



Agenda Item
3.5

Meeting	SPA People Committee
Date	31 May 2023
Location	Video Conference
Title of Paper	Your Voice Matters Bi-Annual Update
Presented By	ACC Emma Bond, Local Policing North & C3
Recommendation to Members	For Discussion
Appendix Attached	Yes Appendix A – YVM Implementation Plan Ambition Updates

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.

Members are invited to discuss contents of 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 Our Implementation Plan comprises of 18 ambitions within 5 key themes:

	WELLBEING 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
	LEADERSHIP Further development of our leaders to enhance the 'supportive' focus of their role and maximise effective working relationships between leaders and their people
	BEHAVIOURS 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
	HINDRANCE STRESSORS Creating and promoting continuous improvement opportunities where our people can own and initiate improvement to reduce barriers and be more effective.
	ENABLERS 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 and join up other organisational activities.

2. FURTHER DETAIL

- 2.1 To date, 6 ambitions have been complete with the remaining 12 on track for completion.

Ambitions completed since last update

- 2.2 The following ambitions have been closed since the last bi-annual update presented to the SPA People Committee on 30 Nov 2022:

- **Leadership – Review rank ratios to ensure we have the right number of people leaders**
A short life working group, led by ACC LP East, made 7 recommendations around rank ratios which have been allocated to specific business areas to implement. This was approved at last month's SLB in April.

- **Wellbeing - Ensuring the right levels of 'recovery' time are achieved, improving proactive planning to reduce rest day disruption.**

This activity is now considered to be BAU for Resource Deployment Unit and other associated planning functions within the organisation.

- **Behaviour - 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.**

PSD Preventions Programme was launched at SLB in Nov 22 with the ambition of influencing culture and positive behaviours across the organisation. This will be measured through feedback from across the organisation, 'hits' on relevant intranet pages and increase/changes to reported behaviours

- **Enablers – Improve perceptions of fairness in relation to people processes such as promotion and opportunities.**

Promotions page is regularly updated and association policy and EQHRIA are now published.

2.3 The rationale for completing these ambitions are detailed in **Appendix A**

Ambitions which are ongoing

2.4 The following ambitions, which include a summary of progress, are not complete but are on track:

- **Leadership - Investment in first and second line managers, encouraging empowerment, improvement and reducing 'fear of making mistakes'**

Your Leadership Matters launched in April and will continue until Oct 24 which three distinct cohorts participating in the programme. A separate, and more detailed, paper on Your Leadership Matters is being presented to SLB before progressing to SPA People Committee on 31 May.

- **Wellbeing – Develop a proactive wellbeing approach that further enhances support re psychological resilience, self-care and how to reduce fatigue and burnout.**

Following the conclusion of the review, work to increase the number of TRiM Assessors has been undertaken alongside investment through the Lifelines Scotland training, including a train the trainer. A separate, and more detailed, paper on Health & Wellbeing is being presented to SLB before progressing to SPA People Committee on 31 May.

- **Hindrance Stressors - A programme of activity that communicates the expectations of managers/leaders to be proactive in promoting CI opportunities**

The Continuous Improvement Board has and is chaired by the CI Lead, reporting into the Head of Portfolio Management and the Chief Digital Information Officer. A full TOR has been approved which articulates the purpose of the group in relation to CI pipeline activities, sharing best practice and reporting on benefits and outcomes of CI activity.

- **Behaviour – Invest in the role of Tutor Constables, Change the lived experience of those who raise or are impacted by grievances**

Tutor Constables training has been revised to include a range of content in relation to the impact of behaviours. This will be launched later in the year.

Creating a Positive Environment delivered a survey to elicit officer and staff experiences, identifying 5 key areas of focus. To date, we have launched relevant guidance documents. This will be supported by the development of a SOP and line manager toolkit. The use of an external 'report and support' platform is being explored which will provide better mechanisms and safe spaces for reporting, without fear of detriment or victimisation. This will respond directly to the recommendation within the Dame Elish Report.

- **Enablers – Recognise contribution through real-time recognition, Articulate how the Target Operating Model connects and aligns to the broader picture, Reduce the amount of time our people spend in court.**

Real time recognition through 'reflection logs' is part of the MyCareer process with >13,000 'logs' submitted to date. Service Delivery have defined the process and principles of the TOM and have worked with Local Policing, Modernised Contact and Engagement and Public Protection over the next 12 months. All of the service design work contributes to the progress against the target operating model. Much of the output from the work will also contribute to the content and the ongoing work to achieve the target state. Criminal Justice

OFFICIAL

Reform continues to work closely with partners to reduce the time people spend in court. There has been positive work across the Case Management Pilot, Remote Provision Witness Evidence and Demand work streams which has resulted in significant savings and improved officer/staff wellbeing.

