



Meeting	SPA People Committee
Date	30 November 2022
Location	Virtual Conference
Title of Paper	'Your Voice Matters' Bi-Annual Update
Presented By	Nicky Page, Temporary Deputy Director of People and Development Kirsty Garrick, Head of People & Engagement Partnering
Recommendation to Members	For Discussion
Appendix Attached	Appendix A – YVM Implementation Plan Bi-Annual Update Appendix B – Divisional Activity Summary

PURPOSE

The purpose of this report is to provide Members with an update on the activities at both an organisational and divisional level in response to the 'Your Voice Matters' wellbeing & engagement survey.

This paper outlines the position of the Implementation Plan and relevant updates of the 18 ambitions.

Members are invited to discuss the contents of this report.

1. BACKGROUND

- 1.1 The results of our Wellbeing & Engagement survey, 'Your Voice Matters' (YVM) were published in October 2021 and was the catalyst for a range of improvement activities, at both an organisational and divisional level.
- 1.2 An overarching organisational implementation plan comprising of 18 deliverables was established to respond to the key themes identified within the survey. This was developed through engagement with the Executive and YVM steering group which contains senior divisional representatives, Scottish Police Federation (SPF), Association of Scottish Police Superintendents (ASPS), trade unions and SPA.
- 1.3 Work was also carried out to understand consistent themes/findings with the SPF commissioned survey, which was delivered by Carleton University.
- 1.4 Each Division, including SPA Corporate and SPA forensic services, were provided with insights around their specific results and potential areas of focus. Supported by People Partners, divisional implementation plans were developed which align to people plans and outline intent/areas of focus to improve key people issues.
- 1.5 The YVM Steering Group met on the 10 October 2022 under the leadership of the new Chair, ACC Bond.

2. MORE DETAIL ON REPORTING TOPIC

Organisational Implementation Plan

- 2.1 The organisational implementation plan has been developed to respond to 5 key themes:
 - Leadership;
 - Wellbeing;
 - Hindrance stressors;
 - Behaviours;
 - Enablers.
- 2.2 Each of the 18 ambitions within the Implementation Plan have an Executive sponsor to ensure the delivery of the key activities. At present 2 of the 18 ambitions are complete.

2.3 A summary of activity from each theme is shown below:

Leadership

- Work on rank ratios continues and a paper from Local Policing Service Design Review was presented at SPA board in August;
- 'Your Leadership Matters' is a key enabler of the deliverables within this theme. Phase 2 has been developed with a focus on Sergeants and Inspectors, however funding has still to be approved.

Wellbeing

- The four stage health & wellbeing programme review continues with a focus on maximising the positive impact of EAP/TRiM and Wellbeing Champions. The focus is also on the required governance to ensure momentum.
- Initiatives such as Your Wellbeing Assessment, flu vaccinations and financial resilience are all underway.

Hindrance Stressors

- The 2021/22 'It's the little things...' campaign invested over £73k in people centric initiatives which were identified by officers and staff across the organisation. The 2022/23 campaign will launch by the end of October, with a further £90k available to improve the lived experience of our people.

Behaviours

- The 'Engagement Essentials' toolkit has been designed to increase people leaders' confidence and competence in creating positive working environments. The content has been collaboratively designed and received strong support through stakeholder socialisation and internal governance channels.
- The work of the 'Creating a Positive Workplace' group is now established, with a focus on early intervention with an emphasis on prevention and provides an opportunity for organisational learning.
- MyCareer and CVF modules have been launched and there is more awareness of the importance of completing these by their due dates to set everyone up for 01 April implementation.

Enablers

- Support and guidance continues to be made available to individuals involved in promotion processes.
 - Criminal Justice Reform continues to make progress with court abstractions being reduced as a result of this work.
- 2.4 Some progress has been made which is welcomed. It is vital that momentum is maintained and the pace increased in the delivery across all of the ambitions before a further survey is considered.
- 2.5 Appendix A provides further details on all 18 ambitions.

