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| <b>Meeting</b>                   | <b>People Committee</b>   |
| <b>Date</b>                      | <b>1 June 2022</b>  |
| <b>Location</b>                  | <b>MS Teams</b>   |
| <b>Title of Paper</b>            | <b>'Your Voice Matters' Organisational Implementation Plan Update</b> |
| <b>Presented By</b>              | <b>Director Helliker</b>  |
| <b>Recommendation to Members</b> | <b>For Discussion</b>   |
| <b>Appendix Attached</b>         | <b>Appendix A - Organisational Implementation Plan</b>                |

**PURPOSE**

The purpose of this paper is to provide Members with an update on progress made against the 'Your Voice Matters' (YVM) Organisational Implementation Plan, along with a status update in regard to metrics and timelines.

Members are invited to discuss the contents of this report.

## **1. BACKGROUND**

1.1 Members will be aware of the priority areas for improvement in response to the results of the YVM survey, outlined within the Implementation Plan, have been agreed as:

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

1.2 Each priority area above has a number of 'ambitions' (actions to deliver improvement) and these are allocated to, and owned by, Executive Champions.

1.3 The Organisational Implementation Plan Update at Appendix A outlines the current position at May 2022.

## **2. FURTHER DETAIL ON THE REPORT TOPIC**

2.1 Since the last update to Members, a meeting took place on 27 January 2022, chaired by ACC Hawkins. Prof Graham, Durham University Business School, Prof Duxbury, Carleton University, Strategy & Insight colleagues and the Head of People and Engagement Partnering participated in this session, following which the Organisational Implementation plan was re-ordered.

2.2 Progress has been made since the last meeting in that all 18 ambitions have now been scoped with an indicative timelines shown within the Implementation Plan.

### **Metrics and Timelines**

2.3 People Committee members previously requested an indicative breakdown of all timelines and supporting evidence/metrics and this is captured within the Implementation Plan.

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- 2.4 To enable robust governance and tracking of the Implementation Plan moving forward, Governance & Assurance will provide support, and the 4Action platform will be used to monitor progress moving forward. 4Action enables:
- All actions to be held in a central place; enabling holistic tracking and monitoring;
  - Real-time reporting and management information;
  - A robust audit trail;
  - Flexible alerts to ensure accountability of activity in accordance with timescales/reporting
  - Executive Champions will have sight of their own dashboard of actions
- 2.5 Colleagues in Governance & Assurance have provided support in establishing robust evidence/metrics that adhere to industry best practice; building upon the initial metrics provided by Executive Champions.

### **Local Implementation Plans**

- 2.6 All Local Implementation plans have been developed and agreed via Divisional/Departmental Senior Management Teams. Work continues at Divisions to ensure progress is made against each local Plan, and a more detailed update will be provided at Professionalism, Digital and Transformation Management Board (PDTMB) in June 2022.
- 2.7 It should be noted that following a review of Local Implementation plans, whilst they contain metrics they remain incomplete in regard to specific commitments around timelines/delivery. People Partners are continuing to influence this with their Senior Management Teams. These will then be incorporated into People Plans and tracked via Divisional People Boards. This work is due to be completed within the next month.

### **Survey Steering Group**

- 2.8 The Survey Steering Group (SSG), chaired by ACC Hawkins, met on 29 March 2022. It was agreed that the group will be renamed the 'Your Voice Matters Steering Group' and will meet quarterly to track progress against the Organisational Implementation plan and approve communications at both a local and national level. Additionally, it was agreed that this group would play a pivotal role in ensuring connectivity between different pieces of work and that this work is championed at other fora. The Terms of Reference for this group is currently being revised.

