

YOUR VOICE MATTERS 24/25

HEADLINE RESULTS

SPA CORPORATE



OUR ORGANISATION



OUR CULTURE



YOUR ROLE



OUR LEADERS



YOUR TEAM



YOUR WELLBEING



SCOTTISH POLICE
AUTHORITY
ÙGH DARRAS POILIS NA H-ALBA





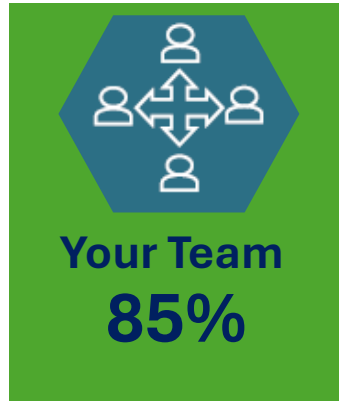
- Online survey issued to all staff
- Alternative completion methods offered
- Refreshed survey – designed and tested with leaders, colleagues and stakeholders
- Questions aligned to strategic priorities and programmes to measure impact e.g. Your Leadership Matters, Your Safety Matters, Policing Together, People Strategy etc.
- Questions to benchmark with 2021 survey included
- Sub-group analysis has been conducted where sample sizes allow (n = >20)

Headline Summary

OVERALL ENGAGEMENT INDEX

Overall agreement across all themes

82%



Top Level Insights

- Overall, views were very positive.
- Our Culture, Your Team and Your Role all received very high scores.
- High levels of positivity reported for all other aspects.
- This is a small team that appears to have high levels of satisfaction.

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

Theme Headlines



Our Culture was the highest scoring area, with very levels of agreement with most of these aspects.

Call out and challenge inappropriate behaviours was the only statement not to gain a very high score.

OUR CULTURE : INDEX SCORE 86%	Total Agree	
Express behaviours which are consistent with our values	97%	Very High
Value diversity and different ways of thinking	93%	Very High
Comfortable informing my supervisor/line manager if/when I have been negatively impacted by something at work	93%	Very High
Express myself openly and honestly	83%	Very High
Have a sense of belonging	83%	Very High
Collaborate with colleagues in other teams and areas of the organisation	83%	Very High
Learn from mistakes	83%	Very High
Call out and challenge inappropriate behaviours or comments	72%	High

Theme Headlines



Scores show that **Your Team** – elements were the second highest scoring areas. Nearly all scores were rated very highly.

The only exception was in relation to having *sufficient people resource* which gained a moderate score.

YOUR TEAM : INDEX SCORE 85%	Total Agree	
Can be relied upon to help if things get difficult in my job	93%	Very High
Support each other	93%	Very High
Communicate effectively with each other	90%	Very High
Listen to one another	90%	Very High
Work together effectively	90%	Very High
Is a positive and inclusive environment	86%	Very High
Has sufficient people resource	55%	Moderate



Views on **Your Role** were highly positive with *trusted to do my job* scoring the maximum score of 100%.

YOUR ROLE : INDEX SCORE 84%	Total Agree	
I am trusted to do my job (even if in a different location to my manager)	100%	Very High
I have had opportunities to apply my learning/training in my role	97%	Very High
I stand up for the rights of others even if it means I will be criticised	97%	Very High
I understand how my role contributes to the organisation's vision, values, and priorities	90%	Very High
I have a good understanding on how to access the wellbeing support offered by the organisation	90%	Very High
I am given the opportunity for flexible working	90%	Very High
My physical work environment is comfortable	90%	Very High
I am able to make suggestions for doing things differently	86%	Very High
I feel valued for the work that I do	83%	Very High



The majority of scores are very high or high for these aspects relating to **Your Role**. The two areas that scored less well were *manageable workload* and *making a difference to society*, even they gained a moderately high score.

YOUR ROLE : INDEX SCORE 84%	Total Agree	
I am aware of the opportunities for me to develop my career	83%	Very High
I receive recognition for the work I do	83%	Very High
I have equipment I need to do my job	79%	High
I have the choice of a clear development path, supported by my line manager	79%	High
I feel a strong personal attachment to the organisation	76%	High
I have access to training to enable me to do my job	72%	High
I have a workload that is manageable	69%	Moderately High
Making a difference in society I more important to me than personal achievements	69%	Moderately High



Supervisors/first line managers received very high and high scores for all aspects.

