SCOTTISH POLICE AUTHORITY
ÙGHDARRAS POILIS NA H-ALBA

People Committee

2 June 2026

Item 2.1: Your Voice Matters – Next Steps

Appendix:

Appendix A - Timeline of next steps

Purpose

The purpose of this paper is to update People Committee on post-survey action planning underway which includes the framework for enabling activity responding to the 2025 Your Voice Matters Workforce Survey results.

Recommendation

For Discussion

Members are invited to discuss the contents of this paper.

Strategic Alignment

Strategic alignment	SO4: Our people are supported through a positive working environment, enabling them to serve the public. Further alignment to: • Police Scotland's 2030 Vision pillar for a Thriving Workforce. • SPA Forensic Services Strategy 2025-30 Outcome 1: Our people are supported through a positive working environment, enabling them to provide excellent forensic services. • SPA Corporate Strategy 2023-26 Outcome 4: Our workforce is valued, engaged • and skilled.
Risk alignment	S2A0002 - People Engagement
Prior governance	Police Scotland People Board - May 2026

Stakeholder engagement	Chief Constable, DCCs, Director Strategy and Analysis, SPA Head of Workforce Governance

Implications

Community		Data & Privacy		Environmental	
Equalities & Human Rights	✓	Financial	✓	Health, Safety & Wellbeing	
Legal		Workforce	✓		

1 Report Detail

1.1 Background

1.2 The Chief Constable has made a commitment to deliver our workforce survey annually, to enable us to measure change and sustain meaningful dialogue with our people. Results each year will direct post-survey action planning at both an organisational and local level.

1.3 Our second annual survey launched in August 2025, with our organisational index score increasing. This suggests that the actions taken in relation to the last survey have begun to make a difference for colleagues. We must leverage further improvement within areas of focus, to align our priorities and ensure that all colleagues experience positive change because of their participation in our annual survey.

1.4 Post-Survey Action Planning – Chief Officer Priorities

1.5 The Chief Constable and Chief Officer Team will visibly lead and communicate their ongoing commitment to drive strategic organisational improvement activity in line with the areas that our people have told us matter most to them.

1.6 For Police Scotland, our priorities align to our 2030 vision and three-year business plan. Authenticity and candour will be critical in managing expectations around some areas that require longer term investment and focus to realise the improvements collectively sought across the Service for colleagues.

1.7 The Chief Officer Team have reviewed survey data and have agreed to prioritise a strategic, Service-wide, focus on estates, equipping people and workforce pressure and building capacity. Colleagues have made clear in their feedback that these are areas that require focus across the survey themes. Ensuring that colleagues are working in modern and safe environments, equipped with the skills, equipment and resources they need to deliver effective policing in our communities. Workforce pressures because of our communities' need for policing are eased effectively through maximising our capacity and capability to respond in the appropriate ways where required.

1.8 We are committed to reducing the number of 'red' scoring areas (below 50% level of agreement) in our survey results and this is where all collective focus will be targeted across the Service. Divisions and business areas are encouraged to align activity within their priority areas, within the context of their local survey results.

1.9 In addition to strategic ownership and accountability for responding to the workforce survey results, local ownership and autonomy is expected to enable joined-up improvement across the Service. It is critical that our people understand that there is a collective responsibility to deliver impact for colleagues – responding to what they have told us is important.

1.10 We have outlined below our supporting framework which is underway – this was outlined in more detail in a previous paper.

1.11 Key Research and Insight Deliverables Progressed

1.12 A post-survey communications plan will be refined to support activities outlined in this paper and to support continuous visibility of our 'We Asked, You Said, We Did' approach.

1.13 **February 2026** - Messaging from COT to proudly communicate commitments and areas of focus (estates, equipping people and workforce pressures). Embedding of our Framework and sharing guides with leaders (as outlined at 1.24).

1.14 **April 2026 onwards** - Bi-monthly update included in the Chief Constable's video message to all colleagues on key areas of success and any challenges related to deliverables.

1.15 Updates to be included on the Your Voice Matters intranet area and across other internal communications channels.

1.16 **Summer/Autumn 2026** - Launch of our new digital colleague engagement platform to coincide and support the launch of the 2026 annual workforce survey fieldwork.

1.17 Post-Survey Action Planning – Supporting Framework

1.18 We have sought to design a post-survey action planning approach which enables the Service to improve against the areas scoring below 50% agreement levels locally. This will be a nationally consistent framework which can be adapted locally to ensure divisions and business areas can utilise existing knowledge and understanding of colleagues' priorities against the data within their survey findings. It is intended that this Framework will support leaders in responding to their 2025 workforce survey results in a practical way.

1.19 The Framework consists of core component parts, namely:

- Core Commitments from our Chief Officer Team – Estates, Equipping People and Workforce Pressures with supporting core narratives for each.
- A local Call to Action Overview for every division/business area to compliment the reports received containing survey results.
- A 'Supporting Guide' document.
- A digital Reporting Tool for gathering examples of good practice, enhanced through Shared Learning Forums and links with our Strategic HR Business Partners.
- Shared Learning Forums.
- Ongoing communication and engagement.

