

Committee(s): Police Performance and Resource Management Committee	Date(s): 7th February 2020
Subject: Staff Survey- 8 Commitments	Public
Report of: Commissioner of Police Pol 13-20	For Information
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Summary

Following the publication of the 2017 staff survey, the force identified eight commitments. These were developed from analysing outcomes from the survey and holding staff workshops during 2017-18 and which the Chief Officer Team agreed would be areas of focus and development in 2019. At your Performance and Resource Management Committee in November 2019, Members requested a report to the February 2020 meeting regarding the position with the Eight Commitments to officers and staff arising from 2017 Staff Survey.

The Commitments covered are:

Career Development; Reward and Recognition; Senior Leadership Team visibility; Opportunities to work on Projects and Initiatives; Management Development; Team Engagement and Wellbeing.

The Force has commissioned a new Staff Survey with the University of Durham which will be rolled out in the next two months. The results of this will be used to assess if the Force and/or culture has changed in the areas it identified in the previous survey in 2017, as areas for attention.

Recommendation

Members are asked to note the report.

Main Report

Background

1. Following the publication of the 2017 staff survey, the force identified eight commitments. These were developed from analysing outcomes from the survey and holding staff workshops during 2017-18 and which the Chief Officer Team agreed would be areas of focus and development in 2019.

2. At your Performance and Resource Management Committee in November 2019, Members requested a report to the February 2020 meeting regarding the position with the Eight Commitments to officers and staff arising from 2017 Staff Survey.

Current Position

Commitment 1- Career Development

Learning & Organisational Development (L&OD) has run a series of workshops throughout the 2019, including:

- Generic application writing and interview skills
- Application writing and interview skills workshops for Officer Promotion Boards
- Management Development Programme
- Support to officers for the fast track Constable to Inspector process
- Working with Police Pass¹ to assist officers with the National Police Performance Framework (NPPF) and National Investigators Exam (NIE) examinations
- Mentoring relationships with external partners
- Internal mentoring opportunities
- Promoting membership of the College of Policing
- Recognition of Prior Experience and Learning
- Continual professional development guidance
- Competency and Values Framework workshops

Pilots have also been run for a number of new initiatives, including the “continuing conversations” initiative, which aims to embed career development into managers’ regular one to ones with their teams.

Continuous Professional Development fortnight took place in November 2019, and further opportunities will be advertised via Citynet.

Commitment 2- Reward and Recognition

Following a full review of reward and recognition, simplified forms have been produced to make it easier for anyone to nominate a colleague. The Force has also launched a Joint Problem Solving Award with Metropolitan Police Service (MPS) and British Transport Police (BTP), with winners and selected nominees invited to attend the national awards at St George’s Park to compete for the National Tilley Awards. If successful, the Tilley winner will be invited to the USA as a nominee for the international awards.

Commitment 3- Senior Leadership Team visibility

A visibility calendar has been created to ensure that senior officers engage with and visit their teams on a regular basis. The Commissioner will be hosting a series of roadshows during February 2020; the Assistant Commissioner continues to host his

¹ Police Pass is a national website to aid police forces and officers working for promotion and specialisms

AC's Breakfasts; and the AC also relaunched his 'Ask the AC' portal via Talkback, where anyone can ask him a question.

Commitment 4- Accessibility to projects and Initiatives

Following a review, *all* opportunities are now advertised via Citynet including attachment and temporary project roles, recent examples include the ECD Development Programme and various Transform Programme roles.

Commitment 5- Management Development

L&OD launched the management development programme with the aim of transforming the workforce and equipping colleagues with the leadership knowledge, skills, and practice to deliver cultural change across the City of London Police. Modules one and two have already been successfully delivered and module three is now taking place.

L&OD has also run a series of popular "Focus On" sessions which have provided valuable insights for managers and specialists across the force on topics including:

- Kidnap response
- Drones
- The Novichok Investigation
- Senior Investigation Officer considerations in major enquiries
- Police and emergency service response to Grenfell
- Disclosure
- Terrorist attack at Westminster
- Murder at Maids Moreton, Buckinghamshire

Further Focus On sessions are already being advertised on Citynet.

Commitment 6-Team Engagement

Innovate – the Force's platform for submitting original ideas – has recently been relaunched with a focus on ideas that contribute to achieving its Corporation Plan ambitions. A new working group, with members from teams across the force, has been created to ensure continuous improvement, and work specifically on ways to build team bonds. Team development has been added as an ongoing section of the Management development programme, and L&OD is continuing to develop guidance and advice on effective team building.

Commitment 7 – Wellbeing

The Health and Wellbeing Network continues to be the most active network in Force, with a regular series of events throughout the year, including:

- Sleep Awareness Month
- Know your heart age with British Heart Foundation
- Business Healthy Walking Challenge
- Spin Classes at Fitness First co-funded with the Women's Network
- Financial Wellbeing drop-ins with Police Mutual
- Office Massages with Katoka Massage

A Mental Health Working Group (MHWG) has been set up to bring together all the work being delivered under the MIND Blue Light Programme, Mental Health First Aid England, TriM (Trauma Risk Management), Back up Buddy, and Occupational Health Services. All Mental Health support ideas and suggestions are being fed in to this group to ensure it aligns with the direction of MHWG aims and objectives. Specific support was offered to officers and staff in the recent terrorist attack at London Bridge, but has been available consistently via OH. Officers and staff were reminded of access to this service with emphasis on TRiM

The Force also recently supported the National Wellbeing and Diversity Survey, which is the first and most extensive study of police wellbeing ever conducted in the UK. The results will be used along with a series of workshops to build a wellbeing strategy.

Commitment 8- Autonomy

The implementation of Book on Book Off (BoBo) saw the introduction of an automated overtime system, and the soon-to-be-launched National Uniform Managed Service (NUMS) will see a more autonomous way for officers to order uniform. Both remove unnecessary layers of bureaucracy and empower staff and officers. Finance also has plans to launch a self-service model for purchasing and invoice management which will aid the reduction of 'pinch points'.

[Talkback](#) remains a useful place for officers and staff to raise ideas which can improve how the Force runs.

Corporate & Strategic Implications

3. The Staff Survey and its outcomes supports the City of London Police Corporate Plan Ambition
 - **To have an innovative, skilled and agile workforce in a culture that supports and empowers our people.** We recognise this is essential and underpins the successful delivery of our ambitions. We will identify, harness, reward and retain talent, championing a culture of responsibility, inclusivity and opportunity. We will support our staff to empowered, innovative leaders.

Conclusion

4. The Force has commissioned a new Staff Survey with the University of Durham which will be rolled out in the next two months. The results of this will be used to assess if the Force and/or culture has changed in the areas it identified in the previous survey as areas for attention. The original Survey in 2017 will act as a baseline. Members will be updated on the outcome of the latest survey once it has been completed and the results analysed.

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