OUR LEADERS (SUPERVISORS/FIRST LINE MANAGERS): INDEX SCORE 82%

Total Agree

Involves me in decisions that affect me	93%	Very High
Creates a positive and inclusive working environment	90%	Very High
Communicates with me regularly	86%	Very High
Makes time for me	86%	Very High
Is proactive in understanding my needs	83%	Very High
Encourages suggestions for better or different ways of doing things	83%	Very High
Provides feedback on my performance	79%	High
Calls out inappropriate behaviour or comments	79%	High
Provides structured time with me to discuss what's going well and how to overcome any challenges I may come across	72%	High
Seeks feedback on how they can do things better or differently	72%	High



Senior Managers also received very high and high scores for all aspects.

SENIOR LEADERS (HEAD OF SERVICE/SNR MANAGER): INDEX SCORE 79%	Total Agree	
Snr Mgt – takes issues seriously	83%	Very High
Snr Mgt – are visible to me	79%	High
Snr Mgt – communicate regularly on changes within the organisation and matters that affect me and my role	79%	High
Snr Mgt – offers opportunities for me to engage with them directly	79%	High
Snr Mgt – are aware of and care about my wellbeing	72%	High



Our Organisation received one of the lowest overall scores; despite this many of the scores were very high or high.

OUR ORGANISATION : INDEX SCORE 74%

Total Agree

Is clear on what is expected of me in terms of how I behave as an employee of SPA	93%	Very High
Is one I am proud to work for	90%	Very High
Has clear values, vision, and priorities	79%	High
Actively understands the changing needs of society	79%	High
Creates a safe environment and support systems for colleagues to raise concerns	79%	High
Fosters a call out culture, equipping all to challenge inappropriate behaviours	76%	High



Actively listening and communicating effectively, acting on feedback and motivating me to contribute were the only statements in **Our Organisation** not to gain high scores.

OUR ORGANISATION : INDEX SCORE 74%	Total Agree	
Ensures there is equal access to opportunities	76%	High
Inspires me to do the best in my job	72%	High
Motivates me to contribute towards its vision and priorities	62%	Moderately High
Acts on feedback from the workforce	62%	Moderately High
Communicates effectively with the workforce	59%	Moderate
Actively listens to the needs of the workforce	55%	Moderate



All of the scores point high levels of wellbeing. The only areas that scored less than high are *Talk about how I'm feeling* and *reflect on the impact of my role*.

General wellbeing was also 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. SPA Corporate's score is 64%.

YOUR WELLBEING : NO INDEX SCORE	Total Agree	
Get the breaks that I need	97%	Very High
Feel safe and protected at work	97%	Very High
Have support from my supervisor/line manager	90%	Very High
Have support in achieving a better work-life balance	86%	Very High
Have the correct access to digital/tech that I need to do my job	83%	High
Have the support to rest and recharge from the demands of my role	83%	High
Reflect on the impact my role could have on me	62%	Moderately High
Talk about how I'm feeling with a colleague	52%	Moderate

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

[^] WHO 5 questions ask about how often people have felt cheerful, calm, active, rested etc. in the past two weeks

Slides by subgroups

Please note that all slides by sub-division, grade, rank, length of service, protected groups, gender and sexual orientation have been excluded in order to protect participant anonymity due to sub samples being less than 20.