1.20 The Framework was issued to leaders across the Service in February and work has been ongoing to review the results specific to their areas. The local 'Call to Action Overview' document clearly identifies the areas where the focus of improvement is required.

1.21 Activities Underway Responding to Colleague Feedback from 2025

1.22 Responses to the survey findings have reflected both national strategic priorities (outlined in paragraph 1.7 of this paper) and the distinct operational and cultural challenges within local and national operational divisions and within corporate and enabling services.

1.23 While each area has developed bespoke activity in response to its own workforce insights, approaches have remined aligned to broader Chief Officer Team priorities around Estates, Equipping People, Workforce Pressure and Building Capacity. This balance has enabled an emerging culture of local ownership of priority areas while supporting a more consistent Service-wide approach to colleague engagement.

1.24 Across the organisation, activity has largely focused on strengthening communication, increasing leadership visibility and enhancing opportunities for relationships with colleagues. At an organisational level, there were small margins of increase, from 2025 results compared to 2024, in the proportion of colleagues who agreed with the statement '[our organisation] actively listens to the needs of the workforce' shifting from 20% in 2024 to 22% in 2025. In response to this, several areas have increased engagement opportunities, such as:

1.24.1 In Digital Division (where 49% of colleagues believe the organisation actively listens to the needs of the workforce) structured

engagement through regular all staff sessions, leadership updates and open Q&A forums have contributed to improved perceptions of senior leadership communication and visibility. Indeed, perceptions that senior management 'communicate regularly on changes within the organisation and matters that affect me and my role' have jumped from 56% in 2024 to 84% in 2025. Similar large positive responses are also seen in agreement with the statement that senior managers 'offer opportunities for me to engage with them directly' resulting in 45% in 2024 to 64% in 2025.

1.24.2 Within Specialist Crime Division - Intelligence Support (where 26% of colleagues believe the organisation actively listens to the needs of the workforce), activity has centred on improving two-way communication and staff engagement through enhanced leadership accessibility, local communications and regular engagement opportunities. Year-on-year results display a positive increase in those who agree senior management 'communicates regularly on changes within the organisation and matters that affect me and my role' rising from 41% in 2024 to 54% in 2025.

1.24.3 Within the Strategy and Analysis Directorate, all colleagues were brought together for a directorate day in March, held in Tulliallan, to connect with each other and learn about the work of the directorate across policing. Held across two days so that everyone could attend, the event was a good way to learn about the range of work undertaken by colleagues, and to feedback specifically on the directorate's workforce survey results. Colleagues were also asked to contribute to the prioritisation of activity going forward in response.

1.24.4 In Local Policing (L Division, Argyll & West Dunbartonshire), leadership visibility and direct engagement have been prioritised through Inspector forums, development of an enhanced people plan, with continued activity underway to address local workforce pressures and concerns. Perceptions of senior management have changed between 2024 and 2025 in L Division. Over half of all colleagues now agree senior leaders take their issues seriously (rising from 36% in 2024 to 51% in 2025). Similar increases are also seen in the proportion that agree leaders 'communicate regularly on changes within the organisation and matters that affect me and my role' which rose from 31% in 2024 to 44% in 2025.

1.25 Across these examples showcasing practice, improvements are reflected in year-on-year increases in positive responses relating to

leadership communication, visibility, and perceptions that senior management listen and response to workforce needs. These were and still are key areas of focus across the organisation based on our initial results in 2024. It is positive that there are now many more activities which engage and involve colleagues in the organisation than there were before the workforce survey began.

1.26 Collectively, these activities demonstrate an increasing organisational maturity in how workforce insight is translating into activity, action, and impact. While approaches necessarily differ across business areas to reflect local context, activity continues to align behind shared organisational priorities and a consistent commitment to improving workforce experience ahead to the 2026 survey cycle.

1.27 Leadership and Governance for Progress

1.28 To continue to drive the progress and culture change required, it is important that all leaders meaningfully engage and respond to the results for their areas. The Research and Insight team's focus is on commissioning, designing, facilitating and reporting on a practical and appropriate annual workforce survey for policing.

1.29 Results are delivered across the organisation with the supporting post-survey activity framework and tools. Good practice in colleague engagement suggests that once results and insight have reached leaders, the focus must then change from practical and technical implementation towards the Service's collective leadership approach - demonstrating that the organisation has taken the results seriously and is embedding practical activity with colleague voice at the centre.

1.30 To do this well for a large workforce like Police Scotland, it is proposed that there be a standing agenda item at the internal People Board going forward for the workforce survey. This would then become the appropriate place to provide updates from leadership and provides assurance to Chief Officers that results are being utilised in each division or business area.

