance or support throughout the process.</p> <p>The promotions process has been reviewed and refreshed in consultation with external occupational health therapists. The new assessor and candidate feedback process will launch in Autumn 2023 and will be part of every promotion process moving forward.</p> <p>A new <b>Recruitment Policy and EQHRIA</b> has been developed and is currently out for consultation. Also, the Promotion Policy and EQHRIA was recently reviewed, adapted, and recirculated.</p>
 <p>Energy, recovery from work demands and sleep quality could all be improved upon.</p> <p>Levels of wellbeing, particularly emotional energy, and fatigue, needed to be improved and prioritised.</p>	 <p>Improved proactive planning, exploring all deployment and on duty options first, with cancellation of rest days always as a last resort.</p> <p>Key themes from the 2022/23 <b>It's the Little Things</b> campaign, where colleagues can request funds to enable local improvements, were biodiversity gardens and wellbeing. Over £30k was invested across the organisation on creating outdoor and indoor spaces which enable colleagues to get a well-earned break from the demands of their role and recharge, and wider wellbeing focused items.</p> <p>Work has been undertaken to produce guidance and highlight further resources in relation to <b>sleep and recovery</b>.</p>

YOU SAID...	WE DID...
	<p>Launch of <b>Lived Experience series</b>, with peers sharing their own experiences to help reduce stigma and signpost the available support.</p>
 <p>There was a lack of focus on personal development and more support and structure was needed to enable colleagues to meet their career aspirations.</p>	 <p><b>My Career</b> has been introduced as our new appraisal system, which is for all colleagues regardless of rank or grade. It has been designed to help individuals take control of their career aspirations.</p> <p><b>‘How to’</b> online learning platform is available to all colleagues which contains over 2,000 resources covering a range of relevant topics. It can be accessed anytime making it easier for colleagues to development specific knowledge and skills.</p>

# Your Voice Matters Bi-annual Update

## DIVISIONAL ACTIVITY SUMMARY

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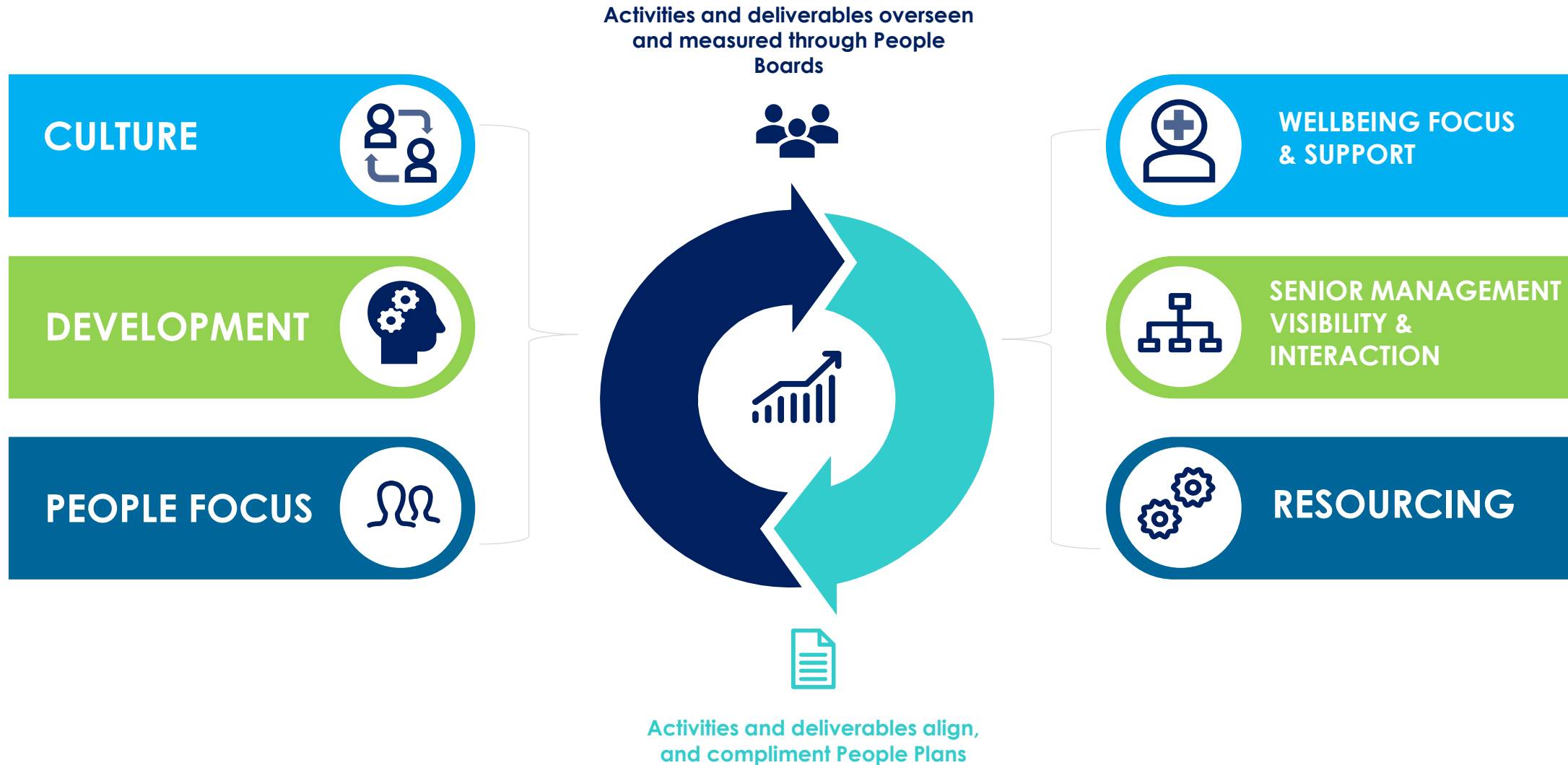