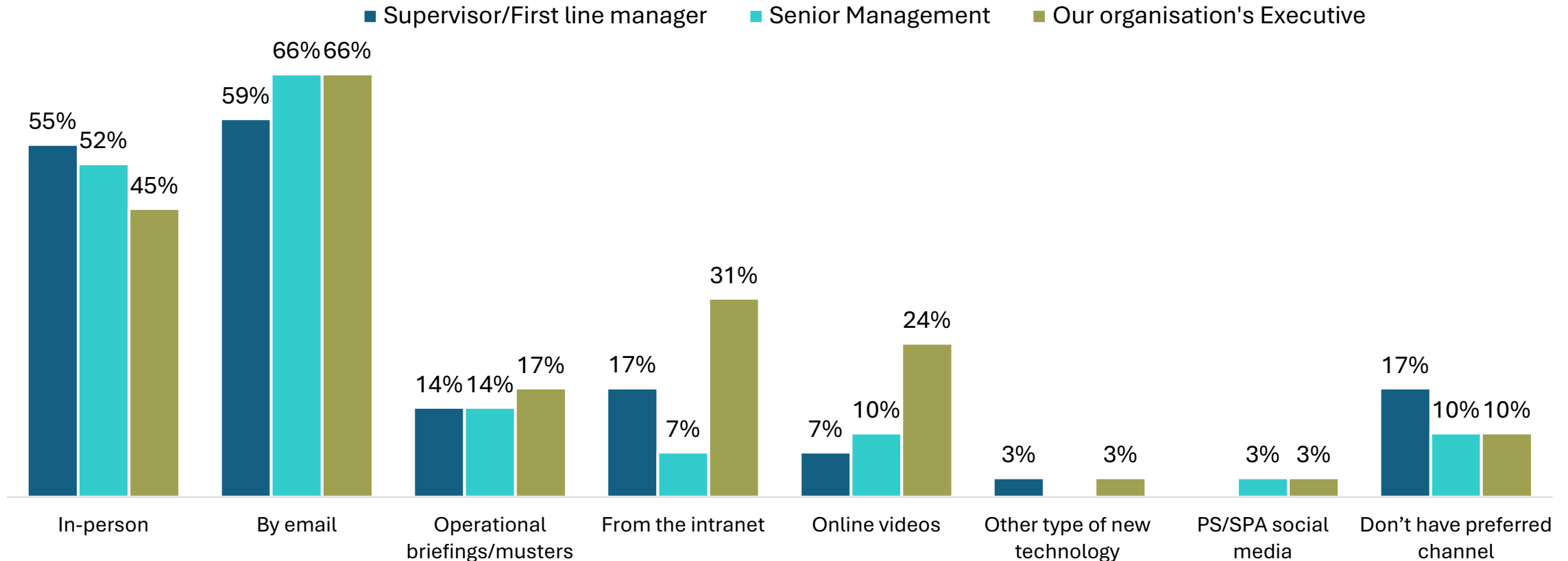
	SPA Corporate
Overall Engagement (All topics)	82%
Our Organisation	74%
Our Culture	86%
Your Role	84%
Our Leaders – First Line Managers/ Supervisors	82%
Our Leaders – SMT	79%
Your Team	85%

Preferred method of communication



The preferred channel of communication from first line managers was by email followed by in-person. The preferred channels from senior management and the executive were email first followed by in-person.

Preferred method of communication by each of the following

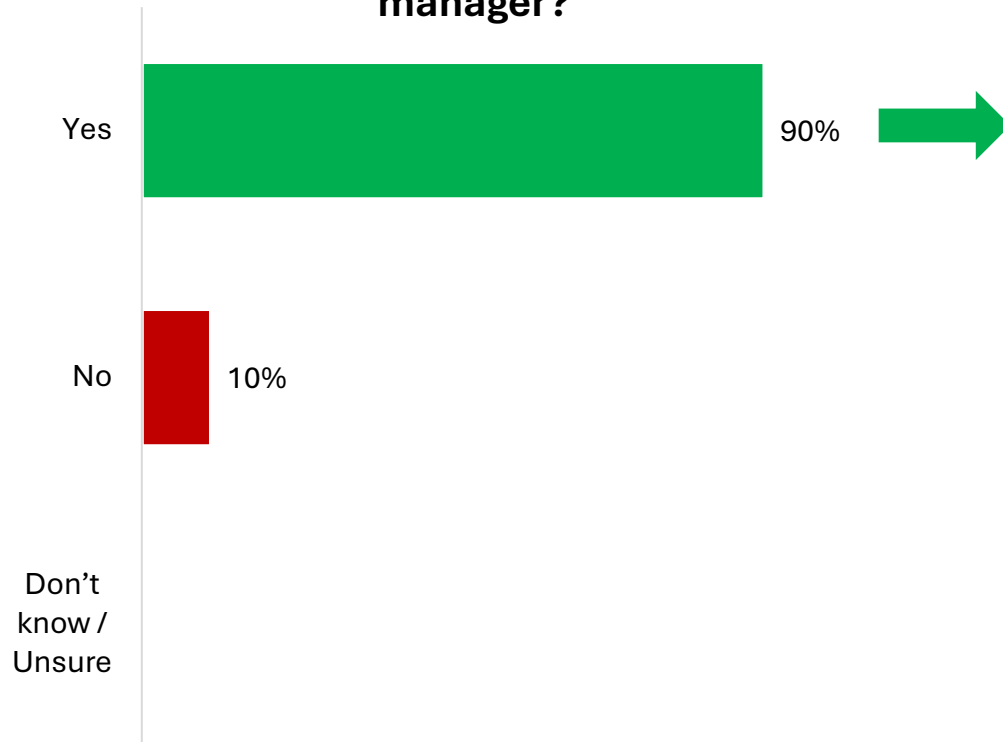


MyCareer discussions

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The majority have had a MyCareer discussion in the last 12 months and most agreed they were able to discuss how things were going, their role, plans for the future and wellbeing. Around three quarters (77%) felt the discussion was helpful.