- 2.5 A more detailed breakdown of each open ambition is captured in **Appendix A**

YVM Steering Group

- 2.6 The YVM Steering Group, chaired by ACC Emma Bond, are hearing directly from, and in person, Executive ambition owners on progress. ACC Bond has clearly communicated her expectations around updates and sustaining progress, with delivering tangible benefits.
- 2.7 Each Executive member, and relevant individuals within their portfolios, have been directly engaged with to ensure that updates, timescales and outcomes of ambitions are clearly defined in future updates.

HMICS Cultural Inspection

- 2.8 YVM results and the organisational response was provided to the recent organisational HMICS Cultural Inspection. Within the recommendations for future activity it was noted that there needs to be a greater organisational focus on responding to surveys, to ensure momentum is not lost and our people's lived experience is positively and tangibly impacted by this.

Next steps

- 2.9 YVM Steering Group continues to meet bi-monthly for the remainder of the calendar year with the next meeting taking place on 4 May.
- 2.10 Work with Corporate Comms is ongoing to ensure regular messaging on the progress of the Implementation Plan is provided through a variety of channels so we can demonstrate improvements that have been made and that we listen to our people. This is an agenda item at the next YVM Steering Group on 4 May.
- 2.11 Greater focus is required to ensure that the remaining open ambitions within the Implementation Plan are prioritised. Responding to the survey was one of the Chief Constable's Commitments for 2022/23.

2.12 4Action remains the preferred platform to host regular updates on the ambitions which have not been completed. There is recognition that this has not been the case to date and work with the Audit team has taken place to identify good practice currently in use with 4Action to improve this. 'Clinics' are being proposed so that updates can be provided in real-time, enabling quality discussion around the narrative with updates being provided on-time.

2.13 The timing for the next iteration of the YVM survey is being considered, taking into account both our own operational capacity and that of Durham University Business School.

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 we do not respond accordingly to the YVM 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 the content of the paper.