## **Communication Approach**

- 2.9 The last force-wide communications product relating to the survey was in October 2021 supporting the publication of the survey results. It was always the intention to continue to share information on progress and share successes and this was paused due to capacity challenges. A plan has been developed as it remains vital that our people are updated on an ongoing basis in regard to progress made and actions taken at both a national and local level. The approach used previously will continue, with warm-up messages to remind everyone of the survey path so far, followed by detailed national, local and hyper-local messaging. It is our intention for an updated position to be communicated on a quarterly basis.
- 2.10 The Corporate Communications representative on the SSG has been developing the next stage of the Communications plan, which will provide an update to the workforce on the key themes of the Organisational Implementation plan and publication of all local plans.
- 2.11 The “It’s the Little Things” Campaign focused on hindrance stressors this year as a result of the survey, with circa £70k being spent. The communications plan reflects the link between the survey and this campaign. A closure report will be progressed through internal governance in June 2022
- 2.12 It has been identified that there is currently no central repository or readily accessible ‘footprint’ on the Service intranet that provides information, reference material, progress updates and communications related to the Your Voice Matters Survey, it’s results or the Organisational and Local Implementation plans developed. As a result, the feasibility of establishing a dedicated intranet site is being explored which will provide our people access to all information supporting YVM Survey related work.

## **Next Steps**

- 2.13 With ongoing support from Governance and Assurance, the Implementation Plan will continue to develop and training on the 4Action platform will be provided to relevant individuals to ensure it is used to optimise efficiency and join up work.
- 2.14 An organisational communication will be further developed, highlighting progress and key deliverables to date at both organisational and local level. Work to establish the feasibility of a

dedicated 'Your Voice Matters' intranet site containing key information will be progressed, with the number of hits/feedback being utilised as a key indicator of success.

### **3. FINANCIAL IMPLICATIONS**

- 3.1 No funding has been requested in association with the update provided within this paper. Once fully developed, the Organisational 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 There are no personnel implications associated with this paper.

### **5. LEGAL IMPLICATIONS**

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

### **6. REPUTATIONAL IMPLICATIONS**

- 6.1 There is a perception, from some, that the organisation has not done enough to respond to findings from previous survey activity. Delivery of the Organisational 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.

### **7. SOCIAL IMPLICATIONS**

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

### **8. COMMUNITY IMPACT**

- 8.1 There are no community impact implications 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 environmental implications associated with this paper.



**RECOMMENDATIONS**

Members are invited to discuss the contents of this report.

# Appendix A - 'Your Voice Matters' Organisational Implementation Plan 2021/22


| Theme   | Championed by:                   | Ambition  | Current Position  | Milestones   | Timescale                                      | Supporting Evidence / Metrics  |
|---|----------------------------------|---|---|--|--|--|
| <p style="text-align: center;">LEADERSHIP</p>  | ACC Local Policing East          | Review rank: ratios to ensure we have the right number of people leaders  | <ul style="list-style-type: none"> <li>To engage with officers/staff/stakeholders, a short life working group has been established with the next meeting on 24<sup>th</sup> January</li> <li>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</li> <li>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.</li> </ul>   | <ol style="list-style-type: none"> <li>Understand the data to identify any areas not compliant with the current Rank Ratio</li> <li>Develop a plan to remedy any of those shortfalls</li> <li>Develop recommendations for further work in this area</li> </ol> | Aug 2022                                       | <p>Improvement in respondents feedback re resources in second iteration of 'Your Voice Matters'</p> <p>Other supporting evidence to in relation to a qualitative assessment being developed</p> <p>Recommendations report with supporting plan to address further action</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'                 | <ul style="list-style-type: none"> <li>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</li> <li>Phase 2 communications plan is in place and a "strategic narrative" document has been agreed which provides common messages, vision and approach to accompany the launch of Phase 2</li> <li>Procurement of a delivery partner is underway and supplier to be confirmed end <b>May</b>. Detailed content design phase will take place for 12 week period thereafter and with a formal "go live" of the programme in <b>September</b></li> <li>YLM will focus on delivering leadership behaviours around inclusion, collaboration, courage and compassion. It will focus on empowering teams and individuals.</li> </ul> | <ol style="list-style-type: none"> <li>YLM Programme for first and second line managers up to CI Rank, including Police Staff equivalents</li> <li>Develop Communications and Implementation Plan</li> </ol>   | <p>Sept 2022</p> <p>Mar 2023</p>               | <p>Measurable behaviour improvement around inclusion, collaboration, courage and compassion.</p> <p>Improvement in supportive leadership scores in second iteration of 'Your Voice Matters'</p> <p>% of target audience completing the programme</p>                         |
|   | Director of People & Development | 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"> <li>The Your Leadership Matters Programme focuses on courageous, inclusive, collaborative and compassionate leadership behaviours all of which support improvement, development and empowerment. The scope of the programme has been informed by a discovery phase which was completed in February 2022.</li> <li>All leaders from Sergeant upwards will be invited to attend the programmes from autumn 2022 through to 2023, following phase one which was delivered to Superintendents and above in the summer of 2021.</li> </ul>  | <ol style="list-style-type: none"> <li>All leaders from Sergeant and above, including Police Staff equivalents, invited to participate in the YLM Programme</li> <li>Evaluation report to be produced</li> </ol>   | <p>May 2022 – March 2023</p> <p>March 2023</p> | <p>% of target audience completing the programme</p> <p>Evaluation report produced to establish return on investment</p> <p>Outputs of Executive workshop shared through a targeted communication</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 | <ul style="list-style-type: none"> <li>Part of phase two of YLM includes the 'strategic narrative' of the organisation and how managers and leaders translate that to their people. A Strategic Narrative and a Your Leadership Matters Communication Plan was drafted and agreed in February 2022</li> <li>There is an Executive Team workshop in May 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)</li> </ul>  | <ol style="list-style-type: none"> <li>Executive workshop facilitated by Ernst &amp; Young</li> <li>Development of Executive Action Plan or commitments following workshop – Progress report</li> </ol>  | <p>May 2022</p> <p>Mar 2023</p>                | <p>Executive team action plan focusing on high performance leadership behaviours, which outlines the organisational expectation of people leaders</p>  |
|   |                                  | Top 250 Leaders in the organisation will have tailored personal development plans   | <ul style="list-style-type: none"> <li>This will be facilitated via MyCareer discussions and targeted plans emerging from succession/talent discussions. Additional development for the Top 250</li> </ul>  | <ol style="list-style-type: none"> <li>MyCareer launch</li> </ol>  | <p>April 2022</p> <p>March 2023</p>            | <p>As part of the MyCareer data reporting, a report will be available to show future</p>   |

