



Meeting	SPA People Committee
Date	27 November 2024
Location	MS Teams
Title of Paper	Police Scotland Workforce Survey Headline Results
Presented By	Tom McMahon, Director of Strategy & Analysis
Recommendation to Members	For Discussion
Appendix Attached	Appendix A - YVM Headline Results Appendix B - YVM Results

PURPOSE

The purpose of this update is to provide the Scottish Police Authority with headline results from Police Scotland's refreshed 2024 workforce survey.

Members are invited to discuss the contents of this paper.

1. BACKGROUND

- 1.1 Our 2030 vision for Police Scotland is of an organisation focused on safer communities, less crime, supported victims, and a thriving workforce. The voice of our officers and staff is critical to the successful delivery of our 2030 vision. A refreshed workforce survey was commissioned earlier this year to ensure that our officers and staff are heard and continue to help shape genuine change across the Service.
- 1.2 Our refreshed annual workforce survey provides a baseline for measuring the impact of change. The refreshed survey was designed and tested with key stakeholders and colleagues, informed by current and emerging best practice and aligned to our strategic priorities.

The survey approach aimed to:

- Increase participation levels on our 2021 survey, which was 31%.
 - Provide a baseline to track progress with clear measures and outcomes – aligned to our three-year business plan and people strategy.
 - Provide quantitative and qualitative data for action-focused insights at a divisional level.
- 1.3 The survey opened on 1 July 2024 for a period of eight weeks. In total, 11,424 responses were received which is an overall response rate of 51%. This is an increase of twenty percentage points on our 2021 survey.

2. FURTHER DETAIL ON THE REPORT TOPIC

Headline results at a glance

- 2.1 The overall engagement index score was 57% (determined by the average agreement of respondents across six themes). Engagement themes include; our organisation, culture, leaders (first line managers and senior management teams), role, team, and wellbeing.

2.2 There were high levels of agreement on the following:

- How colleagues feel about their team – particularly around teamwork, collaboration and support, despite not feeling there is sufficient people resource.

2.3 There were mixed levels of agreement indicating opportunities for improvement including:

- Our culture – positive scores on most aspects with the exception of colleagues feeling able to express themselves openly, feelings of belonging and collaboration with other teams.
- Supervisors/first line managers - score high particularly on communicating regularly, making time for individuals and creating positive environments. Although, providing structured time is challenging and seeking feedback from team members can be improved.
- Role – Most colleagues say they feel trusted to do their job and how to access wellbeing support. Areas with moderate scores include access to training, physical work environment and flexible working. Areas for improvement include colleague recognition for the work they do and supporting colleagues to feel valued and ensuring that there are clear development paths.
- Our organisation – there is scope to improve communication with the workforce and to demonstrate that we listen and respond to the colleague voice.

2.4 On wellbeing and feeling safe at work:

- Feeling safe and protected at work scores high for over two thirds of colleagues.
- The majority say they have the correct access to appropriate uniform and access to digital/tech needed to do their job.
- The majority say they receive wellbeing support from their supervisor/line manager and to a lesser extent were able to talk about how they're feeling with a colleague.
- Only around 1 in 2 colleagues say they get the breaks they need, and support to rest and recharge from the demands of their role. Fewer colleagues said they were able to reflect on the impact their role could have on them.

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- 2.5 Around 1 in 5 colleagues say they have personally experienced some form of harassment, bullying or discrimination or been a witness/aware of these behaviours in the workplace in the past 12 months. Just over half say they reported to their supervisor, manager or peers rather than using formal channels.
- 2.6 More than 1 in 2 colleagues say they have been assaulted or verbally abused by the public in the past 12 months. Almost two thirds reported it.
- 2.7 Two fifths of respondents would recommend Police Scotland as an employer to friends and family.

Next steps and key considerations

- 2.8 Our focus now moves to alignment of emerging insights and areas for development & improvement with Vision 2030 and our three-year business plan. This work will also inform Divisional People Plans.
- 2.9 Senior leaders will be asked to visibly lead the cascade of results and next steps on improvement activity to their teams throughout December.
- 2.10 Senior management teams will be supported by People & Development and Research & Insight teams in understanding and responding to insights – including a co-design approach with their people to prioritise areas for improvement together.

3. FINANCIAL IMPLICATIONS

- 3.1 There are financial implications in this report.

A commitment has been made to deliver our workforce survey annually and commission Progressive Partnership to undertake the survey again in 2025. Funding has been incorporated into budget planning for 2025/26.

4. PERSONNEL IMPLICATIONS

- 4.1 There are no personnel implications associated with this paper.

5. LEGAL IMPLICATIONS

- 5.1 There are no further legal implications in this paper to those listed above.

6. REPUTATIONAL IMPLICATIONS

6.1 There are reputational implications associated with this paper.

There are reputational implications associated with this paper. If we do not acknowledge, listen, and respond to our workforce survey results, organisational legitimacy and public confidence in the police service is negatively impacted.

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 are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the contents of this paper.