'Your Voice Matters' Implementation Plan

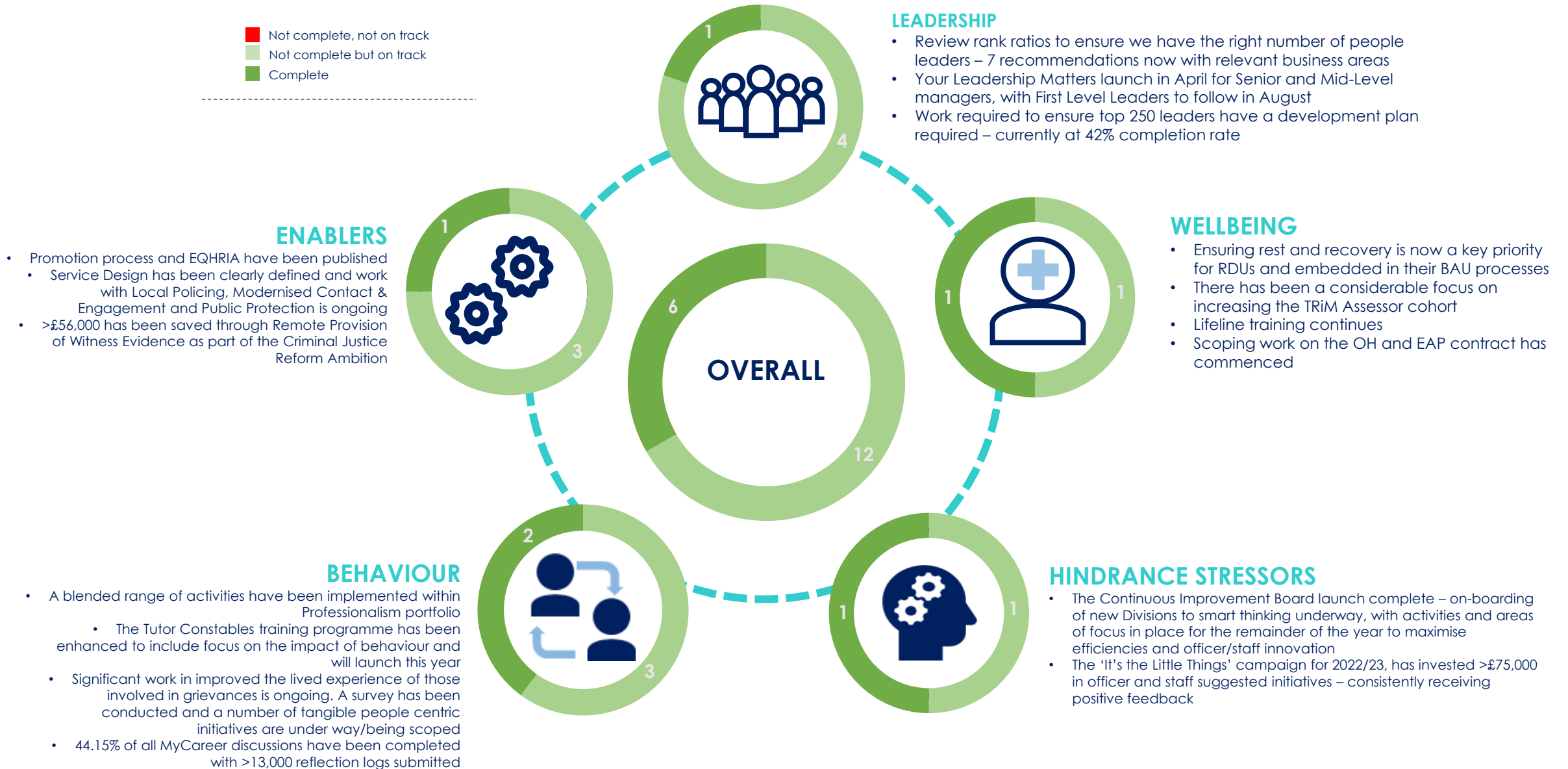
Bi-annual update





Exec Summary

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



- ### ENABLERS
- Promotion process and EQHRIA have been published
 - Service Design has been clearly defined and work with Local Policing, Modernised Contact & Engagement and Public Protection is ongoing
 - >£56,000 has been saved through Remote Provision of Witness Evidence as part of the Criminal Justice Reform Ambition

LEADERSHIP

- Review rank ratios to ensure we have the right number of people leaders – 7 recommendations now with relevant business areas
- Your Leadership Matters launch in April for Senior and Mid-Level managers, with First Level Leaders to follow in August
- Work required to ensure top 250 leaders have a development plan required – currently at 42% completion rate

WELLBEING

- Ensuring rest and recovery is now a key priority for RDUs and embedded in their BAU processes
- There has been a considerable focus on increasing the TRiM Assessor cohort
- Lifeline training continues
- Scoping work on the OH and EAP contract has commenced

BEHAVIOUR

- A blended range of activities have been implemented within Professionalism portfolio
 - The Tutor Constables training programme has been enhanced to include focus on the impact of behaviour and will launch this year
- Significant work in improved the lived experience of those involved in grievances is ongoing. A survey has been conducted and a number of tangible people centric initiatives are under way/being scoped
- 44.15% of all MyCareer discussions have been completed with >13,000 reflection logs submitted

HINDRANCE STRESSORS

- The Continuous Improvement Board launch complete – on-boarding of new Divisions to smart thinking underway, with activities and areas of focus in place for the remainder of the year to maximise efficiencies and officer/staff innovation
- The 'It's the Little Things' campaign for 2022/23, has invested >£75,000 in officer and staff suggested initiatives – consistently receiving positive feedback

Ambitions completed since last bi-annual update





Leadership



Ambition Owner

ACC Local Policing East



Ambition Status COMPLETE

Previous Current

30/11/22 → 31/5/23

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



Anticipated Outcomes

- Support the deliver of Police Scotland's Strategic Outcomes, SO2, 3, 4 and 5
- This work also supports the completion of Recommendation R11, made by Dame Elish Angionini, which asked Police Scotland to examine the workload of Sergeants on the front line and the supervisory ratio of Sergeants to Constables in order to create sufficient capacity for management, coaching and mentoring duties

Review rank ratios to ensure we have the right number of people leaders

Positional Update



- In early 2022, a review was undertaken in relation to the current rank ratio, as a result of concerns identified through Strategic Workforce Planning (SWP) and recommendations within the Dame Elish Angionini review. This was further emphasised in the results of the Your Voice Matters survey and engagement between the Chief Constable and the SPF
- The review found that rank ratios across Police Scotland compared very favourably to other UK police services
- ACC Mairs established a Short Life Working group where 7 recommendations were allocated to specific business areas, with the working group retaining oversight of progress, resulting in this action being considered complete.