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| Theme  | Championed by:                      | Ambition   | Current Position  | Milestones   | Timescale   | Supporting Evidence / Metrics   |
|--|-------------------------------------|--|---|--|---|---|
|  |                                     | focusing on High Performance Leadership  | leaders forms part of the L&T delivery agenda for the year ahead i.e. April 2022 onwards.   | <ol style="list-style-type: none"> <li>Top 250 Leaders to have at least one MyCareer discussion by the end of the financial year, which will include identification of personal development plans.</li> <li>Identification of Top 250 who did not complete Phase 1 of YLM. These individuals will then be invited to join phase 2 of YLM</li> </ol>  | August 2022   | <p>development selected during MyCareer annual discussions</p> <p>% complete / participation</p>  |
| <p align="center"><b>WELLBEING</b></p>              | 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"> <li>The Health and Wellbeing programme review paper was presented and approved at the Wellbeing Governance Group on 23<sup>rd</sup> December 2021</li> <li>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</li> <li>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.</li> <li>Proposed establishment of a Health &amp; Wellbeing Advisory Group which has the responsibility for the organisation-wide joined-up approach to Your Wellbeing Matters.</li> </ul> | <ol style="list-style-type: none"> <li>Stage 1- Health &amp; Wellbeing Programme Evaluation &amp; Review</li> <li>Stage 2- Develop &amp; prioritise health and wellbeing programme options</li> <li>Stage 3 Develop an action plan and implement</li> </ol>  | <p>Q4 2021/22 - Q1 2022/23</p> <p>Q1/2 2022/23</p> <p>Q2/3 2022/23 - Q4 2023/24</p> | <p>Engagement in the Health &amp; Wellbeing programme deliverables, and the supportive mechanisms (EAP, TRiM, Wellbeing Champions)</p> <p>Evaluation report produced to establish return on investment</p> <p>Improvement in wellbeing scores in second iteration of 'Your Voice Matters'</p>                         |
|  | 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"> <li>Work is ongoing to spread rest day distribution, particularly those caused by events and operations</li> <li>Work commencing within RDU on rest day cancellation. Will allow better understanding of key drivers for rest day cancellation, will include more effectively managing RRRDs to ensure employees receive the recovery time</li> </ul>  | <ol style="list-style-type: none"> <li>Monitoring resource requirements for events and operations and where in the Force these are coming from to ensure a more even spread.</li> <li>Explore links to work underway as part of Criminal Justice Reform, (within Enablers them</li> </ol>  | Ongoing   | <p>Number of rest days banked</p> <p>Improvement in wellbeing scores in second iteration of 'Your Voice Matters'</p> <p>Improvement in respondents feedback re rest days in second iteration of 'Your Voice Matters'</p> <p>Performance Measurement of RRRDs, annual leave balances, TOIL – reporting of breaches</p> |
| <p align="center"><b>HINDRANCE STRESSORS</b></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"> <li>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</li> <li>190 ideas were generated from Smart Thinking in 2021 and there are 35 ideas actively progressing in January 2022</li> <li>9 Divisions on boarded currently (G,U,K,L,P,Q, V, CJSJ, SCD )</li> <li>Further on boarding plans in progress with D Division and Corporate Services up next</li> <li>Weekly Reporting underway to track volumes, progress and benefits delivered from Smart Thinking ideas raised.</li> </ul>   | <ol style="list-style-type: none"> <li>Review of weekly reporting to track volumes, progress and benefits delivered from Smart Thinking ideas raised</li> <li>Review of current sergeant administrative workload to be carried out with a view to identifying process efficiencies and opportunities for improvement.</li> <li>Complete roll out and promote Smarter Thinking Force-wide.</li> <li>Ongoing communications plan to promote submission of ideas. Target ideas on particular topics.</li> </ol> | Ongoing   | <p>Review of the benefits profile delivered by the 'Smart Thinking' roll out</p> <p>Data in respect of ideas submitted, conversion rate of ideas submitted to those implemented</p>   |
|  | Director of People & Development    | Continue the 'It's the Little Things' campaign with a focus to identifying how to reduce   | <ul style="list-style-type: none"> <li>Launch of campaign took place on 17<sup>th</sup> Dec 2021 with &gt;500 suggestions made by our people to date</li> </ul>   | <ol style="list-style-type: none"> <li>Divisional requests, which are within campaign scope, fulfilled</li> </ol>  | May 2022  | % of approved requested fulfilled   |