YOUR VOICE MATTERS

HEADLINE RESULTS

SPA BOARD | 28 NOVEMBER 2024



OUR ORGANISATION



OUR CULTURE



YOUR ROLE



OUR LEADERS



YOUR TEAM



YOUR WELLBEING



POLICE
SCOTLAND
POILEAS ALBA



YOUR VOICE MATTERS

WORKFORCE SURVEY
24/25

Approach



Progress to date

Next Steps

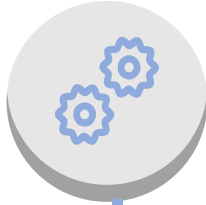
Setting the Scene

- Refreshed survey - designed with leaders, colleagues and stakeholders
- Questions aligned to strategic priorities and programmes to measure impact e.g. Your Leadership Matters, Your Safety Matters, Policing Together, People Strategy etc
- Benchmarking questions



In-depth analysis and alignment

- Qualitative analysis (23,000+ open-ended comments)
- Divisional, length of service/grade/rank and demographic analysis
- Correlation and driver analysis
- Strategic insights and recommendations



Further analysis + engagement to support action planning and prioritisation

- Progressive and R&I team to explore areas with SMTs as required
- Action planning framework developed
- Comms and engagement plan incl. 'We asked, You Said, We listened / We're doing'



Headline Results

- 51% overall response rate
11,424 respondents
- Quantitative findings at organisational level



Benchmarking

- Your Voice Matters 2015 and 2021 surveys
- National Wellbeing Survey 2023
- Civil Service Survey
- WHO



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Headline Summary

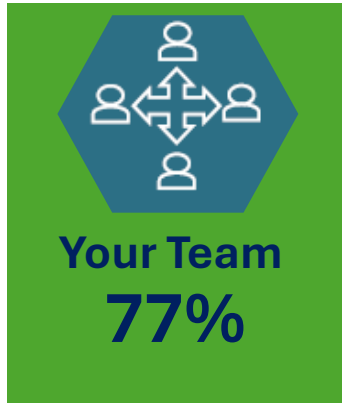
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OVERALL ENGAGEMENT INDEX

Average agreement across all themes

57%



Top Level Insights

- Overall, views on teams and team working were the most positive.
- Views on the organisation in general and SMT leaders show the greatest opportunity for improvement.
- Moderate levels of positivity reported for other aspects, showing scope for improvement in several areas.

Levels of Engagement

70% - 100%	High levels of agreement reported
50% - 69%	Mixed levels of agreement indicating there are opportunities for improvements
0% - 49%	Lower levels of agreement reported, and improvement needed



Scores show that **Your Team** – elements were the most positive, with strong agreement around teamwork, collaboration and support suggesting there is effective working relationships across teams.

The only exception was in relation to having sufficient people resource which scored particularly low.

YOUR TEAM : INDEX SCORE 77%		
Can be relied upon to help if things get difficult in my job	87%	Very High
Work together effectively	87%	Very High
Support each other	87%	Very High
Listen to one another	86%	Very High
Communicate effectively with each other	85%	Very High
Is a positive and inclusive environment	81%	Very High
Has sufficient people resource	27%	Very Low



Our Culture was the second highest scoring area, with good levels of agreement with many of these aspects.

However, there are still areas where improvement is needed such as enabling employees to express themselves openly, feel that they belong and collaborate with other teams.

OUR CULTURE : INDEX SCORE 66%		
Learn from mistakes	74%	High
Express behaviours which are consistent with our values	74%	High
Value diversity and different ways of thinking	71%	High
Comfortable informing my supervisor/line manager if/when I have been negatively impacted by something at work	70%	High
Call out and challenge inappropriate behaviours or comments	69%	Moderately High
Collaborate with colleagues in other teams and areas of the organisation	62%	Moderately High
Express myself openly and honestly	57%	Moderate
Have a sense of belonging	52%	Moderate



Supervisors/first line managers received positive scores for regular communication, making time for staff members and creating a positive environment.

Seeking feedback and providing structured time with staff members are the two areas that need the most attention in relation to supervisors and line managers.

OUR LEADERS (SUPERVISORS/FIRST LINE MANAGERS): INDEX SCORE 65%		
Communicates with me regularly	77%	High
Makes time for me	72%	Moderate
Creates a positive and inclusive working environment	70%	High
Involves me in decisions that affect me	67%	Moderately High
Encourages suggestions for better or different ways of doing things	65%	Moderately High
Calls out inappropriate behaviour or comments	65%	Moderately High
Provides feedback on my performance	64%	Moderately High
Is proactive in understanding my needs	64%	Moderately High
Provides structured time with me to discuss what's going well and how to overcome any challenges I may come across	56%	Moderate
Seeks feedback on how they can do things better or differently	53%	Moderate



Views on **Your Role** were very mixed. The majority feel trusted to do their job and had a good understanding of how to access wellbeing support. Over two thirds have been able to apply training in their role and understand how their role contributes to the organisation. However, only around half were positive about their physical work environment and flexible working.