Divisional Implementation Plans

- 2.6 Divisions were tasked with developing their own implementation plan to outline specific ambitions in response to their results.
- 2.7 Divisions have a high level of commitment to deliver their improvement activity and, in response to changes in terms of organisational context, further focus is being given to ensure that all efforts are given to those initiatives which will have the greatest impact.
- 2.8 Appendix B provides an overview of these activities.

Next Steps

- 2.9 While there is recognition that progress has been made, there is a need to sustain focus and momentum on the activities to ensure delivery before the end of the financial year. PDTMB members agreed that the 4Action platform should be utilised to assist with monitoring progress and updates but this is yet to be fully embraced by ambition owners.
- 2.10 The timing for the next iteration of the YVM survey will be informed by the progress made in the Implementation Plan over the next quarter and will be further discussed by the Steering Group in January where Executive owners will be asked to attend, in person, to provide their updates.
- 2.11 The YVM Steering Group discussed the timing of the next phase of communication, with the approach being an area of focus at the next meeting in January 2023.

2.12 People Partners continue to support divisions in their delivery their Implementation Plans with progress monitored through people boards.

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 associated with this paper. If the Implementation Plan is not fully progressed this would undermine any further survey and, potentially disengage our people.

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 equalities implications in this report.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications in this report.

RECOMMENDATIONS

It is recommended that Members discuss the contents of this report.

'Your Voice Matters' Implementation Plan

Bi-annual update



LEADERSHIP



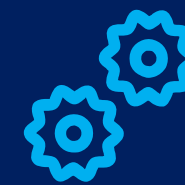
WELLBEING



HINDRANCE
STRESSORS



BEHAVIOUR



ENABLERS



Leadership



- Complete
- Not Complete but on track
- Not on track

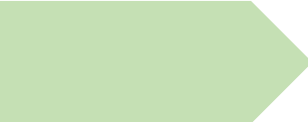
Ambition and Executive Sponsor	Status	Current Position / Highlights
<p>Review rank ratios to ensure we have the right number of people leaders</p> <p>ACC Local Policing East</p>		<ul style="list-style-type: none"> A paper on Local Policing Service Design Review (LP-SDR) was presented to SPA Board on 25 Aug. LP-SDR will undertake an evidence led review of how Police Scotland provides services. Paper has been developed and submitted to ACC Local Policing East for consideration, which captures the key considerations around the considerations and scope of the work, to ensure it effectively responds to the associated recommendations.
<p>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'</p> <p>Director of People & Development</p>		<ul style="list-style-type: none"> 'Your Leadership Matters' (YLM) programme has a dedicated focus on equipping our people leaders to be bold, courageous and create working environments where our people can flourish, feel empowered and supported. Funding for phase 2 has still be approved. All leaders from sergeant upwards, including police staff equivalents, will be invited to attend the programme from autumn 2022 through to 2023. The top 250 leaders were invited to attend the YLM programme with the next cohort (next 400 leaders) anticipated to be invited from Feb – April 2023. A range of targeted leadership programmes are being developed from sergeant to chief superintendent and police staff equivalents.
<p>Encourage empowerment with a focus on improvement and development, within risk appetite thus reducing any 'fear of making mistakes' or 'hindsight brigade'</p> <p>Director of People & Development</p>		
<p>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</p> <p>Director of People & Development</p>		
<p>Top 250 Leaders in the organisation will have tailored personal development plans focusing on High Performance Leadership</p> <p>Director of People & Development</p>		