1.31 We know that the connection between colleagues taking part in the survey and understanding how activities and learning are being taken forward - because of their feedback - is important to sustain participation in the survey each year. We know from evidence and

benchmarking that what works is a focus on the fundamentals required make work safe, supportive and a place where people can thrive.

1.32 If we seek more colleagues taking part in the 2026 workforce survey, it will be important to demonstrate how taking part is making a difference. Communications activity to 'showcase' work underway can only go so far. It is the meaningful change that colleagues see and feel in their respective areas that will matter in demonstrating that we are taking workforce feedback seriously.

1.33 Regular reporting to People Board on Your Voice Matters might be beneficial in terms of increasing visibility of progress, supporting members of the board to have practical dialogue about what is working, what isn't and how we can support each other across the Service to work towards the Thriving Workforce we are striving for.

1.34 2026 Workforce Survey

1.35 Work is ongoing to put the Service in a good place for launching this year's workforce survey in August – open for eight weeks. This follows the same timeline and pattern as previous year's surveys. A full outline of the approach for 2026 will be taken through People Board in June or July for approval.

Strategic alignment detail

1.36 Strategic alignment to strategic police plan and other key enabling strategies

Strategic alignment	This paper is aligned to the Strategic Police Plan Outcome 4: Our people are supported through a positive working environment, enabling them to serve the public.

1.37 This update relates directly to the following:

Police Scotland's 2030 Vision pillar for a Thriving Workforce.

SPA Forensic Services Strategy 2025-30 Outcome 1: Our people are supported through a positive working environment, enabling them to provide excellent forensic services.

SPA Corporate Strategy 2023-26 Outcome 4: Our workforce is valued, engaged.

1.38 Further, this paper contributes to Year One milestone 4.06 which has continued to be progressed and monitored in 2025/26: Establish an improved colleague engagement forum and carry out a whole workforce survey annually.

1.39 Alignment to risk register and risk appetite

Risk alignment	S2A0002 - People Engagement: current risk score 9

1.40 This paper relates to the People Engagement risk from the strategic risk register. Current controls are ongoing and continue to be updated using the 4Risk system.

1.41 This paper details key areas which are a control for this risk area – ensuring that colleagues are engaged and involved in an annual workforce survey.

1.42 Prior governance

Prior governance	People Board May 2026

1.43 A draft of this paper was agreed at Finance and People Board in February before transmission to SPA People Committee for approval.

1.44 Stakeholder engagement

Stakeholder engagement	Chief Officer Team including Director Strategy and Analysis and Chief Strategy Officer, SPA Head of Workforce Governance.

1.45 Contents of this paper have been discussed and developed following engagement with the above stakeholders.

2 Implications detail

Community		Data & Privacy		Environmental	
Equalities & Human Rights	✓	Financial	✓	Health, Safety & Wellbeing	
Legal		Workforce	✓		

2.24 Equalities & Human Rights - The EQHRIA developed for the YVM survey 2024-25 will be continually refreshed and HR Equality and Diversity team will remain an ongoing stakeholder in this process.

2.25 Financial - Continued funding has been allocated to deliver the YVM Workforce Survey 2025/26 of £100k, which sits within the Strategy & Analysis budget. It is critical that a return on investment can be demonstrated, particularly against the ongoing budgetary challenges the service faces.

2.26 Workforce - There are significant workforce implications related to how the Service responds to and takes seriously the feedback provided by colleagues through our annual Workforce Survey approach. If there is not demonstratable improvement in key areas of national and local priority, then there may be perceptions among colleagues that they are not being listened to or being taken seriously which could reduce confidence in the process of colleague engagement.

Appendix A

POST-SURVEY ACTION PLANNING APPROACH | HIGH LEVEL TIMELINE

YOUR VOICE MATTERS
WORKFORCE SURVEY
2025-26

ORGANISATIONAL ACTIVITIES

CHIEF OFFICER TEAM COMMITMENTS

Launch of the commitments through internal messaging.

Commences: February

REGULAR COMMS AND ENGAGEMENT

Dedicated communication and engagement activity led by Corp Comms.

Commences: March

CHIEF CONSTABLE UPDATE VIDEO

CC to provide updates on commitments and key activities/deliverables as part of her monthly video update.

Commences: April

ENGAGEMENT PLATFORM

Engagement platform launches and will be a key mechanism to keep colleagues connected and involved.

Commences: Summer/Autumn

FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY/AUGUST

WORKSHOP WITH STRATEGIC HR LEADS

Workshop to agree the most effective collaborative approach to support divisional action planning and reporting.

Commences: February

CALL TO ACTION

Divisions will be issued with their core areas of focus to direct action and activity.

Dedicated toolkit launches to provide practical support and guidance to leaders to enable local action planning and wider best practice.

Digital reporting tool launches to enable sharing of examples of good practice.

Commences: February

BEST PRACTICE FORUMS LAUNCH

Online divisional forums launch to enable cross divisional engagement in relation to best practice, learning and successes.

Commences: April

DIVISIONAL ACTIVITIES