



<b>Meeting</b>	<b>People Committee</b>
<b>Date</b>	<b>30 May 2024</b>
<b>Location</b>	<b>MS Teams</b>
<b>Title of Paper</b>	<b>Your Voice Matters bi-annual update</b>
<b>Presented By</b>	<b>Barry Donnachie, Engagement Manager, Police Scotland</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Yes – Appendix A - Longer term ambitions</b>

**PURPOSE**

This paper provides an update on closing the remaining actions from the 2021 Your Voice Matters survey and our next organisational survey which will take place this summer.

Members are invited to discuss the contents of the report and appendix.

## 1. YOUR VOICE MATTERS IMPLEMENTATION PLAN

- 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 The Implementation plan comprised 18 ambitions under 5 themes: 11 ambitions have been delivered and the remaining 7 are longer term. At the Professionalism, Strategy & Engagement Management Board in October 23 it was agreed that we should consider closing these ambitions from a Your Voice Matters reporting perspective.
- 1.3 An updated assessment on the position of the remaining ambitions was discussed internally. The recommended direction of travel for the remaining 7 ambitions was to close them down from a survey reporting perspective as they have been mainstreamed into existing organisational deliverables and workstreams. This was fully supported and is summarised in **Appendix A**.
- 1.4 We will communicate this to our people through the next YVM update and will keep colleagues connected to further progress through the dedicated intranet page.

## 2. YOUR VOICE MATTERS SURVEY 2024/25

### Background

- 2.1 The value of colleague engagement and the need to develop this further through the service has been recognised within the Annual Police Plan 2024/25 alongside a commitment to undertake a whole workforce survey.
- 2.2 A proposal to take this forward has been developed and has been informed by independent reviews (HMICS, SPA), stakeholder engagement and feedback (staff associations and unions) alongside approaches being adopted by other police forces, industry best practice and best value.
- 2.3 Colleague engagement and insight is one of the measures of success of the Joint Strategy for Policing 2023, the People Strategy 2023 and Policing Together. We must listen to colleagues and stay connected with their experience continually and with purpose. We must be able to measure and understand colleague engagement and alignment with the service, sense of belonging, culture transformation and effectiveness of policy and practice.

- 2.4 Our leaders need to be able to action meaningful change. For this they need insights that empower and equip them to take ownership, lead with confidence and engage teams on local issues. Over time, we should be able to track, measure and benchmark impact of actions at a national, regional, and local level.
- 2.5 The last service wide survey 'Your Voice Matters' was undertaken in Spring 2021, designed by Durham University Business School (DUBS). The 31% response rate (7,389) provided insights into the lived experience of colleagues during the pandemic, with English and Welsh police benchmarking. Working with an independent partner we undertook the first organisational survey 'Your Survey' in 2015 which elicited a 51% response rate (11,796).
- 2.6 The HMICS thematic inspection of organisational culture report within Police Scotland (December 2023) highlights the need for a comprehensive colleague engagement programme, including a refreshed annual survey complemented by more regular surveys to track change i.e. 'pulse checks.'
- 2.7 There is an opportunity to ensure a consistent and coordinated approach for the service in keeping colleagues engaged and involved in decisions affecting them and to assess the impact of topical themes and events on our workforce.

### **Survey design and delivery**

- 2.8 Work has commenced to procure, design and deliver our next organisational survey, with the intent to share high level findings by end of September 2024. The summary of activities underway/planned:
- Engagement with procurement to produce a tender that will fulfil our requirements and timescales for delivery.
  - Stakeholder engagement (incl. executive, staff associations, unions, other forces and officers/staff) to identify the survey question themes which will align with priorities, benchmarking criteria and where possible measure progress from 2021 survey.
  - On appointment of a preferred supplier, project inception will commence with the survey design to be co-developed with the contractor and piloted with colleagues.
  - Work with supplier to develop core questions and measures which will be the used to monitor progress annually.

## OFFICIAL

- The survey will go live at the start of July for 8 weeks with initial analysis complete during September.
- A long-term communication plan will be developed to raise awareness, optimise participation and keep colleagues engaged and involved with action planning and evaluation.
- An EQHRIA is being developed to ensure that the survey is inclusive and accessible.
- Work with information management to ensure that we are compliant with internal guidance and the survey is accessible.

### - **Opportunities for wider colleague engagement**

- 2.9 To lead and manage change effectively we must continue to keep colleagues engaged and involved on what matters to them – their perceptions, needs and expectations; their lived and living experience; and how their experience impacts their connection and alignment with the values and vision of the service.
- 2.10 A colleague engagement programme should enable consistency and coordination of engagement activity and insights. The insights should be available and accessible across the service.
- 2.11 There are colleague platforms with the functionality to run pulse surveys and focused team engagements that can be used at all levels of the service, including options for automated updates of progress and actions to colleagues to stay continually engaged and involved. This type of platform would enable all colleagues to engage in different ways and leaders to stay connected with the colleague voice at all levels to meet all needs (including and collaborating with colleagues in strategic and tactical decisions).
- 2.12 Work will take place to explore the procurement of an appropriate platform providing the service with the capacity to engage with colleagues in real-time through a 'pulse survey' approach. This would enable us to measure progress on key issues arising from the survey, enable the Executive to connect with colleagues on key issues and also provide Divisions with a means to gather data and insights on local emerging issues.