**POLICE**  
**SCOTLAND**  
**POILEAS ALBA**





# SUMMARY OF THEMES



**OFFICIAL**

# CULTURE

The Your Voice Matters survey suggested there were opportunities to enhance the culture of our working environments; with specific focus on reducing incivility, maximising inclusion approaches and providing opportunities for colleagues to provide feedback and drive improvement.

## COLLEAGUE VOICE

**E & J Division** have established Advisory Panels which provide insight and guidance on a range of people centric areas. This includes informing decision making on any activities that may affect colleagues.

**OSD** have introduced exit discussions for all officers and staff transferring out of the division

## COMMS & ENGAGEMENT

**CJSD** have introduced forums aimed at providing a forum for staff to hear divisional updates, voice their opinions and provide improvement suggestions.

**J Division** have re-launched and reinvigorated staff engagement activities and communication channels (some unable to take place due to COVID restrictions) with a virtual focus

## LIVED / LIVING EXPERIENCE

**E Division** have launched a Lived Experience mentor project – which has created a library of colleague's personal experiences of life events with links to the relevant support available

**J Division** have explored incivility with colleagues to understand their experience both internally & externally and identify meaningful ways to reduce this and positively impact our staff.

## INCLUSION

**E Division** have introduced a Senior Management EDI training programme focused on transforming culture. Truth to power sessions have taken place as well.

**SCD** held a LGBT+ allies awareness and recruitment event and also have a Policing Together steering group.

**OSD** have introduced Inclusion Moment Facilitators to ensure a greater focus on inclusivity

# WELLBEING FOCUS & SUPPORT

The Your Voice Matters survey suggested there were opportunities to improve colleague wellbeing, with specific focus on emotional energy, resilience and quality of sleep. There were also suggestions more general support in relation to responding to the demands of the job.

## TRAINING

Several Divisions have engaged with the Lifelines training packages, which includes modules on staying well: understanding resilience and self-care, supporting your colleagues and post trauma support. There has also been engagement in facilitator training to take the skills and knowledge back to division.

Additionally, there has been investment in the development of Divisional Wellbeing Champions across the organisation.

## WELLBEING FOCUSED SPACES

**P Division** have introduced wellbeing rooms across the Division to giving colleagues private spaces to detach, relax and re-energise. They have also introduced outdoor wellbeing spaces to encourage fresh air and time away from work

## WELLBEING RESOURCES

**A Division** have worked collaboratively with SPRA to improve gym facilities, most recently approval gained to put a gym in Stonehaven.

**N Division** provide signposting to colleagues to highlighting a range of blended resources to enhance wellbeing. Most recently advertising the Highland Mental Wellbeing App.

## TAILORED WELLBEING SUPPORT

**LPW** have worked with the Police Treatment Centre to provide wellbeing weekends for colleagues who meet agreed criteria. 140 have attended so far. Also personalised health assessments have been carried out on 864 colleagues.

**CJSD** have introduced bespoke support to colleagues involved in fatal accident enquiries in relation to deaths in custody.