Recommendations Update



- Recommendation 1: Divisions should ensure that, as a baseline, the number of posts within their respective areas reflects budgeted establishment numbers (Owner: SWP) – **CLOSED**
- Recommendation 2: Consideration is given to commission a future review of establishment within the areas out of scope (CSD, CJS, SCD, PPCW, C3) as part of strategic workforce planning, including rank ratios (Owner: SWP) – **CLOSED**
- Recommendation 3: Supervisory ratio for CID functions (Inspector: Sergeant: Constable) is reviewed to determine appropriate levels (Owner: LP-SDR) **LP-SDR will take forward further work in two pilot divisions to establish a more accurate understanding of rank ratios in CID**
- Recommendation 4: Undertake training needs analysis for the provision of core line manager skills for both newly and recently promoted Constables and to consider the requirement for refresh of skills for officers in the rank of Sergeant (Owner: LTD) – **CLOSED**
- Recommendation 5: Force position adopted regarding whether rank ratio of 1:8 is applicable at divisional level only. If variations within divisions are permitted, uplift in numbers should be considered further, using in-person meetings to discuss with divisions if uplifts are deemed appropriate (Owner: SWP) **CLOSED**
- Recommendation 6: It is proposed that the case for uplift of resources in Specialist Services, and in particular Armed Policing, merits primary consideration to mitigate risk in this area (Owner: OSD) **CLOSED**
- Recommendation 7: It is proposed that the LP-SDR team undertake a more detailed review of workload, role profile and skills of frontline Sergeant (Owner: LP-SDR) **Aligned to recommendation 3, a number of recommendations for consideration, some of which may fall under the remit of LP-SDR after further discussions with the Executive.**



Wellbeing

Ensuring the right levels of 'recovery' time are achieved, improving proactive planning to reduce rest day disruption



Ambition Owner

ACC Operational Support



Ambition Status COMPLETE

Previous Current

30/11/22 → 31/5/23

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



Anticipated Outcomes

- Sustained focus on ensuring Working Time Directive and Workforce Agreements, including 11 hours between duties and application of compensatory rest
- When resourcing, there is focus on wellbeing, that disruption is a last resort, and minimised by considering all deployment options
- During the planning of all events, regardless of size or complexity, work is undertaken to assess working time and allocate compensatory rest where it is due

Positional Update



- Following the YVM results, RDUs have undertaken significant work and engagement with key stakeholders to respond to this ambition, which is now considered complete
- Ensuring the right levels of recovery, through proactive planning and an enhanced focus on wellbeing are now considered to be BAU for Resource Deployment Units (RDUs) and other associated planning functions across the organisation
- The key approaches in relation to Rest Days and Compensatory Rest adhered to by RDUs are outlined below

Rest Days



- Rest days are disrupted for many reasons, with constables and sergeants the rank which is most impacted. Analysis undertaken in June 2022 found that for Constables, nearly 40% of rest day cancellations were as a result of citations for attendance at court. Criminal Justice Services Division are undertaking work with partners in relation to this and is captured in the 'Enablers' theme.
- Where there is a resourcing need, RDUs will always look to the 'on duty' resource first and apply shift variation to avoid disruption of rest days.
- An 'Order of Resource Abstraction' process has been developed and briefed to all RDUs and decisions to disrupt rest days are reviewed by management/command teams/event commander. Wellbeing continues to be a primary consideration in the decision making process.

Compensatory Rest



- RDUs ensure there are 11 hours between tours of duty, and apply compensatory rest to achieve that as required.
- Every effort is made to avoid the disruption of consecutive days of rest unless it is impossible to avoid, in which case rest days are re-rostered either side of the working day.
- Following large scale events such as Operation Unicorn, COP26 etc. the dedicated RDU will undertake an assessment to review the working time of all officers to ensure all due compensatory rest is allocated. Local resource teams undertake this exercise for local events and business as usual requirements throughout the year.



Behaviour

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.



Ambition Owner

ACC Professionalism & Assurance



Ambition Status COMPLETE

Previous Current

30/11/22 → 31/5/23

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



Anticipated Outcomes

- Positive feedback from across the organisation in relation to behaviour
- High levels of traffic and usage of the relevant intranet pages and 'Policing Together'
- Measurable increase/change to reported behaviours across the organisation.