YOUR ROLE : INDEX SCORE 55%		
I stand up for the rights of others even if it means I will be criticised	85%	Very High
I am trusted to do my job (even if in a different location to my manager)	83%	Very High
I have a good understanding on how to access the wellbeing support offered by the organisation	73%	High
Making a difference in society I more important to me than personal achievements	70%	Very High
I have had opportunities to apply my learning/training in my role	69%	Moderately High
I understand how my role contributes to the organisation's vision, values, and priorities	67%	Moderately High
I am able to make suggestions for doing things differently	56%	Moderate
My physical work environment is comfortable	55%	Moderate
I am given the opportunity for flexible working	55%	Moderate



Lower levels of agreement were given to these aspects relating to Your Role. Around two fifths felt valued, had a strong personal attachment and felt they have a development path. Just under half felt they receive recognition, have a manageable workload and have the equipment needed.

YOUR ROLE : INDEX SCORE 55%		
I have access to training to enable me to do my job	53%	Moderate
I am aware of the opportunities for me to develop my career	51%	Moderate
I have a workload that is manageable	48%	Low
I have equipment I need to do my job	47%	Low
I receive recognition for the work I do	46%	Low
I have the choice of a clear development path, supported by my line manager	45%	Low
I feel a strong personal attachment to the organisation	44%	Low
I feel valued for the work that I do	38%	Low



Our Organisation received one of the lowest overall scores and there are clear areas for improvement. This includes creating a safe environment for raising concerns and challenging inappropriate behaviours and understanding the changing needs of society better.

OUR ORGANISATION : INDEX SCORE 43%		
Is clear on what is expected of me in terms of how I behave as an employee of Police Scotland	84%	Very High
Has clear values, vision, and priorities	60%	Moderately high
Is one I am proud to work for	60%	Moderate
Fosters a call out culture, equipping all to challenge inappropriate behaviours	52%	Moderate
Actively understands the changing needs of society	43%	Low
Creates a safe environment and support systems for colleagues to raise concerns	43%	Low



Listening and acting on feedback were the lowest scoring aspects overall suggesting that a lot of work is needed in this area. The scores also indicate issues with effective communication, inspiring individuals and motivating them to actively contribute towards the vision.

OUR ORGANISATION : INDEX SCORE 43%

Inspires me to do the best in my job	36%	Low
Communicates effectively with the workforce	36%	Low
Motivates me to contribute towards its vision and priorities	35%	Low
Ensures there is equal access to opportunities	32%	Low
Actively listens to the needs of the workforce	20%	Low
Acts on feedback from the workforce	17%	Very Low



Levels of agreement were particularly low across all aspects in relation to the **Senior Managers**.

Improvement is needed around visibility and engagement from the **Senior Managers** and communication regarding change.

There is a sense that wellbeing is not being prioritised and issues aren't taken seriously.

SENIOR LEADERS (HEAD OF SERVICE/SNR MANAGER/CHIEF

INSPECTOR/SUPERINTENDENT/CHIEF SUPERINTENDENT: INDEX SCORE 36%

Snr Mgt – takes issues seriously

41%

Low

Snr Mgt – are visible to me

38%

Low

Snr Mgt – communicate regularly on changes within the organisation and matters that affect me and my role

37%

Low

Snr Mgt – offers opportunities for me to engage with them directly

36%

Low

Snr Mgt – are aware of and care about my wellbeing

30%

Low



General wellbeing was measured by how colleagues felt during the past 2 weeks, in line with the World Health Organisation criteria. As a guide, a score of above 52% is considered a good wellbeing score. Police Scotland score is 46%.

There were mixed feelings across all of the wellbeing aspects mentioned, with around half feeling well and positive more than half of the time. The lowest scores for this were for having support to rest and recharge and being able to reflect on the impact of my role.

YOUR WELLBEING : NO INDEX SCORE		
Have access to appropriate uniform	78%	High
Have support from my supervisor/line manager	77%	High
Have the correct access to digital/tech that I need to do my job	70%	High
Feel safe and protected at work	70%	High
Get the breaks that I need	56%	Moderate
Have support in achieving a better work-life balance	52%	Moderate
Talk about how I'm feeling with a colleague	52%	Moderate
Have the support to rest and recharge from the demands of my role	48%	Low
Reflect on the impact my role could have on me	47%	Low

*Scale used – All of the time to At no time. Figures relate to NET: At least half the time



Grades 1-4

The lower the grade the less likely they were to agree to almost all the statements

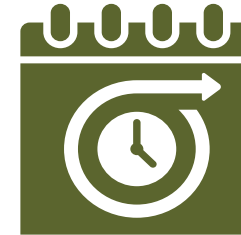
A few exceptions exist with a manageable workload where grades 1-4 were more likely to agree with this and there were very few differences across rank



Constables

Constables were less likely to agree to almost all the statements

A few exceptions exist, however similar score for manageable workloads were reported across ranks



Length of service

Those who have been employed for 6-10 years tended to give more negative responses than others that have been there shorter or longer.

Emerging insights

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Employees in lower grades and lower ranks were less positive than their counterparts, particularly in relation to the SMT. Constables and Sergeants tended to be more negative about the organisation in general driving the overall organisation score down.