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| Theme  | Championed by:                   | Ambition   | Current Position  | Milestones  | Timescale   | Supporting Evidence / Metrics   |
|--|----------------------------------|--|---|---|---|---|
|  |                                  | hindrance stressors in the workplace   | <ul style="list-style-type: none"> <li>Engagement with Divisional SPOCS to maximise participation and engagement in the campaign</li> <li>Focus and alignment to the reduction of hindrance stressors</li> </ul>  | <ol style="list-style-type: none"> <li>Any organisational learning to be shared with the relevant business areas e.g. Procurement, Finance, Estates</li> <li>Closure report to be completed and presented in the first instance to P&amp;D ODM</li> </ol>   | <p>May 2022</p> <p>June 2022</p>  | <p>Feedback from relevant areas incorporated into a broader 'lessons learned' review</p> <p>Closure report progresses to CFPB, then SLB.</p>  |
| <p align="center"><b>BEHAVIOUR</b></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"> <li>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)</li> <li>Oversight Board been introduced with a focus on Professionalism Preventions which includes Sexual Misconduct, Standards of Professional Behaviour and vetting. Board will meet on 6 weekly basis (ToR being developed)</li> <li>PSD tactical group meeting being held on monthly basis (ToR being developed)</li> <li>Sexual Misconduct paper being presented to SLB in April and a SPA workshop, with 19 recommendations having been approved</li> </ul> | <ol style="list-style-type: none"> <li>SLWG aim to have a finalised product</li> <li>A strategy and delivery plan for promoting standards of professional behaviour currently being developed</li> <li>Implementation of Delivery Plan and regular progress reports</li> <li>Cross reference Delivery Plans with Independent Review Group findings on EDI matters.</li> </ol> | <p>April 2022</p> <p>April / May 2022</p> <p>Mar 2023</p> <p>Dec 2023</p> | <p>Reduction in incivility scores in second iteration of 'Your Voice Matters'</p> <p>Feedback from Officers and Staff on their lived experience in relation to incivility.</p> <p>Feedback from Exit Interviews Reduction in Grievance (by type)</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 | <ul style="list-style-type: none"> <li>Review of industry best practice and engagement with comparable organisations (NHS) has been undertaken</li> <li>Linkage to a number of the key areas highlighted from the YVM results including supervisory leadership and vision clarity</li> <li>Toolkit will have been developed with stakeholder input to allow to go through the governance process</li> </ul>   | <ol style="list-style-type: none"> <li>Launch of a people leaders toolkit that provides best practice in relation to establishing engagement focused practices for use in local teams</li> <li>Lifetime management process clearly defined to ensure the toolkit remains relevant and responds to feedback provided by users</li> </ol>                                       | <p>July 2022</p> <p>August 2022</p>                                       | <p>Intranet hits and anecdotal feedback on usage will be gathered at local SMTs via People Partners</p> <p>Evaluation/Workshops with stakeholders to be carried out to inform further developments to ensure the product is fit for purpose</p>   |
|  |                                  | 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"> <li>The initial 6 month pilot of the end to end process is complete and has been extended further via the ET, Grievance &amp; Non-Criminal Complaints Steering Group to enable a full evaluation of the pilot to take place. A TOR has now been created to an express process to shift the model. A paper is to be presented to P&amp;D SMT</li> </ul>   | <ol style="list-style-type: none"> <li>TOR developed to express the process required to shift the model.</li> <li>Paper presented to P&amp;D SMT</li> <li>Evaluation and roll out of revised process. Delivery plan and communications plan.</li> </ol>   | <p>April 2022</p> <p>Mar 2023</p>   | <p>Reduction of number of grievances raised and increase of those resolved through an early intervention</p>  |
|  | Director of People & Development | 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"> <li>MyCareer and CVF Training for all launches 1 April 2022 as a mandatory process, with all SMTs having been involved in "Get Ready Sessions" to discuss role modelling around this new approach.</li> </ul>  | <ol style="list-style-type: none"> <li>Training launches</li> <li>CVF Training explains the behaviours expected in role and level. Managers and their reports will measure the effectiveness of application through MyCareer discussions.</li> <li>Comprehensive Communications Plan</li> </ol>   | <p>April 2022</p>   | <p>% of generated and completed MyCareer discussions</p> <p>% of generated and not completed MyCareer discussions</p> <p>Talent rating trends from MyCareer discussions (to be measured at the end of each performance year)</p> <p>CVF competency level approved by Line Manager for MyCareer reflection logs, measured against actual CVF competency level associated with current role</p> |

