

<b>Committee(s):</b> Police- For information	<b>Date:</b> 21 <sup>st</sup> September 2017
<b>Subject:</b> Staff Survey update	<b>Public</b>
<b>Report of:</b> Commissioner of Police Pol 58-17	<b>For Information</b>
<b>Report author:</b> Detective Chief Superintendent Dave Evans	

### **Summary**

The Chief Officer Team commissioned a Staff Survey this year in order to gauge the mood of the workforce, the last Survey having taken place in 2014-15. The Chief Officers were cognisant of the fact that the Force had been through a significant degree of change in the last two years and were also keen for the survey to support the evaluation of the Leadership Programme. The HMIC also identified this as an area for improvement in the 2016 legitimacy Inspection.

The Force opted to join the collaborative approach along with other UK forces with Durham University, which had developed a Workforce Climate and Staff Engagement Survey through work with the National Police Chiefs Council (NPCC) Workforce Co-ordination Committee chaired by Chief Constable Giles York.

The Survey took a 2 stage approach with a constrained question set to enable the academic analysis to take place which would allow the true testing of the sentiment and feeling of the organisation.

The collation of the results by the University has taken slightly longer than anticipated and only a high level overview of the results were made available to the Force on the 18<sup>th</sup> August 2017. This showed that the response rate was excellent and that Force scored well in the measures including Engagement, Emotional Energy, Organisational Pride, Confidence in Job Skills, Innovative and Creative Behaviour. Areas for further exploration where the force did not score so well include Hindrance Stressors, Job Satisfaction and Supportive and Ethical Leadership, questions on the latter were based around individuals' first line management. A full glossary of the areas measured is appended to this report.

Since this report has been submitted, Durham University have visited the Force to give a fuller outline of the results to the Senior Leadership Team on the 15<sup>th</sup> September 2017. Next steps include the development of an action plan and governance around delivery of this, along with a communication strategy to the workforce.

A further update will be provided to Members once the Force has had time to assess and digest the full results of the Survey.

### **Recommendation(s)**

Members are asked to note the report.

## **Main Report**

### **Background**

1. At your July Police Committee, Members asked for an update on the Staff Survey and the Commissioner undertook to bring an update to the September Committee (OR No. 1).
2. In 2017 the Chief Officer team commissioned a Staff Survey. (The last survey was completed in 2014-15). This was partly to support the focus on organisational development in terms of the three big shifts, empowerment, people growing and innovation, in tandem with evaluating the success of the Leadership development programme. The HMIC also identified this as an area for improvement in the 2016 legitimacy Inspection.
3. The key objectives of running the survey were:
  - To assist the organisation in gauging the mood of the workforce and identify areas of concern but also to assist the force in knowing what it is doing well.
  - To act as a baseline from which to work to make further improvements
4. Work with Durham University to develop a Collaborative Research Unit and Workforce Climate and Staff Engagement Survey was developed through the National Police Chiefs Council (NPCC) Workforce Co-ordination Committee chaired by Chief Constable Giles York back in 2015.
5. Following the signing of an MOU between Durham University and Durham Constabulary on 28 September 2016 to 'host' the National Survey, it was offered to other Forces wishing to join the survey and CoLP made the decision to use this opportunity to join the survey.
6. Dr Les Graham and his team at Durham University visited forces deciding to participate to set out their approach.
7. Methodology- The Survey took a 2 stage approach- part A and part B- It was a 'constrained' survey with a core question set to enable the academic analysis to take place and to allow the true testing of the sentiment and feeling of the organisation. There was no 'free text' facility, as this would have made analysing the results extremely difficult. The question set presented to CoLP staff was a bespoke set, and whilst based upon the core survey had additional questions included, intended to seek feedback on the 3 big shifts of our Leadership Programme.
8. Because of the shifting sands of question sets selected by different forces, our comparison against other forces in the same area varies between 7 and 29 other forces depending upon the question. The comparison is against a 12 month rolling programme and therefore we may be seeing comparisons against forces

that are much further down their journey of responding to the outcomes of surveys.

9. The Survey measure categories were as follows:

Vision Clarity	Engagement
Mission importance	Creative Process Engagement
Perceived Organisational Support	Feeling Responsible for Making Improvements
Procedural Justice (Fairness)	Challenge Stressors
Ethical Leadership	Hindrance Stressors
Supportive Leadership	Uncertainty
Job Satisfaction	Emotional Energy
Public Service Motivation	Commitment to Change
Meaning of Work	Change discomfort
Feeling of Autonomy	Extra mile Behaviour (Organisation)
Feeling of being Controlled	Creative Behaviour
Individual Code of Ethics Values Alignment	Innovative Behaviour
Confidence in Job Skills	Ethical Voice Behaviour
Organisational Pride	

10. A full glossary of the measures is attached at Appendix 1 which explains the meaning of each of the measures in more detail.