	Total Sample	Grade 1-4	Grade 5-8	Grade 9-14	Constable	Sergeant	Inspector	Chief Inspector	Supt./Chief Supt./ Executive
Overall Engagement (All topics)	57%	58%	67%	74%	52%	60%	67%	74%	79%
Our Organisation	43%	50%	58%	64%	36%	43%	52%	62%	69%
Our Culture	66%	65%	75%	81%	63%	69%	75%	81%	86%
Your Role	55%	59%	68%	75%	48%	58%	66%	75%	78%
Our Leaders – First Line Mangers/ Supervisors	65%	62%	69%	73%	64%	69%	71%	71%	79%
Our Leaders – SMT	36%	33%	50%	72%	27%	43%	62%	82%	88%
Your Team	77%	72%	77%	80%	77%	82%	82%	81%	85%

Emerging insights

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Employees with a service of between 6 – 10 years were less positive about most themes within the survey. Those with a service of up to 5 years were more positive, particularly around organisation and culture.

	Total Sample	Up to 5 years	6 to 10 years	11 to 20 years	More than 20 years
Overall Engagement (All topics)	57%	61%	52%	56%	59%
Our Organisation	43%	53%	38%	41%	45%
Our Culture	66%	73%	63%	65%	66%
Your Role	55%	56%	48%	56%	60%
Our Leaders – First Line Managers/ Supervisors	65%	68%	64%	65%	66%
Our Leaders – SMT	36%	37%	27%	36%	43%
Your Team	77%	77%	76%	78%	77%

Emerging insights

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Similar views across all protected groups, however scores for all areas were lower amongst those who were disabled and had neurodivergent traits

	Total Sample	Disability/ Health Condition	No disability	Neurodiver gent traits	No Neurodiver gent traits	Caring responsibilities (exc. CH)	No caring resp.	Ethnic Minority	White
Overall Engagement (All topics)	57%	53%	60%	55%	59%	56%	58%	57%	58%
Our Organisation	43%	40%	46%	42%	45%	43%	46%	44%	45%
Our Culture	66%	61%	70%	63%	69%	64%	69%	62%	68%
Your Role	55%	53%	57%	52%	57%	56%	56%	56%	57%
Our Leaders – First Line Mangers/ Supervisors	65%	61%	68%	64%	67%	64%	66%	66%	66%
Our Leaders – SMT	36%	32%	39%	35%	38%	36%	36%	38%	38%
Your Team	77%	73%	79%	74%	78%	74%	77%	73%	78%

Emerging insights

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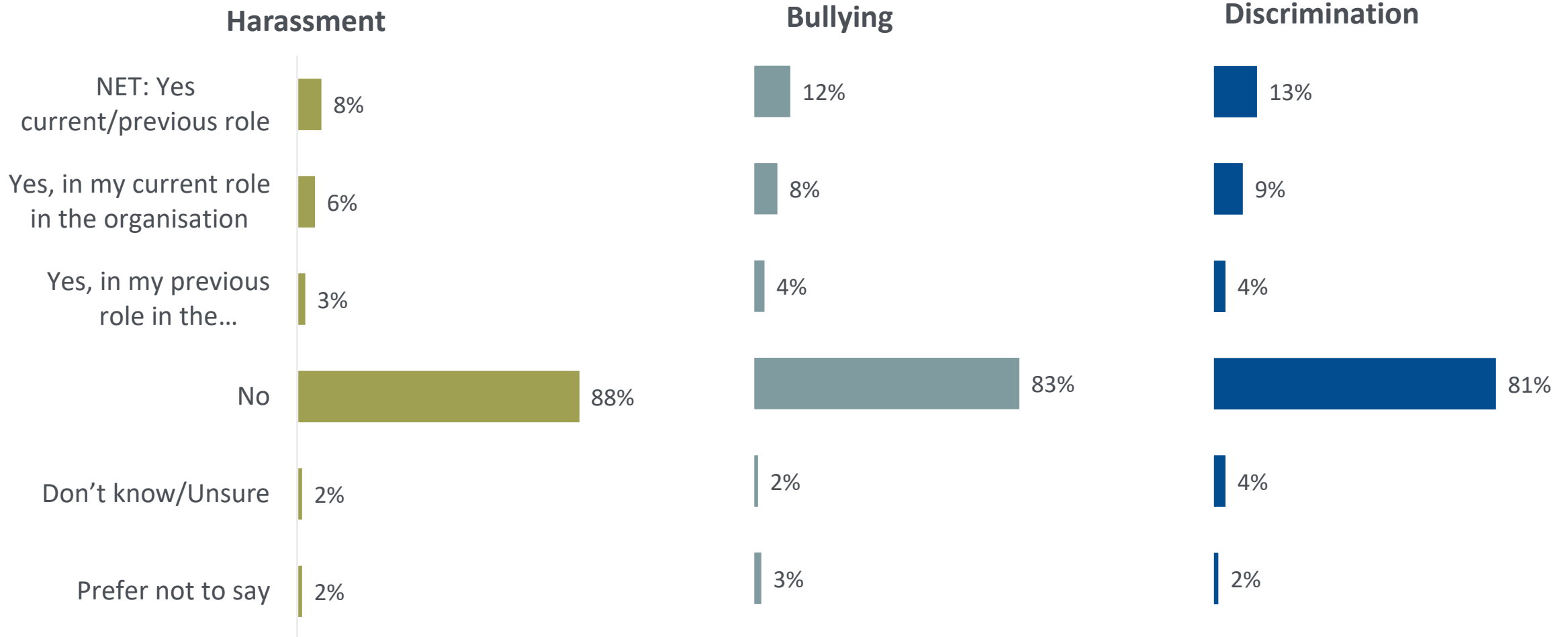
Very similar scores reported across gender and sexual orientation.

