

Meeting	Scottish Police Authority People Committee
Date	28 February 2022
Location	Video Conferencing
Title of Paper	Your Voice Matters Staff Survey - Analysis of results and implementation plan update
Presented By	Jude Helliker, Director of P&D
Recommendation to Members	For Discussion
Appendix Attached	Yes: Appendix A – Implementation Plan Appendix B – Divisional Free Text Comments

PURPOSE

Following the 'Your Voice Matters' survey, Police Scotland's Strategic Leadership Board approved the organisational Implementation plan, which identified specific areas of focus and Executive sponsors.

The purpose of this paper is to provide an update on progress made against the organisational Implementation Plan and to share insights on the key themes identified from the local Implementation Plans.

1. BACKGROUND

1.1 At the Executive planning day in September, the Force Executive Leadership Team discussed the results and the priority areas for improvement were agreed. These are:

- Wellbeing;
- Leadership;
- Behaviours;
- Hindrance Stressors;
- Enablers.

2. FURTHER DETAIL ON THE REPORT TOPIC Organisational Implementation Plans

2.1 The Implementation Plan (Appendix A) details the progress made since the last update and will continue to evolve as detailed timescales and success measures are defined through ongoing engagement with proposed activity owners and key stakeholders. The organisational response to the ongoing impacts of the pandemic, including absence, has resulted in aspects of this work being delayed. It is anticipated that all areas will have identified timelines and success measures in advance of the next update.

2.2 There are 18 areas identified as priorities, which includes two carried forward and, as part of the last update, six areas remained to be scoped. Of these six, three have now been scoped, with the remaining three being scoped. These relate to activities under 'Leadership' and will be informed by the ongoing EY work as they develop phase 2 of 'Your Leadership Matters'.

2.3 Work was already underway to support many of the priority areas and the survey results provides further impetus and momentum. These updates and papers are not designed to create more work, more that they demonstrate alignment, interdependencies and joined up approaches.

2.4 As a result of both the operational demands over the festive period and COVID absences internally, a more detailed update will be provided in March.

2.5 The Survey Steering Group (SSG), co-chaired by ACC Hawkins and Director McMahon, will meet again in February to review plans and provide advocacy at the local level.

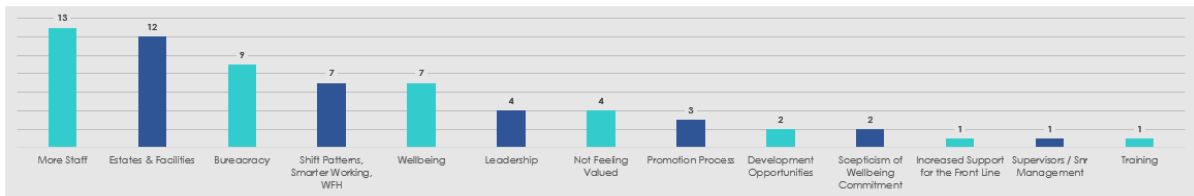
2.6 All local Implementation Plans, first drafts, have been submitted and whilst these are unique to their own area, there are no obvious outliers nor exceptions, instead, there are more areas of commonality as detailed in 6.2.3. This work will continue to evolve at a local level with supporting timelines and success measures identified over the remaining months of this financial year.

Free Text Comments

- 2.7 As part of the survey question set, respondents were asked to highlight specific areas of improvement which would positively impact their working environment and lived experience.
- 2.8 Strategy & Innovation colleagues analysed these responses and identified recurring themes. This work informed what was shared within each of the Divisional insights reports (Appendix B)
- 2.9 As indicated in 2.5, the following are the areas of commonality:

- The need for more staff;
- Estates and facilities
- Bureaucracy

The full breakdown is shown below:



2.10 This year’s ‘It’s the little things...’ (ITLT) campaign was launched in December with the portal open until the end of January for people to submit their ideas. In response to the survey results, hindrance stressors are this year’s focus. It is anticipated that ideas may be brought forward to improve estates, facilities and bureaucracy as a result and these will be fed into the appropriate departments as part of the ITLT process.

Incivility

2.11 The organisational score was 2.04 (scoring was from 1-6). Whilst this was better than results in England and Wales, it is acknowledged that this level was unacceptable, requires to be a

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focus and is included within the Implementation Plan (Appendix A) with this action led by ACC Speirs.