In the past 12 months have you had a MyCareer discussion with your line manager?



From the discussion I was able to.....

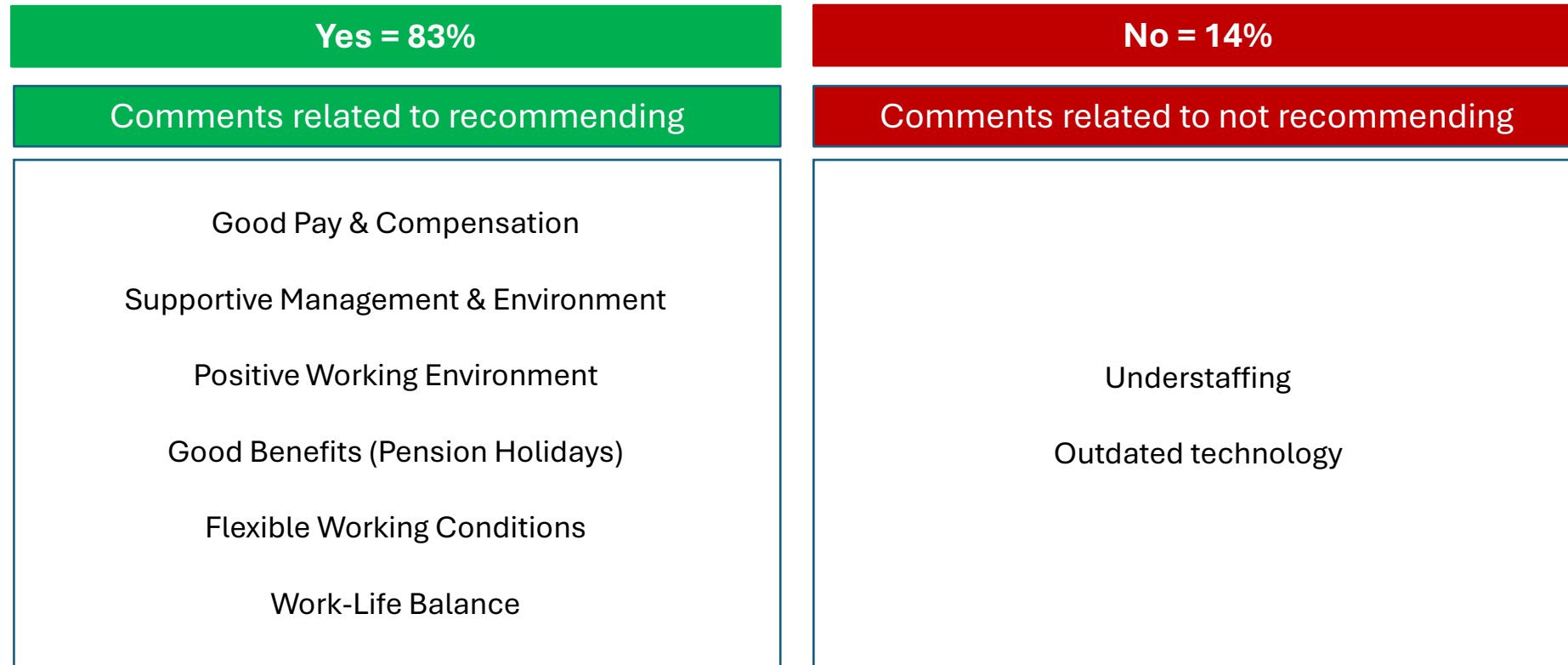
	Total Agree
... discuss how things were going for me	96%
... discuss my role	92%
... talk through my plans for the future	92%
... discuss my wellbeing	92%

77% stated the discussion was helpful

Recommend the organisation

Just over four fifths (83%) would recommend the organisation as an employer primarily due to good pay, supportive management and positive working environment. Only 14% stated they wouldn't recommend and this was due to understaffing and outdated technology.

Would you recommend the organisation as an employer to friends/family?