	Total Sample	Men	Women	Heterosexual	Gay/Lesbian	Bisexual
Overall Engagement (All topics)	57%	57%	60%	58%	59%	54%
Our Organisation	43%	42%	48%	45%	46%	41%
Our Culture	66%	66%	70%	68%	69%	63%
Your Role	55%	53%	61%	57%	57%	50%
Our Leaders – First Line Mangers/ Supervisors	65%	68%	65%	67%	63%	61%
Our Leaders – SMT	36%	36%	40%	38%	38%	36%
Your Team	77%	79%	77%	78%	78%	74%

Bullying or discrimination in the workplace



Overall, 20% stated that they personally experienced some form of harassment, bullying or discrimination in the workplace in the past 12 months.



Officer Assaults/Verbal Abuse

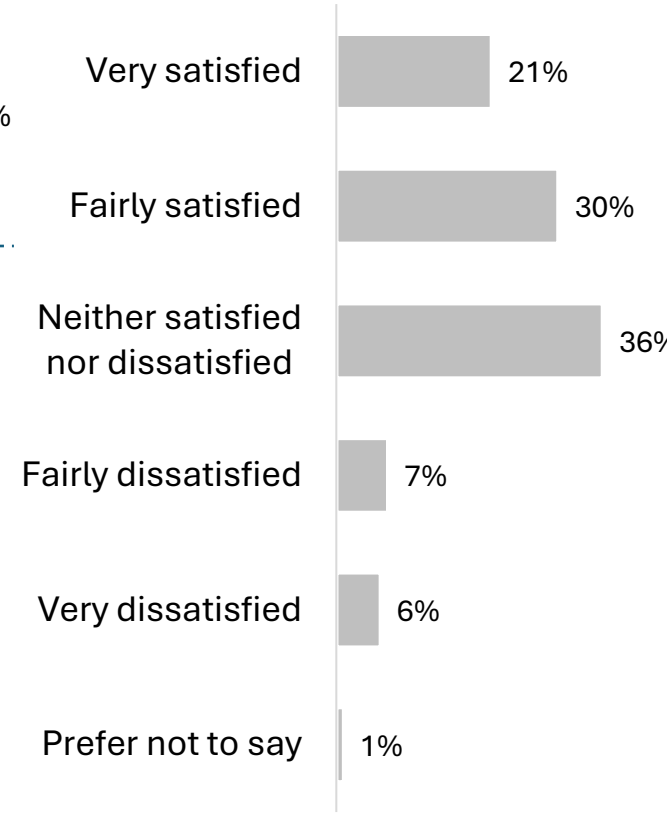
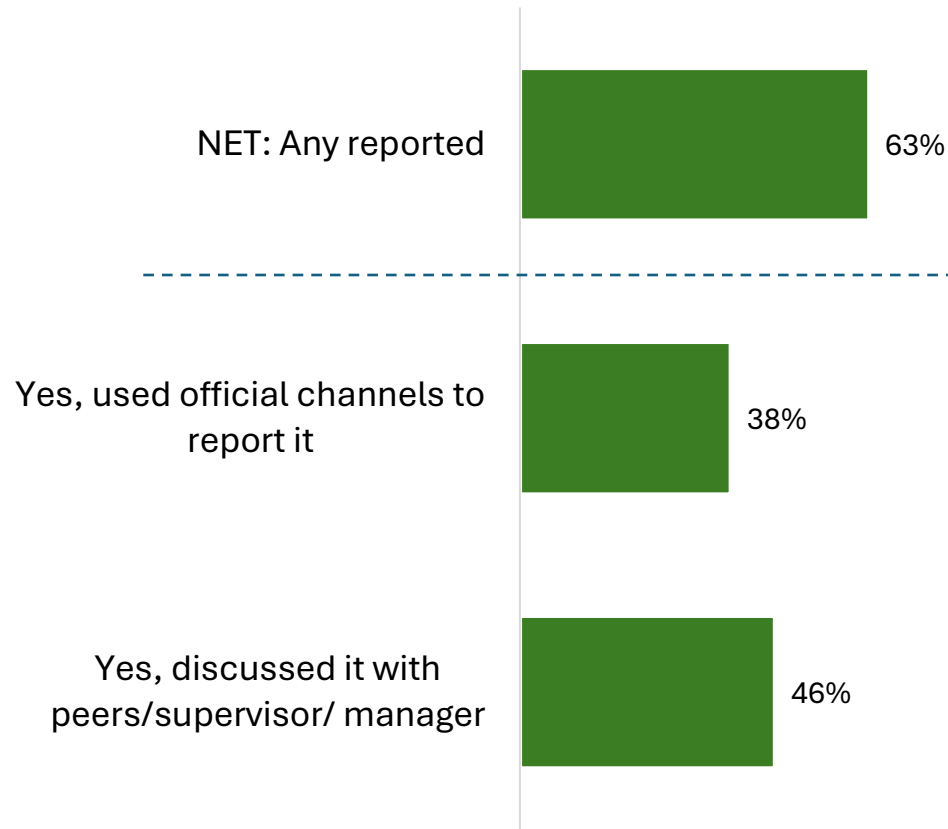
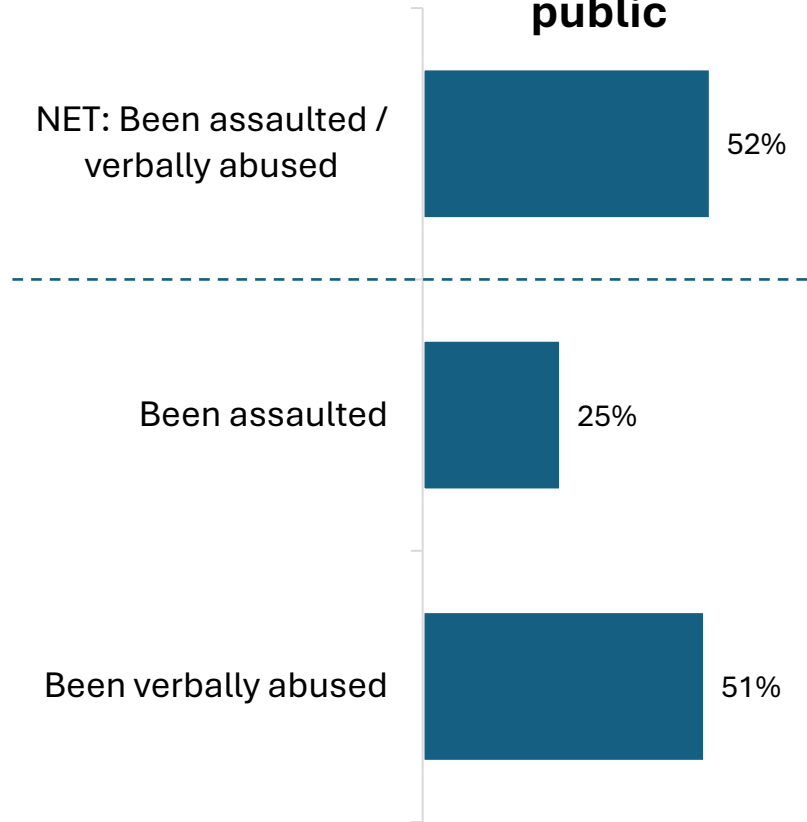