### **Current Position**

11. It was anticipated that the results of the survey would be available in July, however, unfortunately these were still being collated and analysed by the University throughout the summer.

12. A teleconference call was arranged for Friday 18<sup>th</sup> August 2017 at which Dr Les Graham provided DCS Evans with a high level overview of the findings from the survey. The full findings of the Survey had not been made available to the Force, meaning only a high level overview is available here for Members as the deadline for Police Committee precluded any fuller analysis and presentation to Members at this point.

13. However, since the Committee deadline, Dr Les Graham has visited the Force on the 15<sup>th</sup> September 2017 to present an overview of the findings of the Survey to the Senior Leadership Team. Detective Chief Supt Evans is developing an action plan to take forward the areas for further exploration and recommendations as a result of the Survey findings. This will be sponsored by the Chief Officer Team.

### **Overview of findings**

14. Highlights of the findings are outlined below as detailed by Dr Les Graham in the conference call on the 18<sup>th</sup> August 2017.

### *Response Rate*

The response rate was 57% for Part A- rated as an outstanding achievement; and the response rate for Part B was 31%- rated as an excellent achievement. The response rate means that it will be a good baseline from which to measure change.

### Areas which scored well

#### *Engagement*

This showed that CoLP scored highest out of 9 Forces for engagement, but that the scores were higher for police staff than for police officers (however, another 15 forces are about to be surveyed so this position may drop).

#### *Perceived Organisational Support*

Both Police Officers and Police Staff scored at the top end of this measure and well above the force average (out of 26 forces).

#### *Emotional Energy*

CoLP scored in the top quartile out of 29 forces. The score was higher for police staff than police officers.

#### *Organisational Pride*

CoLP scored high out of 12 other Forces showing a very positive response for Police Officers in particular.

#### *Public Service motivation*

This showed CoLP as high in comparison to other forces in general albeit with one or two 'hotspots' where further analysis will be required in order to prioritise further action.

#### *Vision Clarity*

CoLP scored above average out of 23 other forces

#### *Commitment to Change*

Police Staff scored higher and showed a better reaction to change than officers. For the Police officers the results show that although positive about change, there is a sense of inevitability about it.

#### *Confidence in job skills, innovative and creative behaviour*

CoLP scored high compared to other forces but the comparison between officers and staff had not yet been completed.

### Areas identified for further exploration and action

15. The following areas measured have been identified for further exploration as scores were lower: 'Job satisfaction', which showed an average score for Police Officers but was lower for Police Staff; 'Hindrances Stressors', which is about perceived hindrances/ constraints to 'doing the job' and in particular for Police Officers, Police staff scored average on this measure; 'Procedural Justice'

(Fairness), Ethical Leadership and Supportive Leadership are all measures recorded where there is room for significant improvement. It should be noted that the leadership questions responses were framed around individual's first line supervisors.

16. In summary, Police Officers and Staff feel they are skilled and know what they are doing, have pride in the organisation and have high emotional energy and engagement. Areas for some improvement include fairness and further investigation is required around the leadership and hindrance measure findings.

17. It was noted that in a number of forces who have taken part in this Survey that there was an overriding feeling of having been in 'survival mode' owing to the impacts of austerity and that this had no doubt affected the responses to the survey.

### **Next Steps**

18. Once the full findings have been shared with the Force, they will be analysed more fully and areas for action or further exploration identified. An action plan will be developed, including timescales and governance will be put in place to monitor the progress / direction of travel for the areas in the plan. Additionally, an appropriate communication strategy will also be scoped as part of next steps.

### **Corporate & Strategic Implications**

19. The outcome from the Staff Survey will identify any further organisational development requirements in terms of investing in the workforce and improving processes. This will link in to the Staff Retention Strategy and Talent Management Strategy.

### **Conclusion**

20. The Staff Survey has proved to be a valuable tool to assess the mood of the workforce and identify and enhance the areas of positivity, whilst at the same time identify areas for further development and improvement. This will ensure that CoLP gets the best out of its workforce and will ultimately contribute towards providing the best service to the community.

21. A further update will be provided to Members once the full results have been received and digested.

### **Appendices**

- Appendix 1 – CoLP Staff Survey- Glossary of Measures

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