Wellbeing



- Complete
- Not Complete but on track
- Not on track

Ambition and Executive Sponsor	Status	Current Position / Highlights
<p>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</p> <p>Director of People & Development</p>		<p>Health & Wellbeing Programme Review</p> <ul style="list-style-type: none"> • The Health & Wellbeing team have adopted a 4 stage systematic approach to establish gaps, effectiveness and longer term interventions in their current offering. • Stage 1 involved engaging and listening to our people and key stakeholders to shape and drive the future in relation to wellbeing. • Stage 2 involved development and prioritisation of wellbeing offerings. A depth of feedback and views have informed the definition of this, including the establishment of a Health & Wellbeing Framework. • Stage 3 involved action planning and implementation, which has includes: <ul style="list-style-type: none"> - EAP/Occupational health – more people centric approach and preventative focus; - TRiM – improved referral system, investment in training, evaluation of effectiveness of the model; - Wellbeing champions – greater focus on structure, development and understanding the effectiveness of the group; - Governance – introduction of an advisory group to ensure alignment of activity and delivery of priorities; • Stage 4 is ongoing and focuses on sustained evaluation and review of the programme. <p>Other Wellbeing Focused Deliverables</p> <ul style="list-style-type: none"> • Lifelines Scotland training has been offered to targeted groups such as cybercrime, C3 and forensic services. Training has also been offered to wellbeing champions, SPF and ASPs due to their crucial roles in supporting and assisting our people: <ul style="list-style-type: none"> - Staying well, understanding resilience and self-care (half-day) – 342 attendees. - Supporting your colleagues (full day) – 143 attendees - Post trauma support providing psychological first aid (full day) – 25 attendees • TRiM focus on proactive education and awareness, including awareness sessions for new SIOs, line managers, and probationers. This has resulted in 154 key individuals attending sessions. • 49 Your Wellbeing Assessments, which is a voluntary mental health MOT, were delivered in Q1 22/23. • Winter flu vaccination programme has launched, where officers and staff can claim back the cost of a flu vaccination. • Financial resilience seminars are being offered to our people in response to the cost of living crisis.

Ambition and Executive Sponsor	Status	Current Position / Highlights
<p>Ensuring the right levels of 'recovery' time are achieved, improving proactive planning to reduce rest day disruption</p> <p>ACC Operational Support</p>		<ul style="list-style-type: none">• There is a sustained focus on ensuring 11 hours between duty, and application of compensatory rest to achieve that as required. Disruption of consecutive days of rest is prioritised and only takes place where impossible to avoid.• When resourcing, there is a focus on varying shifts of those on duty to maximise efficiency and mitigate the need to disrupt rest days for additional resources.• Following major events, such as Operation Unicorn, work is undertaken to assess working time and allocate compensatory rest if/where any is due.

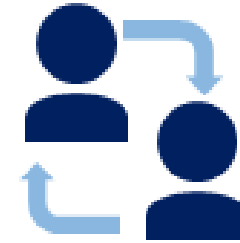
Hindrance Stressors





- Complete
- Not Complete but on track
- Not on track



Ambition and Executive Sponsor	Status	Current Position / Highlights
<p>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</p> <p>Chief Digital & Information Officer</p>		<ul style="list-style-type: none"> • A range of activity is established that promotes continuous improvement – mechanisms for raising ideas for consideration, pro-active reach out from CI team into business areas to carry out reviews and compile reports for self-action
<p>Continue the 'It's the Little Things' campaign with a focus to identifying how to reduce hindrance stressors in the workplace</p> <p>Director of People & Development</p>		<ul style="list-style-type: none"> • The 2021/22 campaign saw over £73k invested in people centric initiatives, identified by our officers and staff. • Over 450 requests were supported. • A robust organisational learning exercise was carried out with improvements identified, which will be implemented in the 2023/24 campaign. • A transitional campaign will launch in October with a further £90k being made available to improve the lived experiences of our officers and staff.