Over half have been assaulted or verbally abused by the public. Overall, less than two thirds reported it and around half of those who reported it were satisfied with the support they received.

Assaulted/Verbally Abused by the public

Did you report the incident?

Satisfied with support received?



Q35. Have you experienced either of the following, by a member of the public, whilst on duty/at work in the past 12 months?

Q36. Did you report the incident(s) or discuss with your peers/supervisor/manager?

Q37. To what extent were you satisfied or dissatisfied with the support you received when you reported or discussed this incident(s)?

Base (all): 10,613

(all who were assaulted/verbally abused): 5,510

(all who reported): 3,463

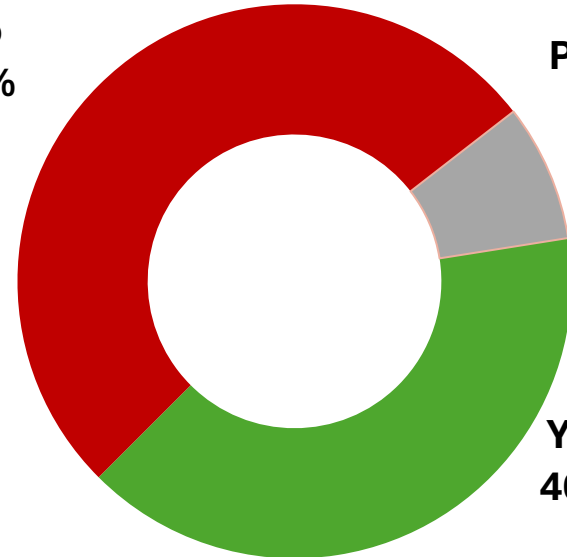
Recommend the organisation as an employer



Two fifths would recommend the organisation as an employer to friends or family

Would you recommend the organisation as an employer?

No
52%



Prefer not
to say
8%

Yes
40%

Main reasons for **not recommending** Police Scotland as an employer are due to the unmanageable workload, lack of support and presence of discrimination and bullying.

There is also a feeling of being understaffed.

