

Committee(s): Police Professional Standards & Integrity Sub-Committee	Date: 15 December 2017 5 March 2018
Subject: Staff Survey update	Public
Report of: Commissioner of Police Pol xx-17	For Information
Report author: Detective Chief Supt Dai Evans, Information and Intelligence Directorate	

Summary

Further to the report submitted to your September Committee which gave an overview of the Staff Survey. This report gives a more detailed update as since the last update, the full results have been received by the Force.

Members will recall, the Staff Survey was undertaken between 28th April and 5th July 2017 and was the first (for this organisation) to be conducted in collaboration with Durham University Business School. The use of an effective staff survey, accompanied by an effective review and implementation plan is part of the core inspection requirements of HM Inspectorate of Constabulary Fire and Rescue Services (HMICFRS).

The participation rate of 57% was assessed by Durham as 'outstanding' and taken overall, the results of the survey are positive.

Particular areas of note are the Pride and Engagement of staff, both of which were shown to be towards the top of comparisons with other Policing Organisations that have undertaken the survey. The other key areas highlights that CoLP has a creative and motivated workforce who feel well trained to deliver their functions.

Areas for Improvement identified included 'Hindrances Stressors', which should be interpreted as 'things or frustrations' which it is felt prevent staff from delivering to an optimal level and Ethical & Supportive Leadership- Our performance in this area is in the quartile below the mean of those organisations that have participated in the survey to date although is still at high levels. Workshops were held during late October and early November to identify specific details and examples of these issues from the five directorates. An action plan has been developed by Det. Chief Supt Dai Evans and this will report twice yearly to the Force (Strategic) Management Board. The survey will be re-visited in 18 months as advised by academic research to judge direction of travel from the baseline set this year.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. Your Committee received an initial report regarding the Staff Survey in September 2017. This gave an outline of the process, methodology and a high level overview of some of the key findings. The full results of the Survey were not available at that time. Dr Les Graham from Durham University visited the Force on the 15th September to present the Senior Leadership Team with more detailed findings. The Staff Survey was for the first time this year conducted in partnership with academic researchers from Durham University Business School. The full results were received in Force on the 12th October 2017 and are attached at Appendix A.
2. The survey has been in use by some forces for a number of years, with Durham Police for example on their third iteration of the survey. An ever increasing number of forces now use this model for survey and whilst there are no league tables comparison amongst the data sets, forces do use it as a baseline from which to make some assumptions. Not all forces survey the same areas and as such force to force direct comparisons are discouraged as they can be significantly misleading.
3. The survey was conducted in two parts; the First and main body of the question set was available to staff between 28th April and 26th May 2017, a period of four weeks. 56.68% of the combined Police Officer and Police Staff workforce took part and by comparison with other police this has been assessed as an 'Outstanding' level of return. The second part of survey, containing far fewer questions ran between 31st May and 5th July 2017. The Force had a 31% return rate for this part which is always anticipated to be lower, but still described as an 'Excellent' response.
4. The survey and its findings are considerably different to those which the organisation has previously conducted. Using constrained fields for responses and question sets intended to test and triangulate responses, the results are a set of sentiments and feelings for the respondents as opposed to an opportunity for free text response.

Current Position- Survey Findings

5. As aforementioned, the lead academic, Dr Les Graham delivered a 'Summary of Findings' to the SLT meeting held on 15th September 2017. This highlights the significance and importance of the staff survey results for most senior leaders of the Force.
6. An additional follow up briefing is also being given to the Commissioner and Assistant Commissioner in December 2017 from Dr Graham directly.

7. Dr Graham emphasised that he saw the returns as being positive and that whilst there were inevitably some areas for improvement upon which the Force should concentrate, CoLP should be confident of the positive results and overall the figures placed the Force 'above average' when looking at the other 32 Forces in which the survey is now rolled out.
8. The CoLP results are in some ways an anomaly, whilst the majority of indicators exist in the 'above average' space, the Force score both at the highest and lowest areas of the spectrum on other indicators. This was described as unusual.
9. Key measures reported as follows:

Measure	All* Average
Job Satisfaction	4.82
Public Service Motivation	5.63
Vision Clarity	4.34
Mission Importance	5.53
Code of Ethics Values Alignment	5.85

*All measures used a 1 to 7 scale unless indicated. 1- Strongly Disagree, 2- Disagree, 3- Slightly Disagree, 4-Neither Agree nor Disagree, 5- Slightly Agree, 6- Agree, 7- Strongly Agree

9. By way of brief context, for Job Satisfaction, CoLPs combined figure of 4.82 when broken down shows that CoLP officers find more job satisfaction than CoLP Police Staff, with their figure being in the lower quartile of the 28 forces that have surveyed this area. CoLP officers and staff Public Service Motivation is high, although one department is shown as an outlier to this and this will be explored as part of the action plan going forward.
10. In the area of Vision Clarity returns placed the Force above average in terms of assessment with the 23 other forces that survey this area.
11. Findings in the Survey around the area of 'Fairness' were mixed and with this result being described by the authors as "*Procedural justice - concerns the fairness of the ways and processes used to determine the distribution of outcomes among individuals*". It is therefore pleasing to see the return being adjudged well above the comparator average. Dr Graham again stressed that Police workers generally have extremely high standards of fairness when compared with other individuals.

Measure	All* Average
Fairness	3.23

12. The City of London Police has always championed the pride its staff have and display in the discharge of their functions and the survey has only served to re-inforce that sentiment. Police Officers are feeling amongst the highest levels of pride in the country and whilst the Police Staff levels of pride exceed those of the warranted officers they are not as high in comparison with Police staff in other surveyed organisations.

