

Meeting	SPA Resources Committee
Date	18 December 2020
Location	Video Conference
Title of Paper	Wellbeing and Engagement – Employee Survey Update
Presented By	Jude Helliker, Director of People and Development
Recommendation to Members	For Discussion
Appendix Attached	Yes Appendix A – Your Survey Local Poster (Draft) Appendix B – Your Survey National Poster (Draft)

PURPOSE

The purpose of this paper is to provide SPA Resources Committee members with an update on the agreed activity and implementation of the Police Scotland Wellbeing & Engagement Survey as agreed through the Survey Steering Group (SSG)

Members are invited to discuss the content of this report.

1. BACKGROUND

- 1.1 Having suspended the survey delivery programme in April due to COVID-19 demands, we recommenced activity at the beginning of October with the aim of launching the survey in March 2021. The programme will be overseen by the Wellbeing & Engagement Survey Steering Group (SSG).
- 1.2 The SSG is a decision making forum, that supports the delivery and positioning of Police Scotland's Wellbeing & Engagement survey and subsequent follow up. This focuses on:
- Corporacy of organisational approach;
 - Effective partnership working with the supplier;
 - Effective engagement with relevant stakeholders;
 - Advocating participation;
 - Communication of findings, development and advocacy of subsequent action ;
 - Police Scotland equality and diversity outcomes and wellbeing of staff.
- 1.3 The key outcomes being:
- Reversing the downward participation trend;
 - An organisational action plan in place that is aligned and connected to Force strategic outcomes;
 - Outcomes that inform enabling functions' strategies, priorities and investment.
- 1.4 The SSG reconvened on the 12 October 2020, updating members on:
- Survey SLWG output / recommendations and Wellbeing investment activity;
 - Discussed the measures, areas of focus that will be used in the survey to measure wellbeing, engagement and inclusion;
 - Proposed communications campaign and activity plan;
 - Shared insights from Humberside Police (information provided via ACC Judi Heaton who led their survey utilising the Durham University Business School (DUBS) methodology.
- 1.5 The second session on the 10 November 2020:
- Agreed the measures and open questions which will form the survey;
 - Presented the second draft communications plan and creative;

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- Presented the operational mapping and report framework;
 - Tier 1 National Force and protected characteristics reports
 - Tier 2 Divisional/functional reports
 - Tier 3 Sub Group reports (abridged summary version of report highlighting isolated trends/feedback)
- Shared the EQHRIA summary form.

1.6 In parallel to the survey delivery, the actions identified by the Survey SLWG continue to be progressed and, where appropriate, for example the communications space, lessons / activity is being integrated into the approach recommended.

1.7 The recommendations on how this work would be governed and progress tracked was detailed in a paper submitted to Strategic Leadership Board (SLB) on the 14 October 2020. This was approved and it was agreed that progress will be tracked via the People and Professionalism Management Board (PPMB).

2. FURTHER DETAIL ON THE REPORT TOPIC

2.1 The SSG have agreed the following:

- The Survey will launch on the 2 March 2021 and consist of 2 parts: Part A will be open for a period of 4 weeks with a week's break and will then be followed by Part B which will then be open for a further 3 weeks.
- The survey will take approximately 20-25 minutes to complete¹ with an average of 17 minutes reported by Durham University Business School (DUBS).

2.2 The survey will consist of a series of measures². The measures have been reviewed and agreed by the SSG. The measures agreed are detailed below:

¹ Durham University's average time taken in similar surveys is 17 minutes

² 'Measure' is an area of focus around which questions are framed and feedback provided.