- 2.12 Following the presentation of the high level Implementation Plan at November's People Committee, members asked for the data per division and this is included below:

Division	Total	Division	Total	Division	Total	Division	Total	Division	Total
LP North	2.03 av	LP East	1.99 av	LP West	2.10 av	National		SPA	
A Div	2.02	C Div	1.92	G Div	2.11	C3	2.12	SPA Corporate	1.88
D Div	2.06	E Div	1.94	K Div	2.12	CJSD	2.20	Forensic Services	2.14
N Div	2.02	J Div	2.16	L Div	2.18	PPCW	2.26		
		P Div	1.95	Q Div	2.09	SCD	1.93		
				U Div	2.07	OSD	2.08		
				V Div	2.06				

- 2.13 The aim is to have as low a score as possible. There are no obvious outliers and there is little statistical significance between the lowest, SPA Corporate at 1.88 and the highest scores, PPCW at 2.26, a difference of 0.38.
- 2.14 Overall, staff experienced less incivility than officers, with staff in A Division scoring the least at 1.88 and CJSD staff scoring the highest at 2.35, a difference of 0.47.
- 2.15 Each local plan includes an action to address incivility and those with the higher scores have more detailed actions, for example:

PPCW

1. Promote organisation's values across all methods of communication and support staff to challenge behaviours that fall below expected standards
2. Engage with officers and staff to understand their experience of incivility both internally and externally and report such incidents to line managers
(Reduce incidents of incivility, empower people to challenge such behaviour, improve perceived organisational support)

CJSD

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1. Fully embrace the organisational response of zero tolerance regarding incivility
2. Engage with officers and staff to understand their experience of incivility and look for ways to address this
3. Reinvigorate a programme of engagement that builds on existing relationships across the organisation; highlighting service delivery and opportunities to collaborate and understanding of the operational deliverables across CJSD
4. Engage with other Divisions to build positive relationships, enhance understanding and appreciation of work undertaken by CJSD, maximise collaboration and minimise friction

(Continue to build a culture that is underpinned by respect, inclusivity and where our people can truly be themselves. Our people feel empowered to challenge any behaviours that are discriminatory and do not adhere to our values. Measured via reported informal and formal grievances. Enhancement of the CJSD brand across the organisation)

- 2.16 Incivility, as with inclusion, is a thread throughout all activities within both National and Local Implementation plans and progress will be monitored through this Board at a national level and via People Boards at a local level.

Communication Approach

- 2.17 What we do and how we communicate what we do matters and, is arguably, the most important phase as it's where the investment from those who participated meets the reality of how those views will shape the Service.
- 2.18 Clarity on the local key actions, will be achieved by the end of January. During February, relevant plans that align to our strategic outcomes at a national and local level will be communicated, and at that point, it's vital to continue with the same open and honest communication approach along with the tone of voice that has served the campaign well so far.
- 2.19 The same communications process, as previous stages, will be followed, with warm-up messages to remind everyone of the survey path so far, followed by detailed national, local and hyper-local

messaging. This will be supported by a range of digital and print marketing materials, strategic partner engagement and a golden thread that links Integrity, ethics, inclusion, respect, diversity and respect for human rights through the 'Policing Together' initiative.

- 2.20 We will see some significant projects launching over the next few months such as Your Leadership Matters, MyCareer, refreshed Wellbeing approach and the various strands within Your Safety Matters, all connected to and aligned to the priority ambitions within the Implementation Plans.
- 2.21 This next communication phase will not only inform everyone on how the Service plans to move forward by supporting officers and staff, but also to make it an obvious decision for them to participate in future surveys as Police Scotland demonstrates that their voices do matter.
- 2.22 There is a member of the Communications team on the Survey Steering Group and the developed communications plan was shared at previous meetings. This remains on track with the next activity in February.

Next Steps

- 2.23 This coming month's focus will be to finalise timelines and success measures with leads and Executive sponsors.
- 2.24 A meeting is being held on the 27th January with Prof Graham, Durham University Business School, Prof Duxbury, Carleton University, Strategy & Insight colleagues, Kirsty Garrick and chaired by ACC Hawkins. The outcomes from this session may result in enhancing the Implementation Plan further with an update provided at PDTMB in March.
- 2.25 The first Operational Policing People Board is planned for February where updates will be provided on common themes within Local plans. Divisional People Boards are where the detailed updates will be given on progress.