Bullying or discrimination in the workplace (personal experience)



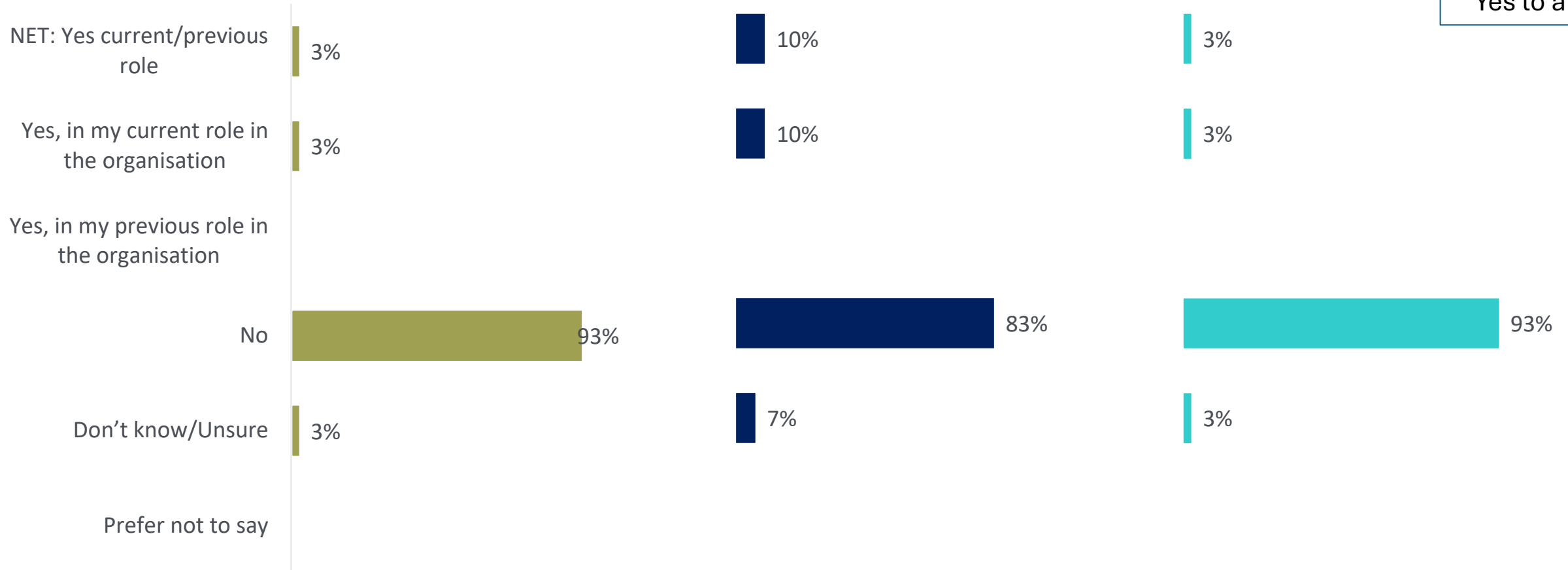
Overall, 10% stated that they personally experienced some form of harassment, bullying or discrimination in the workplace in the past 12 months.

10%
Yes to any

Harassment

Bullying

Discrimination



Bullying or discrimination in the workplace (witnessed/aware of)



Overall, 7% stated that they witnessed or were aware of some form of harassment, bullying or discrimination in the workplace in the past 12 months.

Harassment

Bullying

Discrimination

7%
Yes to any

NET: Yes current/previous role

7%

Yes, in my current role in the organisation

7%

Yes, in my previous role in the organisation

No 97%

90%

97%

Don't know/Unsure 3%

Prefer not to say

3%

3%

Suggested improvements



The main improvement suggested was in relation to communication and transparency, wellbeing, staffing levels and career progression.

Comments related to suggested improvements

Communication & Transparency / issues within and across SPA, especially amongst management/SLT

Wellbeing / Support / Protection / Pay

Staffing Levels / Recruitment / Resourcing /
Workloads

Career Progression for Police Staff



More detailed analysis of the verbatim comments will be provided at a later date.

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
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Feel safe and protected at work	97%	Very High

Question	Response	This tells us that
HARRASSMENT / BULLYING / DISCRIMINATION		
Have experienced	10%	1 in 10 of respondents have experienced unacceptable behaviour from colleagues
Have witnessed or been aware of	7%	Just over 1 in 20 respondents had witnessed unacceptable behaviour from a colleague
Reported incident	33%	One third of respondents went on to report this unacceptable behaviour
Satisfied with support received	0%	None of respondents who reported the behaviour were satisfied with the support received

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