Positional Update



- PSD Preventions programme was launched at SLB November 2022. with the ambition of influencing culture and behaviours across the organisation.
- To date a spotlight and focus of preventions and educational messaging has been delivered across the work force in respect of 5 of Our Standards of Professional Behaviour – November 2022 - Authority, Respect and Courtesy (focussing on sexual misconduct and professional boundaries), December 2022 - Fitness for Duty (intentional and timely coverage in parallel to the festive / party season), January 2023 – Discreditable Conduct (focussed messaging in respect of social media and chat group use), February 2023 – Equality and Diversity, March 2023 – Use of force. The 6th standard, scheduled to be launched w/c 17 April is Duties and Responsibilities
- In January 2023, the Home Office announced that all forces were to undertake a Continuous Integrity Screening Exercise, checking officers and staff against the Police National Database (PND) to identify any intelligence or allegations that require further investigation with checks to be completed by 31 March 2023. Similarly, our Chief Constable has also committed to undertake this work which currently remains ongoing.
- On 21st October 2021, DCC Professionalism, commissioned a review of all complaints and conduct matters which contained sexual circumstances between 1st January 2017 and 21st October 2021 which were reported to or within Police Scotland. The purpose of this review being to ensure Police Scotland had discharged its responsibilities in relation to the management of risk relating to reports or complaints which include sexual circumstances, sexual offending or misconduct by officers or staff of Police Scotland, and where appropriate Police Scotland had fully investigated and progressed matters within relevant legislation, powers and regulations.
- During the course of this review 410 reports of sexual misconduct, for the period 01 January until 2017 until 21 October 2021, were reviewed across each work stream within PSD. That review was duly completed, delivering 19 recommendations and has now been reinstated to cover the period 21 October 2021 to the present day, with the Terms of Reference surrounding this review being further extended to include all domestic related matters. The domestic element of this review will cover the period January 2017 to present day.
- In 2022 a 50% uplift to the Vetting Department was delivered. This uplift will significantly enhance the capabilities of our vetting function and support Police Scotland to introduce an annual randomised vetting programme, commencing April 2023 which is designed to provide the Chief Constable with a minimum 95% confidence rating.
- Internal publication scheme in respect of redacted conduct outcomes, dismissals, retrials and resignations as a consequence of conduct matters.
- Review and benchmarking of Police Scotland against HMICFRS review of vetting, misconduct and misogyny within the Met and also Baroness Casey's published findings in respect of her recent review of the Metropolitan Police.



Enablers

Procedural Justice – Improve perceptions of fairness in relation to people processes such as promotion and opportunities



Ambition Owner

Director of People & Development



Ambition Status COMPLETE

Previous Current

30/11/22 → 31/5/23

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



Anticipated Outcomes

- Reduce complaints around promotions and broader measures including questions asked around the process such as the Chief Constables forum

Positional Update



- The complaints about Promotions in general have reduced and the questions in the CC forum have dropped. The intranet
- page is kept up to date with every process and the process has now been in place for 3years
- Promotion Policy and EQHRIA published and available to everyone to access

Updates on
ambitions which
are ongoing





Leadership

- Investment in first and second line managers – ‘Supportive Leadership’
- Encourage empowerment – focus on improvement, development and reduce ‘fear of making mistakes’
- Relatedness – leaders able to translate organisational vision and tone
- Top 250 leaders in the organisation have a personal development plan