3. FINANCIAL IMPLICATIONS

- 3.1 No funding has been requested in association with the update provided within this paper. Once fully developed, the Implementation Plan may comprise of activities and deliverables

that may require funding. Where this need is identified, the established governance processes will be followed.

4. PERSONNEL IMPLICATIONS

- 4.1 No resources are required in association with the update provided within this paper. Once fully developed, the Implementation Plan may comprise of activities and deliverables which require dedicated resources and, again, the normal governance processes will be followed.

5. LEGAL IMPLICATIONS

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

6. REPUTATIONAL AND RISK IMPLICATIONS

- 6.1 There is a perception, from some, that we have not done enough to respond to findings from previous survey activity. Delivery of the Implementation Plan will, potentially, mitigate these concerns and demonstrate that Police Scotland is listening to their people, are committed to action and confirms that our peoples' voices do matter.
- 6.2 There are risks associated with this update. Momentum needs to continue to implement the plan as, if not, it could potentially have a detrimental impact on our people's perception of the organisation and potential response rates to further surveys.

7. SOCIAL IMPLICATIONS

- 7.1 There are no social implications associated with this paper.

8. COMMUNITY IMPACT

- 8.1 There is no community impact implication associated with this paper.

9. EQUALITIES IMPLICATIONS

- 9.1 An EqHRIA was developed as part of this work. Any changes in policy, process or procedure within the individual priority areas will result in further EqHRiAs being completed.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environment implications associated with this paper.

11. TRAINING IMPLICATIONS

11.1 Relevant and targeted training/development for leaders across the organisation is a theme within the Implementation Plan.

12. COMMUNICATION AND ENGAGEMENT IMPLICATIONS

12.1 A communication plan has been developed for this work, which has both a national and local focus.

13. PUBLIC INTEREST IMPLICATIONS

13.1 It is likely that there may be some public interest in the organisational response to the survey. Corporate Communications are members of the Survey Steering Group.

14. WELLBEING IMPLICATIONS

14.1 Wellbeing is a key theme within the proposed Implementation Plan.

15. STAFF CONSULTATION



15.1 SPF, ASPS, Unison and SPA are all active members of the Survey Steering Group. All were engaged in the development of the Implementation Plan.



15.2 Diversity Network Chairs were engaged to discuss the survey results and the issues that matter most to their members.


15.3 An update on the Implementation Plan was presented to the EDIE SOB on 16th December 2021.

RECOMMENDATIONS

Members are requested to discuss the information contained within this report.