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PART A	
Measure	Items
Job Satisfaction	3
Emotional Energy	8
Sustained Activation Level	3
Psychological Needs Satisfaction	9
Life Satisfaction	1
Physical Wellbeing	1
Procedural Fairness	7
Perceived Organisational Support	4
Vision Clarity	3
Authoritarian Leadership	9
Supportive Leadership	7
High Performance Standards	4
Challenge and Hindrance Stressors	13
Fear of Making Mistakes	5
Engagement	6
Public Service Motivation	5
Confidence in Job Skills	3
Individual - Code of Ethics Values Alignment	3
Sleep Quality	5
Meaning of Work	3
Commitment to the Public	4
Contact Frequency with the Public	1
Questions relating to covid-19 - analysing pilot study at present	15
Questions relating to Inclusion - for discussion	20
Total	142

PART B	
Measure	Items
Emotional Energy	8
Team Inclusion	3
Authentic Self	5
Psychological Needs Satisfaction	9
Feeling Responsible for Making Improvements	5
OCB - Disruption of Criminal Activity	5
Effort	4
Commitment to the Public	4
Total	39

- 2.3 The sections on 'Covid-19' and 'Inclusion' (highlighted in green above) are yet to be agreed. Analysis of the most recent England and Wales survey delivered by DUBS on behalf of the NPCC, will inform the SSG's recommendation. PPMB were supportive of including 'Inclusion' as it was agreed that this would be of value to the Service.
- 2.4 Findings and recommendations will be brought to the SSG/PPMB for final approval in February.
- 2.5 All questions will be quantitative with the exception of two open questions agreed by the SSG which will provide contextual feedback for the business areas. These are:
- If you could make a change to improve overall wellbeing in your area, what would it be?
 - If you could make one other improvement to the organisation/your area, what would it be?
- 2.6 These are limited to the same number of characters as a tweet.
- 2.7 The purpose of gathering this qualitative data will be clearly communicated; why and how we intend to use the free text responses as below:
- The aim of collecting free text feedback is to give participants the opportunity to articulate their views in their own words and

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provide the organisation and leadership with the specific views and perceptions of our people

- We wish to give people the opportunity to articulate what they feel the organisation does and does not do well
- The information collected from the open text questions will be consolidated and classified/grouped based on common themes, likely to be the same as used by the Survey Actions SLWG
- All information will be shared on a verbatim basis as part of the functional leadership teams' report pack to assist in the development of response plans.

2.8 Anonymity will be assured by DUBS. Within the survey respondents are optionally asked to create an anonymous ID code³ for their survey response. This then allows us to match Part A to Part B responses, as well as future change in feedback/trends without identifying the individual.

2.9 Based on Durham's experience in other forces, 85-90% of individuals are happy to complete the information to formulate the anonymous ID code and this can also be used in future surveys to develop and understand changing feedback/trends over time.

2.10 Reports will be provided at executive, divisional and functional levels as well as the development of a national protected characteristic report that aligns to our pre-existing Scottish Government, Public Sector monitoring classifications. The national reports will be available in June with divisional/functional reports following in July.

For note: Reporting will not go down to sub functional levels and all reports are subject to a minimum data set of 100 responses in order to ensure credibility of findings and anonymity.

All responses are held by Durham University⁴ and the raw data is not shared outside the research team with the exception of the free text feedback. This will be provided to the Police Scotland Survey Manager so that this can be collated, cleansed⁵ and relevant feedback

³ ID code made up of day of birth, first 3 letters of birth place and first and last letters of mothers maiden name.

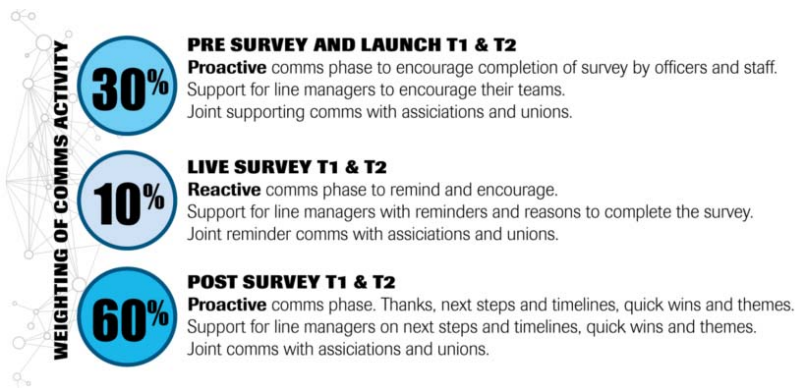
⁴ Contract exert 'All individual responses to our surveys are kept confidential, and the raw data files will never be shared outside of the research team. The only exception to this is if qualitative data collection through free text boxes is requested'.