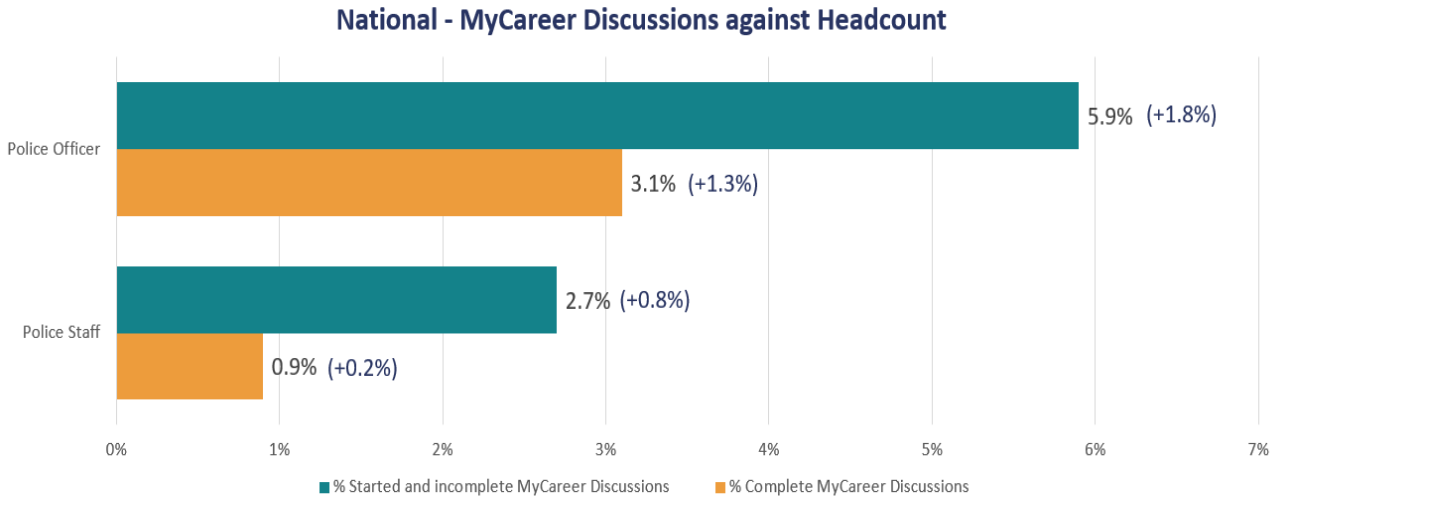

Behaviour



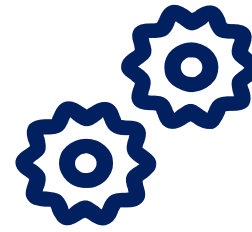
- Complete
- Not Complete but on track
- Not on track

Ambition and Executive Sponsor	Status	Current Position / Highlights
<p>Campaign to relaunch our values with zero tolerance to incivility, misogyny, sexism and discrimination of any kind. Enable and enforce positive behaviours which challenge any discriminatory or misogynistic mind-sets.</p> <p>ACC Professionalism & Assurance</p>		<ul style="list-style-type: none"> • The Preventions and Professionalism Programme will coordinate both national and local delivery of 5 priority themes which will raise awareness from the point of recruitment through to stages of lateral development for: <ul style="list-style-type: none"> ○ Standards of Professional Behaviour ○ Professional Boundaries ○ Training ○ Communication ○ Vetting • Relevant messaging and activity will be delivered under each of the ten Standards of Professional Behaviour (our Standards) to promote awareness and understanding through a calendar of activity which will be presented to SLB for approval in November 2022. • PSD are working closely with Leadership, Training and Development to embed the Standards of Professional behaviour into all existing training courses. Probationers are now provided pre-read material prior to embarking on training which includes Our Standards of Professional Behaviour. • The Policing Together Strategy will be the platform upon which our Preventions and Professionalism programme will be delivered. Corporate Communications are developing products and working with PSD to enhance awareness and learning. • Monthly reports will be presented to via Divisional SMTs to identify opportunities in respect of early interventions where individual officers / shifts / locations present an issue or concern.
<p>Launch a line managers toolkit on how to engage effectively to create positive environments which are inclusive of all, where people know they belong, can truly be themselves and where issues can be raised and are listened to and acted on</p> <p>Director of People & Development</p>		<ul style="list-style-type: none"> • The toolkit, branded 'Engagement Essentials', has been designed through a series of SME/stakeholder workshops which have received positive feedback; • The toolkit has been presented at P&D ODM and the Professionalism, Digital & Transformation Management Board, chaired by DCC Taylor, receiving positive feedback and support • The toolkit will be presented at SLF on 10 November, followed by an organisational launch w/c 14 November.