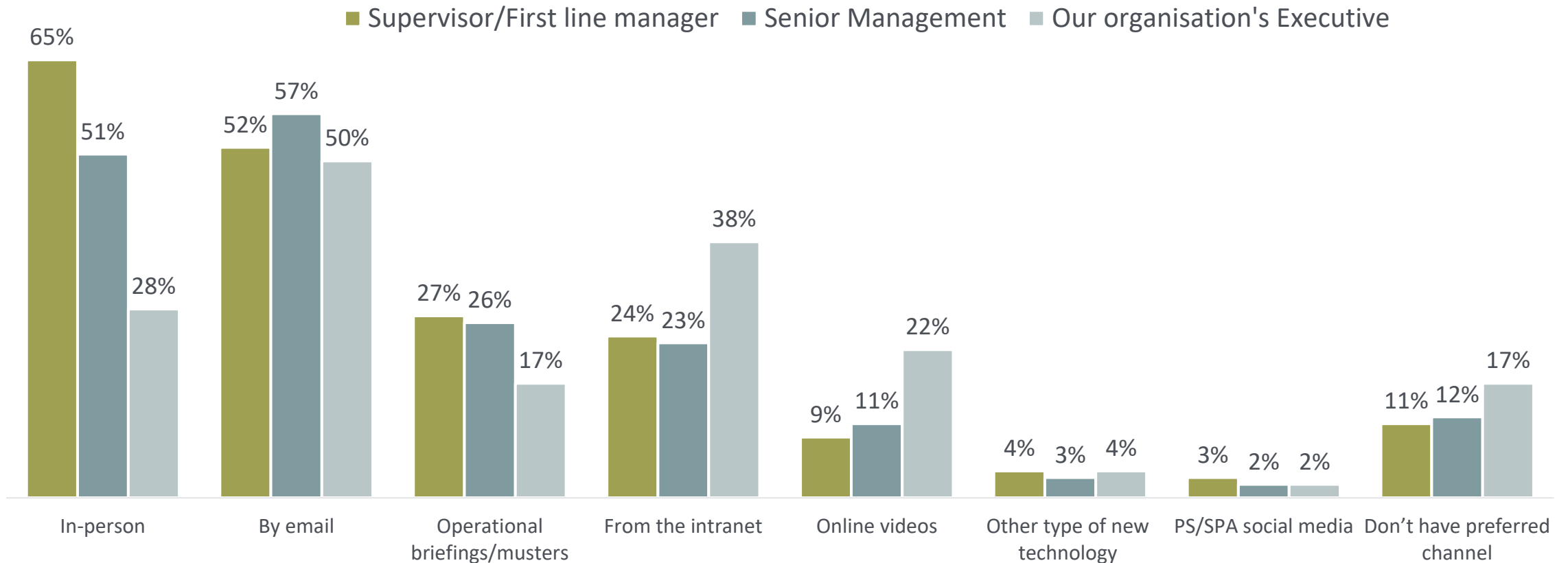
These aspects appear to be having a negative impact on some employees' mental health

Main reasons **for recommending** Police Scotland as an employer are due to the job security and stability, the career opportunities and the meaningful work that is involved

Preferred communication approach



The preferred method of communication by supervisors/first line managers was in-person. Communications from senior management was preferred via email or in-person and by email from the Executive.



Response Profile

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Role	Sample
Officer	74%
Staff	25%
Prefer not to say	0%
Base (all):	10,613

Rank	Sample
Special Constable	1%
Constable	68%
Sergeant	19%
Inspector	8%
Chief Inspector	2%
Supt./Chief Supt./Executive	1%
Prefer not to say	1%
Base (officers):	7,891

Grade	Sample
Grade 1-4	58%
Grade 5-8	30%
Grade 9-14	6%
Executive	0%
Prefer not to say	5%
Base (staff):	2,681

Area	Sample
North	18%
East	24%
West	39%
Nationally	17%
Unsure	0%
Prefer not to say	2%
Base (all excl. Exec):	10,600

Length of service	Sample
Less than 12 months	2%
1-2 years	7%
3-5 years	11%
6-10 years	17%
11-15 years	17%
16-20 years	22%
21-25 years	14%
25 years+	9%
Prefer not to say	1%
Base (all):	10,613

Demographics

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Gender	Sample
Male	53%
Female	37%
Non-binary/other	0%
Prefer not to say	10%
Base (all):	10,613

Sexual Orientation	Sample
Heterosexual	83%
Gay / Lesbian	4%
Bisexual	1%
Other sexual orientation	0%
Prefer not to say	12%
Base (all):	10,613

Ethnicity	Sample
White	87%
Ethnic minority group	2%
Prefer not to say	12%
Base (all):	10,613

Transgender Identity	Sample
Yes	0%
No	93%
Prefer not to say	6%
Base (all):	10,613

Age	Sample
16-24	2%
25-34	20%
35-44	33%
45-54	27%
55-64	8%
65+	0%
Prefer not to say	9%
Base (all):	10,613