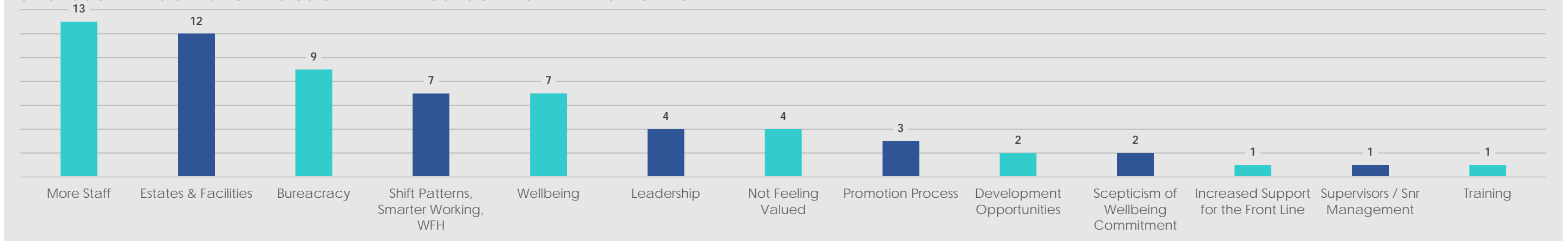
	Championed by:	Ambition	Current Position
WELLBEING 	Director of People & Development	Develop a proactive wellbeing approach that further enhances the support re psychological resilience, self-care including how to get sufficient, high quality sleep and reduce fatigue/burnout with a focus on those working shifts	<ul style="list-style-type: none"> The Health and Wellbeing programme review paper was presented and approved at the Wellbeing Governance Group on 23rd December 2021 The specific deliverables will seek to measure the overall impact of the current wellbeing provision, with focus on the four key deliverables of TRiM, Wellbeing Champions, EAP and Occupational Health The review will commence in January 2022 with the engagement of key stakeholders and partners, both externally and internally to include Local Policing Divisions, National, Specialist Divisions and departments and Organisational Support Departments.
	ACC Operational Support	Ensuring the right levels of 'recovery' time are achieved, improving proactive planning to reduce rest day disruption	<ul style="list-style-type: none"> The RDU try to resource dynamic events from officers 'on duty' to minimise disruption to officers, deploying from multiple divisions to spread the responsibility across all areas Event Planning and the Resource Deployment Unit (RDU) consider regulatory and compensatory rest requirements prior to any re-rostering of rest days The RDU aim to provide the regulatory notice for any amended shift by planning resources as soon as the event or operation is known During Operation Talla a significant amount of short notice shift amendments were managed due to the urgency and scale of the events and the impact Covid19 absence, the service is now in a better position so we should see a lot less disruption in the forthcoming year These matters are subject to continual review at the Resource Deployment Group which reports to the Working Practices Review Board
LEADERSHIP 	ACC Organised Crime, Counter Terrorism & Intelligence	Review rank: ratios to ensure we have the right number of people leaders	<ul style="list-style-type: none"> To engage with officers/staff/stakeholders, a short life working group has been established with the next meeting on 24th January There is potential for this work to overlap with a separate piece of work that is examining the issue of sex/gender equality in the workplace and these will be considered and aligned High level next steps – Data Gathering Phase, analysis of that data, development of options and consultation with key stakeholders, development of action plan, implementation of same following period of consultation and executive approval.
	Director of People & Development	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'	<ul style="list-style-type: none"> YLM Programme Phase 2 will focus on the design of a programme for first and second line managers up to CI rank and staff equivalent. It will also provide a refocus for those who completed Phase 1 The Terms of Reference have been created, development of the Phase 2 communications plan and future strategic narrative is in progress All Staff Associations and Unions have been invited to a consultation stakeholder working group on 20th January.
		Encourage empowerment with a focus on improvement and development, within risk appetite thus reducing any 'fear of making mistakes' or 'hindsight brigade'	<ul style="list-style-type: none"> The Your Leadership Matters Programme phase 2 is currently being explored via a number of discovery sessions and creation of a proposal for a programme for first and second line managers <u>This work requires further scoping</u>

	Championed by:	Ambition	Current Position
		<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>Top 250 Leaders in the organisation will have tailored personal development plans focusing on High Performance Leadership</p>	<ul style="list-style-type: none"> Part of phase two of YLM includes the 'strategic narrative' of the organisation and how managers and leaders translate that to their people. The outputs of this discovery phase is anticipated to be available at the end of January There is an Executive Team workshop in March facilitated by EY which will consider some of these themes and how, as the Executive leadership team, they set the scene and translate it to their areas of the organisation (individually and collectively) <u>This work requires further scoping</u> <p><u>Still to be scoped</u> and this will form part of the L&T delivery agenda for the year ahead i.e. April onwards.</p>
<p>BEHAVIOUR</p> 	ACC Professionalism & Assurance	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.	<ul style="list-style-type: none"> A Short Life Working Group has been introduced and is currently reviewing cross cutting work that is ongoing across the varying Executive portfolios (DCC Taylor EDI Group and DCC Graham Sex Equality and Tackling Misogyny Group) In terms of timescales, the SLWG aim to have a finalised product prior to conclusion of the financial year.
	Director of People & Development	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	<ul style="list-style-type: none"> Review of industry best practice and engagement with comparable organisations (NHS) has been undertaken Linkage to a number of the key areas highlighted from the YVM results including supervisory leadership and vision clarity A first draft of the toolkit will be shared with stakeholders over the course of the next month
		Change the lived experience of people who raise or are impacted by grievances - create a shift to early reconciliation/mediation	<ul style="list-style-type: none"> The initial 6 month pilot of the end to end process is complete and has been extended further via the ET, Grievance & Non-Criminal Complaints Steering Group to enable a full evaluation of the pilot to take place
		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	<ul style="list-style-type: none"> MyCareer Communications and Insights Strategy is complete and will be used to inform the broader organisational communications plan.
		Invest in the role of Tutor Constable – setting expectations of behaviours early.	<ul style="list-style-type: none"> Review of current Tutor Constable's course underway Inclusion of additional E,D&I elements being considered as a priority (per HMICS Phase 2 recommendations)
<p>HINDRANCE STRESSORS</p> 	Chief Digital & Information Officer	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	<ul style="list-style-type: none"> Continuous Improvement team are facilitating the roll out of 'Smart Thinking' across Police Scotland. The platform is designed to capture Continuous Improvement ideas with a specific focus on efficient and effective processes 190 ideas were generated from Smart Thinking in 2021 and there are 35 ideas actively progressing in January 2022 9 Divisions on boarded currently (G,U,K,L,P,Q, V, CJSJ, SCD) Further on boarding plans in progress with D Division and Corporate Services up next Weekly Reporting underway to track volumes, progress and benefits delivered from Smart Thinking ideas raised.