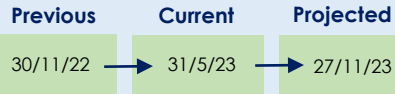


Ambition Owner

Director of People & Development



Ambition Status



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

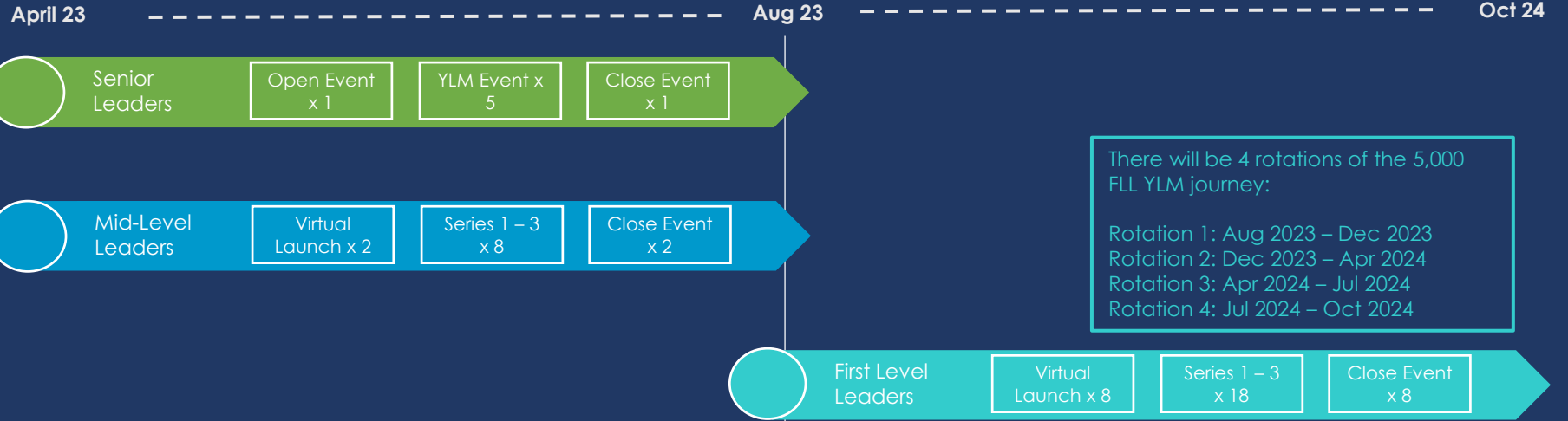


Anticipated Outcomes

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.

Your Leadership Matters High Level Delivery Timeline



There will be 4 rotations of the 5,000 FLL YLM journey:

- Rotation 1: Aug 2023 – Dec 2023
- Rotation 2: Dec 2023 – Apr 2024
- Rotation 3: Apr 2024 – Jul 2024
- Rotation 4: Jul 2024 – Oct 2024

Milestones

- Launch of **Senior Leaders programme** on Monday 17 April 2023
- YLM events throughout April and early May 2023
- Programme closure on 3 May 2023
- Virtual launch of **Mid-Level Leaders programme** on 19 & 20 April 2023
- Series 1-4 sessions delivered throughout April and August 2023
- Programme closure on 5 & 7 Sept
- 4 Rotations of **First Level Leaders** commencing in Aug 2023 until Jul 2023
- Programme closure Oct 2023
- 42% of senior leaders have completed MyCareer

Evaluation / Measurement of Success

A fully evolved evaluation strategy has been developed through a blended methods of quantifiable data. Evaluation will be a continuous element of the YLM core programme, which include:

- Pre / Post programme leadership confidence and capability measures;
- Surveys and targeted questioning in relation to content;
- Focus groups and deep dive interviews.

The evaluation will link and align to relevant organisational strategies and deliverables including EDI Strategy 2022-26, Your Voice Matters Survey outcomes 2021 and Joint Equality Outcomes for Policing 2021



Wellbeing

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

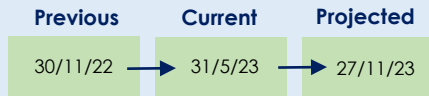


Ambition Owner

Director of People & Development



Ambition Status



- 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

Wellbeing High Level Delivery Timeline



Milestones

- Health & Wellbeing Programme Review concluded
- Consolidation of the newly trained TRiM Assessors:
9 x West
14 x East
12 x North
- Conclude the training of 80 new TRiM Assessors by end of June 23
- Lifelines Scotland Train the Trainer sessions
- Ongoing commitment to the Lived Experience Series through the year

Evaluation / Measurement of Success

- Feedback from TRiM Assessor training courses
- Uptake of TRiM from Officers and Staff and their subsequent feedback
- Feedback from Lifelines Scotland training
- Number of hits / Feedback from Lived Experience Series



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

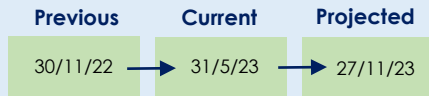


Ambition Owner

Chief Digital & Information Officer



Ambition Status



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



Anticipated Outcomes

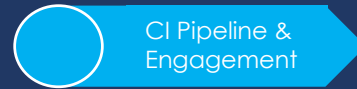
- Maximise continuous improvement activities and reduce hindrance stressors
- Increase efficiencies against the organisational position of reduced budget and financial challenge.