YOUR VOICE MATTERS

WORKFORCE SURVEY 24/25



OUR ORGANISATION



OUR CULTURE



YOUR ROLE



OUR LEADERS



YOUR TEAM



YOUR WELLBEING

Question	Index Score	Suggests levels are
OUR ORGANISATION : INDEX SCORE 43%		
Has clear values, vision, and priorities	60%	Moderately high
Is one I am proud to work for	60%	Moderate
Motivates me to contribute towards its vision and priorities	35%	Low
Communicates effectively with the workforce	36%	Low
Actively listens to the needs of the workforce	20%	Low
Acts on feedback from the workforce	17%	Very Low
Is clear on what is expected of me in terms of how I behave as an employee of Police Scotland	84%	Very High
Actively understands the changing needs of society	43%	Low
Creates a safe environment and support systems for colleagues to raise concerns	43%	Low
Fosters a call out culture, equipping all to challenge inappropriate behaviours	52%	Moderate
Ensures there is equal access to opportunities	32%	Low
Inspires me to do the best in my job	36%	Low
OUR CULTURE : INDEX SCORE 66%		
Express myself openly and honestly	57%	Moderate
Have a sense of belonging	52%	Moderate
Express behaviours which are consistent with our values	74%	High
Collaborate with colleagues in other teams and areas of the organisation	62%	Moderately High
Value diversity and different ways of thinking	71%	High
Call out and challenge inappropriate behaviours or comments	69%	Moderately High
Learn from mistakes	74%	High
Comfortable informing my supervisor/line manager if/when I have been negatively impacted by something at work	70%	High
YOUR ROLE : INDEX SCORE 55%		
I feel valued for the work that I do	38%	Low
I feel a strong personal attachment to the organisation	44%	Low
I am able to make suggestions for doing things differently	56%	Moderate
I understand how my role contributes to the organisation's vision, values, and priorities	67%	Moderately High
I have a workload that is manageable	48%	Low
I am aware of the opportunities for me to develop my career	51%	Moderate
I have equipment I need to do my job	47%	Low
I have access to training to enable me to do my job	53%	Moderate
I have the choice of a clear development path, supported by my line manager	45%	Low
I have had opportunities to apply my learning/training in my role	69%	Moderately High
I receive recognition for the work I do	46%	Low
I am trusted to do my job (even if in a different location to my manager)	83%	Very High
I have a good understanding on how to access the wellbeing support offered by the organisation	73%	High
I am given the opportunity for flexible working	55%	Moderate
My physical work environment is comfortable	55%	Moderate
Making a difference in society I more important to me than personal achievements	70%	Very High
I stand up for the rights of others even if it means I will be criticised	85%	High

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Question	Index Score	Suggests levels are
OUR LEADERS (SUPERVISORS/FIRST LINE MANAGERS): INDEX SCORE 65%		
Creates a positive and inclusive working environment	70%	High
Is proactive in understanding my needs	64%	Moderately High
Provides structured time with me to discuss what's going well and how to overcome any challenges I may come across	56%	Moderate
Provides feedback on my performance	64%	Moderately High
Involves me in decisions that affect me	67%	Moderately High
Communicates with me regularly	77%	High
Seeks feedback on how they can do things better or differently	53%	Moderate
Makes time for me	72%	Moderate
Encourages suggestions for better or different ways of doing things	65%	Moderately High
Calls out inappropriate behaviour or comments	65%	Moderately High
SENIOR LEADERS (HEAD OF SERVICE/SNR MANAGER/CHIEF INSPECTOR/SUPERINTENDENT/CHIEF SUPERINTENDENT): INDEX SCORE 36%		
Snr Mgt – are visible to me	38%	Low
Snr Mgt – communicate regularly on changes within the organisation and matters that affect me and my role	37%	Low
Snr Mgt – offers opportunities for me to engage with them directly	36%	Low
Snr Mgt – are aware of and care about my wellbeing	30%	Low
Snr Mgt – takes issues seriously	41%	Low
YOUR TEAM : INDEX SCORE 77%		
Can be relied upon to help if things get difficult in my job	87%	Very High
Communicate effectively with each other	85%	Very High
Listen to one another	86%	Very High
Work together effectively	87%	Very High
Support each other	87%	Very High
Is a positive and inclusive environment	81%	Very High
Has sufficient people resource	27%	Very Low
YOUR WELLBEING : NO INDEX SCORE		
Get the breaks that I need	56%	Moderate
Have the correct access to digital/tech that I need to do my job	70%	High
Have the support to rest and recharge from the demands of my role	48%	Low
Have support from my supervisor/line manager	77%	High
Have support in achieving a better work-life balance	52%	Moderate
Talk about how I'm feeling with a colleague	52%	Moderate
Reflect on the impact my role could have on me	47%	Low
Have access to appropriate uniform	78%	High
Feel safe and protected at work	70%	High

Question	Response	This tells us that
HARRASSMENT / BULLYING / DISCRIMINATION		
Have experienced	20%	1 in 5 of respondents have experienced unacceptable behaviour from colleagues
Have witnessed or been aware of	23%	Just over 1 in 5 respondents had witnessed unacceptable behaviour from a colleague
Reported incident	56%	Over half of respondents went on to report this unacceptable behaviour
Satisfied with support received	22%	Just over 1 in 5 respondents who reported the behaviour were satisfied with the support received
POLICE SCOTLAND AS AN EMPLOYER		
Recommend the organisation as an employer	40%	Two fifths would recommend Police Scotland as an employer to friends and family

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