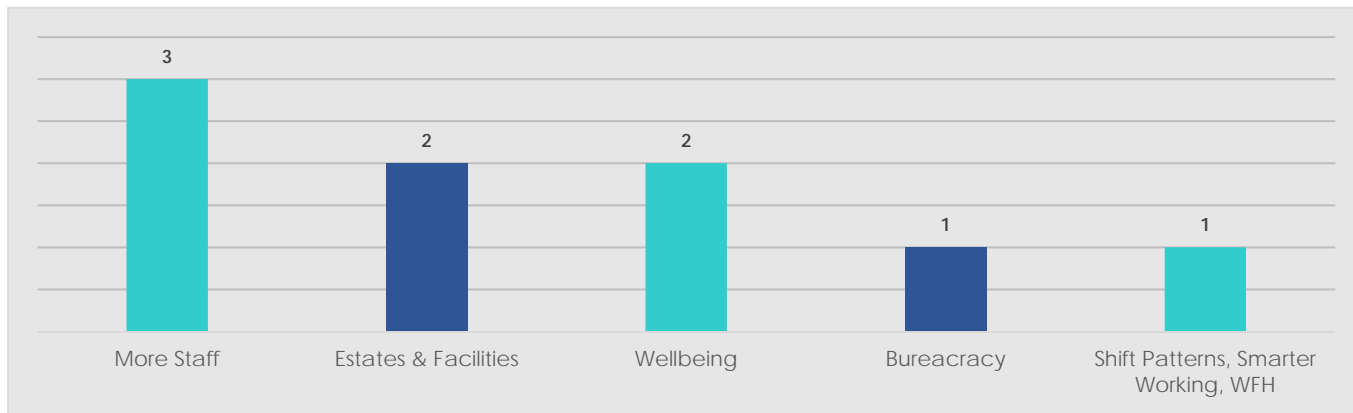
	Championed by:	Ambition	Current Position
	Director of People & Development	Continue the 'It's the Little Things' campaign with a focus to identifying how to reduce hindrance stressors in the workplace	<ul style="list-style-type: none"> • Launch of campaign took place on 17th Dec 2021 with >500 suggestions made by our people to date • Engagement with Divisional SPOCS to maximise participation and engagement in the campaign • Focus and alignment to the reduction of hindrance stressors • Again, positively received and lives up the name 'it's the little things....'
<p>ENABLERS</p> 	Director of People & Development	Public Service Motivation – Recognise contributions that go above and beyond through 'real time' recognition. Create and share stories of 'Exemplars of Service'	<ul style="list-style-type: none"> • A new award within the Chief Constable's Excellence Awards is proposed to recognise the contribution individuals make when they utilise their skills and knowledge acquired outwith policing to achieve positive results and enhance service delivery in all areas of policing. This was discussed at EDIHR SOB and will progress to SLB for further consideration • The organisation participated in the Employers Network for Equality and Inclusion (ENEI) offering the opportunity to assess performance across all protected characteristics and collate organisational contributions resulting in Police Scotland being awarded with a Gold TIDE award.
		Procedural Justice – Improve perceptions of fairness in relation to people processes such as promotion and opportunities	<ul style="list-style-type: none"> • Ongoing review and assessment of examples of lack of procedural justice. • Engagement with officers and staff will continue as part of the existing BAU processes. • As an emotive area, real time engagement and response to issues will be prioritised.
	Chief Digital & Information Officer	Target Operating Model - Articulate how this connects and aligns to the broader picture (Change/SWP) <i>*Carried forward from historical survey actions activity</i>	<ul style="list-style-type: none"> • Design Authority relaunch planned for May 2022 with recently developed products • TOM prototype in final stages of development and being trailed across business areas • Range of design activity inflight covering Modern Contact & Engagement, Local Policing, PPU, Cyber, Intel, CT & PPCW • Creation of standard Service Design products & artefacts for use by the organisation to drive design led approach • Collaboration and joined up conversations taking place across various design led areas e.g. Digital, Data, People & Business areas. • Joined up conversations and activity being facilitated across portfolios and business areas in support of end to end user journeys and experience.
	ACC Criminal Justice	Criminal Justice Reform - to reduce the amount of time our people spend in court <i>*Carried forward from historical survey actions activity</i>	<ul style="list-style-type: none"> • Remote Police/Professional Witness Evidence RPWE - 55 EGRs established across the Police Scotland Estate. • Intranet comms posted and direct communications with local Commanders, SPOCs, ICT, SPF and external partners • Interdependencies with other pieces of work have been identified – DESC will eventually align with RPWE. RPWE will result in gains for Demand reduction • Feedback from pilot phases 1&2 were positive. Anticipated this will be positively received in divisions • High level next steps – Daily checkpoint arranged with key partners, identify good practice and areas for improvement, capture vital statistics at each stage to evidence snap shot of live inefficiencies within system and identify how we can improve. Weekly checkpoint with LP SPOCS to capture feedback