CI Delivery Timeline

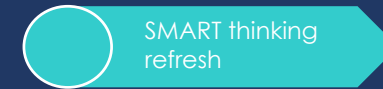
April 23 July 23 Oct 23 Jan 24



- Conclude current phase of active projects
- Finalise delivery plan & resource requirements
- Lean Green Belt Projects scoped



- Scope new CI projects
- Comms & engagement plan progressed



- ST Process refresh
- On boarding of new Divisions

- Re-launch of CI Training
- CI Maturity Assessment Complete



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



Behaviour

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



Ambition Owner

ACC Professionalism & Assurance



Ambition Status

Previous	Current	Projected
30/11/22	31/5/23	27/11/23

- 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:
 - Accent bias
 - BICS (basic interpersonal communication skills)
 - CALP (cognitive academic language proficiency)
 - Banter
 - Unconscious bias (how this can have an impact on the tutoring process)
- A dedicated lesson on coaching, mentoring and Tutoring is now included.
- All Tutor Constables are asked to read through, and reflect upon, the personal stories of two individuals who have shared their negative experiences
- Launch of new content to be confirmed, at which point the ambition will be complete



Behaviour

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

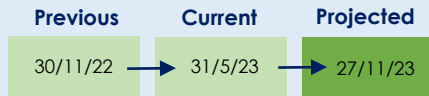


Ambition Owner

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.

Creating a Positive Environment INDICATIVE* Timeline

April 23 July 23 Oct 23 Jan 24



*Timelines are subject to amendment



Milestones

- Raising workplace issues internal survey concluded and Research & Insight team report concluded
- Key Evidence Led Actions identified as: 1. **Leadership and culture change**, 2: **Increase awareness of the support available**, 3: **training made available for supervisors and managers**, 4: **Triage or filtering at initial grievance stage**, 5: **Investigating officers afforded more time and space to undertake role**
- 'Focus on' documents for Managing a Workplace Issue & Resolving a Workplace issue guidance collaboratively developed



Evaluation / Measurement of Success

- Reduction of grievances raised
- Number of potential grievances resolved before coming to fruition
- Utilisation of the 'Focus on' guidance documents
- Feedback from those impacted by grievances



Behaviour

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

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

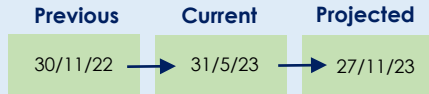


Ambition Owner

Director of People & Development



Ambition Status



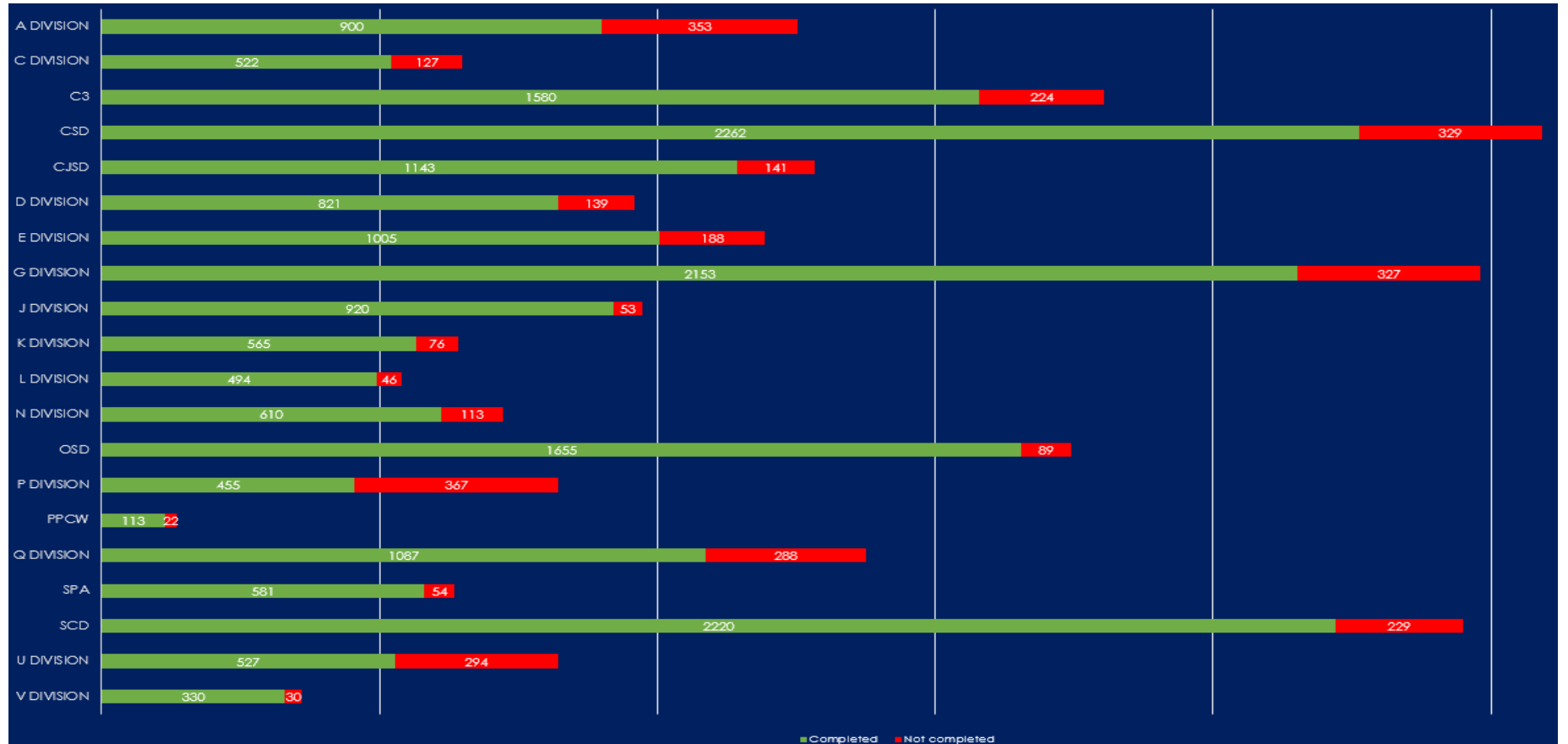
- Not complete, not on track
- Not complete but on track
- Complete