## **3. FINANCIAL IMPLICATIONS**

- 3.1 There are financial implications associated with this paper.

## **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 in this report.

There are significant reputational implications, both internally and externally, which are well established and understood in this space. We must meaningfully engage with our people to identify where we can do better and work with our people to co-design solutions. Delivering this will demonstrate to colleagues and the communities we serve that we are committed to improving the service.

**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 equality implications in this report.

An EqHRIA will be carried out to support and enhance all elements and deliverables throughout the design, delivery and direction of the colleague engagement survey.

**10. ENVIRONMENT IMPLICATIONS**

10.1 There are no environmental implications in this report.

**RECOMMENDATION**

Members are invited to discuss the content of the report and appendix.

Your Voice Matters Implementation Plan – Longer-term ambitions

LEADERSHIP		
Ambition	Current Position	Proposed Direction of Travel
Top 250 Leaders in the organisation will have tailored personal development plans focusing on High Performance Leadership	Phase 2 of MyCareer is being scoped and will include personal development planning.	<b>WORK CONTINUES, LED BY PEOPLE &amp; DEVELOPMENT, YVM REPORTING STOPS</b> This work will continue to be led by P&D. From a survey reporting perspective this can be closed with opportunities to highlight significant progress can be captured on the YVM intranet page to retain a connection.
BEHAVIOUR		
Ambition	Current Position	Proposed Direction of Travel
Invest in the role of Tutor Constable – setting expectations of behaviours early.	Revised content anticipated to be incorporated into the learning package being developed	<b>WORK CONTINUES, LED BY LEADERSHIP, TRAINING &amp; DEVELOPMENT, YVM REPORTING STOPS</b> This ambition is near conclusion and the review and evaluation of the impact will be led by LTD. From a survey reporting perspective this can be closed with opportunities to highlight significant progress can be captured on the YVM intranet page to retain a connection.
Change the lived experience of people who raise or are impacted by grievances - create a shift to early reconciliation/mediation.	The Mediation service has launched with a cohort of volunteers fully trained. Mediation continues to be promoted as a proactive form of early intervention.	<b>WORK CONTINUES, LED BY PEOPLE &amp; DEVELOPMENT, YVM REPORTING STOPS</b> This work will continue to be led by P&D. From a survey reporting perspective this can be closed with opportunities to highlight significant progress can be captured on the YVM intranet page to retain a connection
HINDRANCE STRESSORS		
Ambition	Current Position	Proposed Direction of Travel
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.	The CI team have delivered engagement sessions to members of the Executive. Relevant training is being considered to ensure delivery in line with current organisational strategies.	<b>WORK CONTINUES, LED BY THE CONTINUOUS IMPROVEMENT TEAM, YVM REPORTING STOPS.</b> This work will continue to be led by CI. From a survey reporting perspective this can be closed with opportunities to highlight significant progress can be captured on the YVM intranet page to retain a connection.
ENABLERS		
Ambition	Current Position	Proposed Direction of Travel
Public Service Motivation – Recognise contributions that go above and beyond through ‘real time’ recognition. Create and share stories of ‘Exemplars of Service’.	Reflection Logs enable colleagues to provide real-time acknowledgement and recognition. The Chief Constable has set the tone with recent video updates which have included personal recognition of colleagues. Content on recognition will be developed for the Engagement Essentials toolkit later this year.	<b>YVM REPORTING STOPS</b> The content for the Engagement Essentials toolkit will be progressed as part of a broader plan of refreshed content for 2024, however the broader ambition has been responded to and should be considered closed.
Target Operating Model - Articulate how this connects and aligns to the broader picture (Change/SWP)	Current focus in on LP, Modernised contract & engagement, and Public Protection. Mindset courses continue to be made available to relevant colleagues.	<b>WORK CONTINUES, LED BY SERVICE DESIGN, YVM REPORTING STOPS.</b> This work will continue to be led by Service Design. From a survey reporting perspective this can be closed with opportunities to highlight significant progress can be captured on the YVM intranet page to retain a connection.
Criminal Justice Reform - to reduce the amount of time our people spend in court.	Significant work in this area led by the National Working Group, co-chaired by PS and COPFS, around reducing citation demand and unnecessary court attendance which is gaining momentum.	<b>WORK CONTINUES AS PART OF THE CJ IMPROVEMENT PLAN, YVM REPORTING STOPS</b> This work is a key element of the CJ improvement plan led by ACC Middleton and CS Campbell and will continue. From a survey reporting



		perspective this can be closed with opportunities to highlight significant progress can be captured on the YVM intranet page to retain a connection.
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