Championed by:	Ambition	Current Position
<ul style="list-style-type: none">• Summary Justice Reform – Agreed deliverables• Oversight group with key partners established. Regular dialogue with key CJ stakeholders• Interdependencies with other pieces of work have been identified – DESC will significantly improve the ability to disclose material evidence along with the SPR. This along with other benefits will feed into the Demand Reduction aims. The new national case system will also support SJR. Feedback re necessary changes shared with MOR team. E.g. Submission of statements alongside SPR, witness availability• Work through step by step stages of end to end process - Finalise process maps, agreed collective guidance comms for intranet etc.• Demand Reduction – This area of work has stalled meantime due to other urgent work streams• Engagement has however commenced with stakeholders and is due to recommence Jan/Feb 2022.		

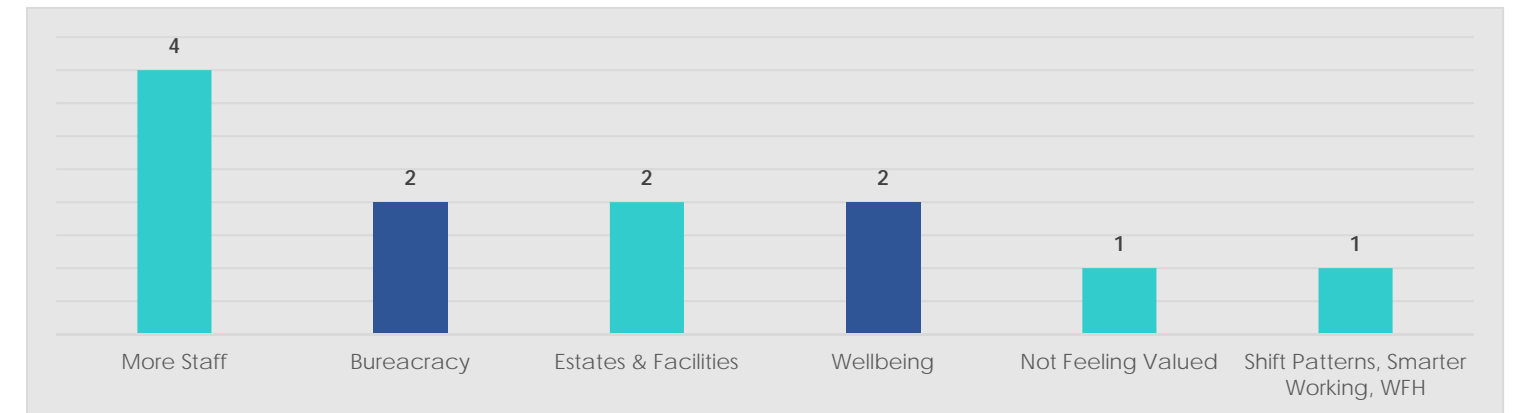
POLICE SCOTLAND/ SPA / FORENSICS OVERALL – MOST COMMON THEMES HIGHLIGHTED



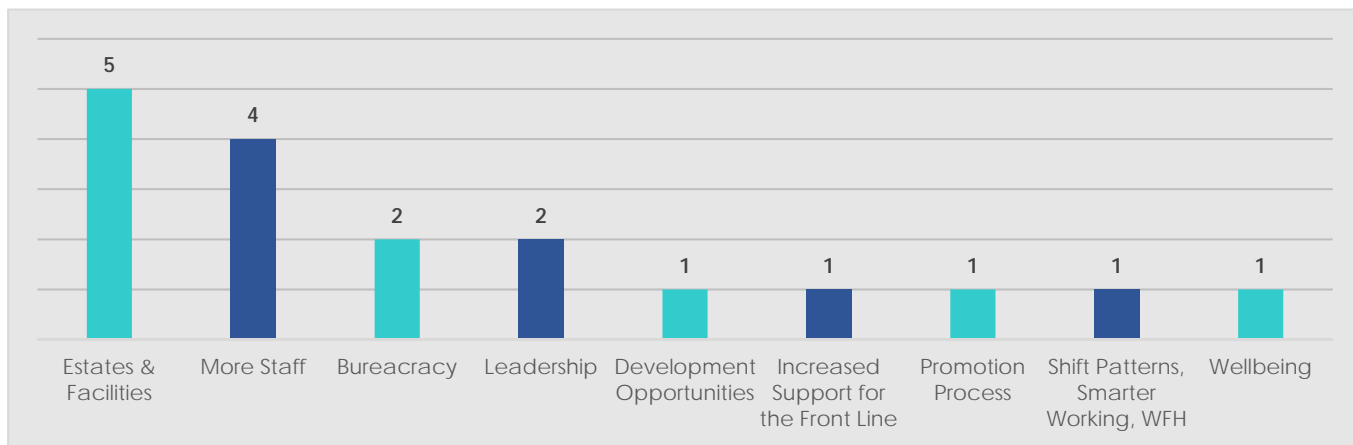
LOCAL POLICING NORTH – MOST COMMON THEMES HIGHLIGHTED



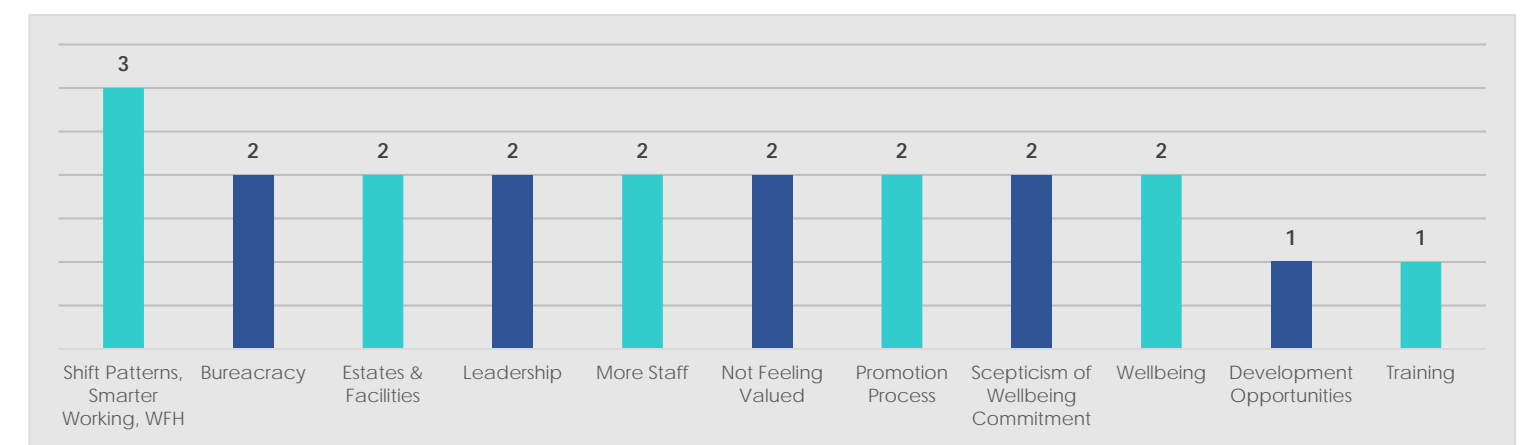
LOCAL POLICING EAST – MOST COMMON THEMES HIGHLIGHTED



LOCAL POLICING WEST – MOST COMMON THEMES HIGHLIGHTED



NATIONAL DIVISIONS – MOST COMMON THEMES HIGHLIGHTED



SPA / FORENSIC SERVICES – MOST COMMON THEMES HIGHLIGHTED