Anticipated Outcomes

- All officers and staff have a meaningful MyCareer conversation regarding performance, future aspirations and career progression
- CVF is a key element of all discussions around the 'how's as well as the 'what's
- Individual's contribution is recognised and celebrated as part of the MyCareer process

MyCareer Completion Rates 2022/23 - 44.15% Overall



13,054
Reflection Logs Completed

11,323
Police Officer Reflection Logs completed

1,731
Police Staff Reflection Logs completed



Enablers

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

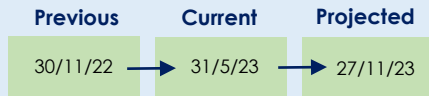


Ambition Owner

Chief Digital & Information Officer



Ambition Status



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

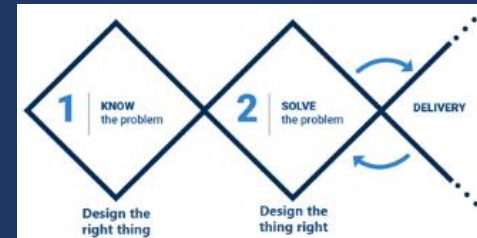


Anticipated Outcomes

- 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

Service Design - Areas of Focus next 12 Months

April 23 July 23 Oct 23 Jan 24



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



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



Enablers

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

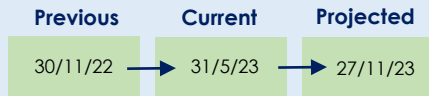


Ambition Owner

ACC Professionalism & Assurance



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
- The pilot will reduce the number of civilian and police witnesses unnecessarily called for court. This will have a positive impact on civilian and police witnesses ensuring the civilian witnesses cited are fully engaged as there will be more certainty of trials which have been set proceeding. Police resources will be able to be deployed more appropriately instead of sitting at court unnecessarily. This will lead to less unnecessary shift variation causing less disruption to officers.

Remote Provision Witness Evidence (RPWE)



- Between January 2022 and February 2023 there were a total of 1024 High Court trials called. From this number there were 12,220 Police Witnesses cited to attend court and were aligned to an EGR. Of the 12,220 officers who were cited the Crown only required to use 1219 (9.97%), 370 provided their evidence remotely 30% & 849 provided their evidence in person 70%.
- 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 £56,577
- The most powerful saving which has been experienced in officers being able to deliver their evidence remotely is in Officer Wellbeing. Officers who reside on Island or very remote locations 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.

Demand



- Work is continuing within the area of court demand, there are ongoing meetings and discussions between PS & COPFS in an effort to explore any practical methods of reducing the demand court attendance has on the welfare of officers and the abstractions from operational duties at key times of the week.
- The project team are also exploring the method and amount of additional court paperwork which is being passed to PS from COPFS to be delivered on their behalf.