⁵ Any input that may have the potential to identify an individual(s) will be removed/redacted otherwise all statements will be presented verbatim.

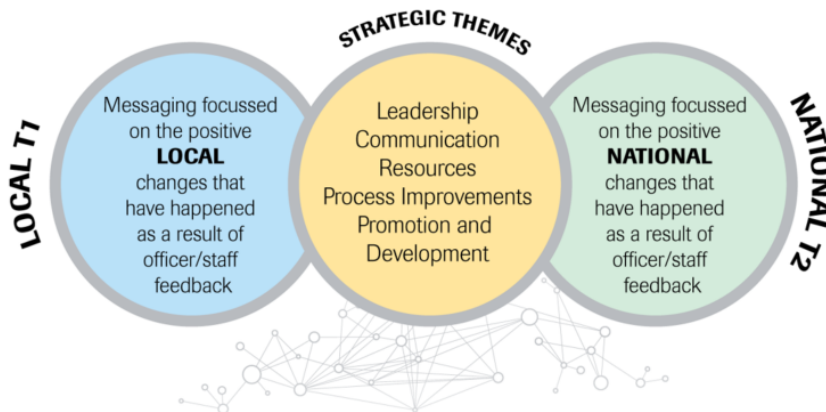
distributed to the respective operational leadership teams⁶ in addition to the reports developed by Durham University.

- 2.11 Post approval of this paper, the Head of People Partnering and Engagement will host a 'meeting' with all Diversity Network Chairs to provide an update on progress to date. This takes into account, and is linked to the Survey SLWG action plan and activity.
- 2.12 A communications plan has been developed and is being reviewed by the SSG.

The overarching survey positioning and branding will be '**Your Voice Matters – Your Survey**' and consists of:



Key messaging covering:



This will be underpinned by the support of SPF, ASPS and Unison who will advocate and encourage participation to their members.

⁶ Leadership teams will only be given visibility of text feedback provided by responded from their own division/functions.

2.13 A summary of the project timeline and key deliverables are shown below:



3 FINANCIAL IMPLICATIONS

- 3.1 No additional funding has been requested specifically for this work. As a result of the analysis positive action programmes will be identified that may require additional funding.
- 3.2 Action owners will need to identify any need for funding and any requests should follow the established budgetary and governance processes.

4 PERSONNEL IMPLICATIONS

- 4.1 There are no specific resource implications directly associated with the delivery of the survey however there is additional resourcing required in FY21/22 specifically around the analysis and development of insights as a part of the information packs provided to the organisation. This is anticipated to be required from June – September 2021.

5 LEGAL IMPLICATIONS

5.1 There are no legal implications associated with this report.

6 REPUTATIONAL IMPLICATIONS

6.1 There is increased concern from external partners as to previous delays in conducting a Service wide survey. Whilst this is planned for Q4, acting on and communicating these actions have the potential to help mitigate those concerns and demonstrate that Police Scotland is listening to their people.

7 SOCIAL IMPLICATIONS

7.1 There are no social implications associated with this report.

8 COMMUNITY IMPACT

8.1 There is no community impact associated with this report.

9 EQUALITIES IMPLICATIONS

9.1 An EQHRIA has been developed as part of this work.

10 ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications associated with this report.

RECOMMENDATIONS

Members are invited to discuss the content of this report.

DOES MY VOICE MATTER?

STRONGLY
DISAGREE

DISAGREE

AGREE

STRONGLY
AGREE

We're listening.

Thanks to your feedback and suggestions, in [insert Division] we've already introduced [insert local changes] and, at national level we have introduced Your Wellbeing Matters, Your Safety Matters, the Chief's Forum, Little Things and the Contact Assessment Model.

Think we've done well or have more to do?

Tell us by completing [Your Survey](#).



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SCAN ME

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DOES MY VOICE MATTER?

STRONGLY DISAGREE

DISAGREE

AGREE

STRONGLY AGREE

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Thanks to your feedback and suggestions we've already introduced Your Wellbeing Matters, Your Safety Matters, the Chief's Forum, Little Things, Contact Assessment Model and at a local level we are delivering better working hours, improved uniforms and mobile working.

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SCAN ME

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