Measure	All* Average
Organisational Pride	5.02

13. The high point for the CoLP return is the level of 'Engagement'. This is defined as follows:

"Engagement is a measure of an individual's personal expression of their self in role. Someone is engaged in their work when they are able to express their authentic self and are willing to invest their personal emotional, cognitive and physical energies into their work and job roles. To do this requires then to feel that the work has meaning, that they feel safe and that they have the required resources. Improved engagement can lead to higher individual performance, enhanced well being and reduced staff turnover".

Measure	All* Average
Engagement	5.52

14. The combined (staff and officers) score of 5.52 is one of the highest in the country and is assessed by the research team as being one of the most important and core markers for the force.

Areas for Improvement

15. Whilst the vast majority of the Force's indicators were either neutral or positive, there are two particular areas that the Force will focus upon in terms of overall effect.

Measure	Officers (Average)	Staff (Average)
Hindrance Stressors	3.31	2.90

16. Of the 7 forces that survey this area CoLP do not compare well. The survey defines this area as. "...Hindrance Stressors refer to work related demands, however, individuals view these demands as constraints that hinder their performance and achievements at work.....Examples of such constraints

include role ambiguity, red tape and workplace politics, which do not provide individuals with the opportunity for personal gain and prevent achievement of valued goals”

17. In lay terms these are often ‘things’ that frustrate and annoy people, they may fester for some time and can give rise to discontent being spread amongst groups.
18. Some caution needs to be expressed around this indicator as whilst there may be strong feelings about a particular issue there may be interdependencies with for example other partners, that prevent swift resolution and as such, the Force is wary of seeking to over promise and being seen to under deliver against any particular frustration until it has fully assessed the scope and scale.
19. The second area upon which the Force is focusing improvement is Ethical and Supportive Leadership. Within the survey, respondents were asked questions with regard to their direct line supervisor / manager and as such additional analysis is required to drill down and establish if this indicator is widespread or disproportionately impacted upon by one rank to rank or grade to grade relationship.
20. Such analysis is not part of the standard returns but is considered necessary as the commentary chimes to some extent with feedback received from the Leadership Programme, in which staff feel frustrated upon return from their training by supervisor / manager support.

Measure	All* Average
Ethical Leadership	5.17
Supportive Leadership	4.85

21. Whilst both indicators are in the quartile below the mean comparison, the Force will seek, through staff engagement, to more fully understand the sentiments expressed.
22. Ethical Leadership is defined as: *“In the workplace, most individuals look outside of themselves to significant others for guidance on ethical matters. Ethical leadership can be considered as the demonstration of appropriate conduct, both in an individual’s personal actions and their interpersonal relationships. Ethical leaders promote ethical conduct to their employees through two way communication, reinforcement and decision making. Ethical leadership can be conceptualised as having three building blocks: being an ethical example, treating people fairly and actively managing morality”.*

Supportive Leadership is defined as: *“....stresses the importance of personal integrity and serving others, such as employees and communities. It focuses on the development of people to their fullest potential through an understanding of each person’s different characteristics, strengths and interests. Supportive*

leaders serve as role models, build trust and provide feedback and resources to their people. It is argued that supportive leadership combats negative outcomes associated with the promotion of self-interest which underlies many incidents of unethical behaviour”

Next Steps

23. Publishing the full results internally on the Force Intranet has been completed and is a stepping stone to enhancing accountability and transparency. The Force is committed to following up and seeking the detail upon which the next decisions can be made.
24. It was agreed that the survey needed ‘real’ examples before it could truly be considered evidence based.
25. To this end, throughout late October/ early November a number of workshops were held, led and facilitated by Organisational Development to explore more fully the issues for staff behind the areas identified as areas for improvement, including Hindrance Stressors and Ethical and Supportive Leadership.
26. The purpose of these workshops was to establish the nature, density and scale of feelings amongst staff in identification of specific examples. 93 colleagues (a mixture of police officers and police staff) from the five directorates attended the focus groups. Attendees provided detailed insights from their Directorates on some of the issues they felt were significant and made suggestions for addressing some of these. The outcomes from these workshops have been collated and shared with the Commissioner and the Senior Leadership Team including each Directorate Head. The findings have also contributed towards the content design for the Senior Leadership Team away days on the 11th and 12th December 2017 which considered areas such as leadership and cultural change in supporting the ongoing development of the Force.
27. An action plan has been developed by Det. Chief Supt Dai Evans in order to take the areas for improvement forward. The action plan will be monitored at the Force (Strategic) Management Board where it will be report twice yearly.
28. The delivery of an online platform, upon which staff can upload their commentary, has also been developed by Corporate Communications and will be launched in the New Year. The Assistant Commissioner led on-line platform for staff to air concerns will also be launched.
29. The Police Federation, Trade Union & Staff Association representatives will be actively engaged to act as ‘routes in’ for issues and concerns.
30. The survey will be re-visited in 18 months as advised by academic research to judge direction of travel. This years’ results and analysis will be used as a baseline.

Corporate & Strategic Implications

31. The completion and analysis of the Staff Survey links in with a number of CoLP Programmes and Strategies including the Leadership Programme, Talent Development Strategy and Staff Retention Strategy.

Conclusion

32. The Staff Survey is a valuable tool for the Force to detect how the workforce perceive numerous aspects of their daily working life and is an opportunity to see how we can make the most of our biggest organisational asset.....our staff.

Appendices

- Appendix A – Copy of full results and analysis of CoLP Staff Survey results

Background Papers

Pol 58-17 Staff Survey Update

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