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|---|-------------------------------------|--|--|--|------------|---|
|   |                                     |  |  |  |            | % of Officers/Staff who have completed MyCareer training module   |
|   |                                     | Invest in the role of Tutor Constable – setting expectations of behaviours early.  | <ul style="list-style-type: none"> <li>Review of current Tutor Constable's course underway.</li> </ul>   | <ol style="list-style-type: none"> <li>The Tutor Constable course is scheduled to be re-recorded as an online course with the addition of further content including Leadership, Probationer experiences and unconscious bias, and extended content in relation to the Probationer Training Programme. Target is <b>May/June 2022</b> for this release</li> <li>To offer additional support a pilot of CPD training products to be offered to Divisional Sgts and Tutor Constables on topics such as Developing Your Personal Brand, Building Resilience, Inclusion Starts with "I", Right Conversation Right Time.</li> <li>Inclusion of additional E,D&amp;I elements being considered as a priority (per HMICS Phase 2 recommendations)</li> </ol> | Q4 2022/23 | Number of Tutor Constables completed training<br><br>Evaluation of pilot training including CPD element<br><br>Anecdotal feedback from Divisions on Tutor Constable performance   |
| ENABLERS<br><br> | 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"> <li>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 out with policing to achieve positive results and enhance service delivery in all areas of policing.</li> <li>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.</li> </ul> | <ol style="list-style-type: none"> <li>Consider Public Service Motivation Award. To be discussed at EDIHR SOB and progressed to SLB for further consideration</li> <li>EDIE subgroup looking at all benchmarking with a view of assessing our many external scrutiny routes and progressing a proposal following SLWG considerations with a view of the best to form to engage over benchmarking</li> </ol>  | Ongoing    | Participation on potential new awards<br><br>Fully realise benchmarking opportunities identified<br><br>Increase/sustain high levels of PSM scores in second iteration of 'Your Voice Matters'  |
|   |                                     | Procedural Justice – Improve perceptions of fairness in relation to people processes such as promotion and opportunities   | <ul style="list-style-type: none"> <li>Ongoing review and assessment of examples of lack of procedural justice.</li> <li>As an emotive area, real time engagement and response to issues will be prioritised.</li> </ul>   | <ol style="list-style-type: none"> <li>Engagement with officers and staff will continue as part of the existing BAU processes.</li> <li>Communications Plan to tackle perceived procedural injustices and use findings to promote processes.</li> </ol>  | Ongoing    | Quantitative data to support engagement taking place across all levels of Police Officers and Staff<br><br>Improvement in procedural justice scores in second iteration of 'Your Voice Matters'<br><br>Reduction in Promotion appeals<br><br>Reduction in grievances relating to perceived procedural justice |
|   | Chief Digital & Information Officer | Target Operating Model - Articulate how this connects and aligns to the broader picture (Change/SWP)   | <ul style="list-style-type: none"> <li>Design Authority relaunch planned with recently developed products</li> <li>Range of design activity in-flight covering Modern Contact &amp; Engagement, Local Policing, PPU, Cyber, Intel, CT &amp; PPCW</li> </ul>  | <ol style="list-style-type: none"> <li>Relaunch of Design Authority</li> <li>Engage with the Design Team to identify and agree communications plan, including timelines for TOM.</li> </ol>  | May 2022   | Measurement of number of sessions/briefings held<br>Hits / reach from   |