Ambition and Executive Sponsor	Status	Current Position / Highlights
<p>Change the lived experience of people who raise or are impacted by grievances - create a shift to early reconciliation/mediation</p> <p>Director of People & Development</p>		<ul style="list-style-type: none"> Grievance working group has been established, which involves SPF, ASPS and Trade Unions; An early intervention focus has been established, with both 'managing' and 'raising' workplace issues summaries produced and socialised with Divisions to establish feedback. Exploratory work is underway with an external organisation, 'Culture Shift', to consider using their Report & Support tool which would allow our officers and staff to raise awareness of incivility and negative behaviours.
<p>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</p> <p>Director of People & Development</p>		<ul style="list-style-type: none"> The CVF has launched with the objective of supporting all policing professionals through setting out nationally recognised behaviours and values. This clearly defines the behaviours of every individual working in policing. To support understanding of the CVF the following online training has been designed: <ul style="list-style-type: none"> CVF tailored to Police Scotland values; CVF tailored to SPA Forensic Services; CVF tailored to SPA Corporate. MyCareer launched on 1st April 2022 and has been designed to recognise everyday contribution that each of us make across the organisation. To support the launch of MyCareer the following online training has been designed: <ul style="list-style-type: none"> MyCareer: Your Future in your Hands; Reflection Logs; MyCareer Discussion. <p>Completion Rates as at 30/9/22:</p>


Ambition and Executive Sponsor	Status	Current Position / Highlights									
		<p style="text-align: center;">National - MyCareer Discussions against Headcount</p>  <table border="1" data-bbox="1380 231 2715 703"> <thead> <tr> <th>Role</th> <th>% Started and incomplete MyCareer Discussions</th> <th>% Complete MyCareer Discussions</th> </tr> </thead> <tbody> <tr> <td>Police Officer</td> <td>5.9% (+1.8%)</td> <td>3.1% (+1.3%)</td> </tr> <tr> <td>Police Staff</td> <td>2.7% (+0.8%)</td> <td>0.9% (+0.2%)</td> </tr> </tbody> </table>	Role	% Started and incomplete MyCareer Discussions	% Complete MyCareer Discussions	Police Officer	5.9% (+1.8%)	3.1% (+1.3%)	Police Staff	2.7% (+0.8%)	0.9% (+0.2%)
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<p>Invest in the role of Tutor Constable – setting expectations of behaviours early.</p> <p>Director of People & Development</p>		<ul style="list-style-type: none"> Scoping work is being planned to enhance the people focus of the Tutor Constable. Areas under consideration include coaching, inclusion, growth model and impact of behaviours. 									