# DEVELOPMENT

The Your Voice Matters survey suggested there were clear opportunities to improve our approach to development and the wider promotion processes. A greater focus on support leadership was also identified as an opportunity for growth.



## LOCAL APPROACHES

**D Division** have delivered preparing for promotion workshops

**E & J Division** are working on a revised probationer training programme to build competence and confidence of new recruits within the Division.

**E Division** have also launched CPD Spotlights – with content and offerings on MyCareer, Healthy living, wellbeing & inclusion. They also have delivered Special Constable CPD events. They have also have introduced a Sergeants promotion support package

**OSD** are developing a buddy programme for new officers and staff who transfer into the division. This has been identified through staff engagement as an approach that would greatly assist and support people as they come into a new highly specialised division. It has been recognised that having a critical friend and point of contact when transferring into the division can have a positive impact on supporting our people and making them feel valued

**C Division** held probationer workshops to elicit feedback and improvement suggestions

## LEADERSHIP DEVELOPMENT

A consistent trend across **most Divisions** was their engagement and participation in the delivery of Your Leadership Matters.

**D Division** have introduced Sergeant development days

**J Division** offer support and guidance to new supervisors and encourage learning and personal development linked to the People Plan and People and Development Board, embracing 'Your Career' opportunities.

**OSD** are delivering first line manager awareness days which will initially focus on newly promoted line managers within the division and will provide them with a range inputs and interactions on our values and culture, expectations and behaviours and leadership and communication. The intention is to provide our line managers with support, skills and tools to be positive, effective leaders



# SENIOR MANAGEMENT VISIBILITY & INTERACTION

The Your Voice Matters survey suggested there were opportunities for colleagues to have greater visibility and interaction with senior leaders. This connects to enhancing our organisational tone and helping colleagues to understand the broader direction of travel of the organisation.



**Several divisions** have introduced a mechanism to 'ask the commander/command team' both virtually and in person.

**P Division** have introduced dedicated meetings with the SMT to discuss ideas, encourage innovation and identify opportunities for improvement

**C Division** have introduced a Supervisors Forum - quarterly and led by Commander and SMT.

**D Division** provide Regular updates in the Support Superintendent's newsletter and have also introduced a revised Inspectors model which enables greater visibility and interaction.

**C3** have a portfolio lead for 'engaging with our people' who is recording a piece with AV to highlight the approach. This will involve upcoming Command Team Roadshows, how staff can become YVM Champions representing their business area and colleagues, along with signposting to our dedicated intranet area for YVM.

The themes which will be explored in the roadshows are: resources, incivility, feeling valued and leadership.

# PEOPLE FOCUS

The Your Voice Matters survey suggested there were opportunities for greater recognition which would positively impact emotional energy and enable a greater connection between colleagues and the organisation.

## RECOGNITION




**LPE** have introduced local recognition awards, with **E Division** having a dedicated section on the intranet which captures and celebrates 'everyday successes'

**P Division** publish a quarterly newsletter, which is focused upon praising employees for their professional work as well as their personal achievements

**SCD** introduced an Awards and Recognition scheme in which 223 colleagues were recognised by their managers and peers for their achievements

## MATERNITY / PATERNITY



**E and J Division** have introduced regular KIT events for officers on maternity/adoption leave. This includes formal guidance, emails to relevant colleagues and a broader review of the Divisional phased return.

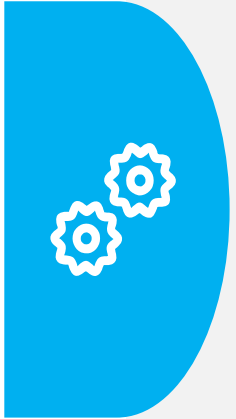
**P Division** has signed off a new process 'Refresh To Work' aimed at those employees who are returning to work after an extended period away and may feel it challenging. The process allows line managers to meet employee's needs within the workplace (flexible working patterns etc.)

**SCD** offer KIT days and events

# RESOURCING

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Free text responses from the Your Voice Matters survey highlighted resourcing as a key issues across the organisation.



**A Division** have introduced a new shift patter following staff engagement, developing a business case and formal communication. This launched in May and initial feedback is very positive, particularly in relation to wellbeing.

**D Division** have secured agreement with COPFS not to cite officers for court on a Monday. This gives us the ability to increase resources on late/nightshirts on the weekend before. Staff very appreciative of this as it has a big impact on them in a positive way. They have also introduced resourcing meetings to examine increasing resourcing levels for front line and work with partner agencies to reduce demand - mental health pathways