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| Theme | Championed by:       | Ambition   | Current Position   | Milestones   | Timescale  | Supporting Evidence / Metrics   |
|-------|----------------------|--|--|--|--|---|
|       |                      | *Carried forward from historical survey actions activity   | <ul style="list-style-type: none"> <li>• Creation of standard Service Design products &amp; artefacts for use by the organisation to drive design-led approach</li> <li>• Collaboration and joined up conversations taking place across various design led areas e.g. Digital, Data, People &amp; Business areas.</li> <li>• Joined up conversations and activity being facilitated across portfolios and business areas in support of end to end user journeys and experience.</li> </ul>   |  |  |   |
|       | ACC Criminal Justice | Criminal Justice Reform - to reduce the amount of time our people spend in court<br><br>*Carried forward from historical survey actions activity | <ul style="list-style-type: none"> <li>• Intranet comms posted and direct communications with local Commanders, SPOCs, ICT, SPF and external partners. Comms continue to be updated and reviewed following feedback to improve process</li> <li>• Feedback from pilot phases 1&amp;2 were positive. Feedback on National model is positive also.</li> <li>• High level next steps – Daily checkpoint arranged with key partners and longer term modelling group established.</li> <li>• <b>Summary Justice Reform</b> – Agreed deliverables</li> <li>• Oversight group with key partners established. Regular dialogue with key CJ stakeholders</li> <li>• Work through step by step stages of end to end process - Finalise process maps, agreed collective guidance comms for intranet etc.</li> <li>• <b>Demand Reduction</b></li> <li>• Gold group established with COPFS looking at both High Court and Summary Court witness and legal documentation demand building on learning from RPWE and potential quick wins ahead of SJR.</li> </ul> | <ol style="list-style-type: none"> <li>1. Establish CJ Reform Priorities and Communicate outcomes</li> <li>2. Weekly checkpoint with LP SPOCS to capture feedback continues</li> <li>3. Workshop led by SP Anwar conducted. New tasks and direction agreed – Process Maps</li> <li>4. Evaluation results from Pilots</li> <li>5. Regular messaging to staff (communications plan)</li> </ol> | Ongoing<br><br>Aug 2022<br><br>Ongoing<br><br>Ongoing<br><br>Ongoing | Reduction in abstractions in relation to time spent in court<br><br>Feedback from officers in relation to their improved experience in relation to court abstractions |