Enablers



- Complete
- Not Complete but on track
- Not on track

Ambition and Executive Sponsor	Status	Current Position / Highlights
<p>Public Service Motivation – Recognise contributions that go above and beyond through ‘real time’ recognition. Create and share stories of ‘Exemplars of Service’</p> <p>Director of People & Development</p>		<ul style="list-style-type: none"> Work is ongoing to consider the potential introduction and impact of a public service motivation award. Scoping work is ongoing.
<p>Procedural Justice – Improve perceptions of fairness in relation to people processes such as promotion and opportunities</p> <p>Director of People & Development</p>		<ul style="list-style-type: none"> Activity around engagement with officers and staff to understand perceived issues around perceptions of people processes is being planned. The learning and key people issues established through this engagement will be absorbed into the detailed comms and engagement programme delivered by People & Development In relation to the promotion process, the NPPP intranet page is updated to clearly outline the process and what is involved. Candidates are encouraged to engage with the promotions team should they need guidance or support throughout the process.
<p>Target Operating Model - Articulate how this connects and aligns to the broader picture (Change/SWP) *Carried forward from historical survey actions activity</p> <p>Chief Digital & Information Officer</p>		<ul style="list-style-type: none"> The development of the PS TOM continues through both bottom up/detailed work and top down/strategic activity. Organisational work in Strategy, Planning and Service Design continues to shape and inform the TOM products. Draft TOM product being socialised currently for formal launch in early 2023

Ambition and Executive Sponsor	Status	Current Position / Highlights
<p>Criminal Justice Reform - to reduce the amount of time our people spend in court</p> <p>*Carried forward from historical survey actions activity</p> <p>ACC Criminal Justice</p>		<p>Citations/Demand</p> <ul style="list-style-type: none">• Review activity has led to an excess of, 4,600 officers back to normal operational duties• New modelling, shifting emphases from Summary Court to High and Sheriff & Jury could potentially remove the need for circa 4,000 officers per month attending court

DIVISIONAL ACTIVITY SUMMARY

Key Activities / Focus

- Alignment of Implementation Plans to wider people focused initiatives, including Your Safety Matters and Your Wellbeing Matters.
- Maximising the 'It's the Little Things' funding to invest in people focused initiatives;
- Development of Divisional communication & engagement strategies;
- Investment in gym equipment and facilities; working with SPRA in many cases;
- Local leadership development activities involving Sergeant/Inspector ranks;
- CJSD are currently looking at Conflict Management training which includes de-escalation techniques;
- D Division have carried out work with partner agencies to try and reduce the operational demand;
- N Division have focused on "Trauma Impact Prevention Techniques"
- P Division have introduced wellbeing rooms across their estate;
- U Division has introduced a 'Culture and Professionalism' working group, chaired by the Commander, which focuses on improving the lived experience of officers and staff;
- Menopause workshops have been delivered within V Division.



Successes

- Positive feedback and evaluation from the SMT engagement sessions and interactions;
- Positive feedback from the SPF highlighted by a number of Divisions;
- Large uptake of voluntary workshops such as leadership forums for Sergeants and Inspectors;
- Resources being a key area of focus in dedicated local shift pattern proposals, as well as regular updates being escalated to ACC/Commander level;
- MyCareer has been welcomed and embraced, with enhanced relationships between individuals and line managers as a result. It is hoped that this will contribute to a reduction in fear of making mistakes;
- Hybrid working continues to be well received across the organisation.
- Within P Division, 141 line managers have attended development events designed to sustain and enhance their confidence and capability;

Learning

- The importance of sustained communication and engagement that is in plain English and easy to understand but equally important are honesty and candour in messaging;
- Visibility of SMTs to demonstrate their buy in and commitment to improvement is crucial;
- Staff are keen to be involved and contribute – it's important that this is sustained;
- Evidence in some Divisions of a shift of culture to learning from mistakes, rather than focusing on blame;
- That a sustained focus on delivering Implementation Plans is required.

Ongoing Areas of Focus



- Continued focus on resourcing challenges;
- Supporting absent and officers with duty modifications back to full time duties;
- Sustained focus and support for line managers;
- Deliver wellbeing activities and support in line with the increased cost of living;
- Focus on improving fleet and estates;
- Delivering ED&I plans and activities;



- Continued focus on incivility and seeking to fully understanding the root cause and factors involved;
- Sustaining effective and meaningful communication and engagement;
- Refreshing work streams and activities, where required, to ensure positive outcomes and impact;
- Greater focus on tracking and monitoring Implementation Plans through People Boards.

