

<b>Committee(s):</b> Police Authority Board	<b>Dated:</b> 20 <sup>th</sup> April 2021
<b>Subject:</b> CoLP Staff Survey 2020	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	No 1 and 3
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N/A</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Commissioner of Police Pol xx-21	<b>For Information</b>
<b>Report author:</b> Chief Inspector Luke Baldock, City Silver, UPD	

### Summary

Members will be aware that in September 2017, the City of London Police received results of the first Staff Survey, run in partnership with Durham University, considered to be the leading partner in this field working with almost 40 police Forces. The Force received comparatively good results and scored strongly across a range of indicators in the 2017 Survey and this was presented in previous reports to your Board.

The second Staff Survey, again in partnership with Durham University was run in September and October 2020. This had been delayed somewhat due to the Coronavirus pandemic with it not being seen as appropriate to run as originally scheduled in March 2020 due to the implementation of the first "lockdown."

The initial results were reported to the City of London Police (CoLP) Chief Officer Team on 24<sup>th</sup> November 2020 and the full results were received and briefed to the Force Senior Leadership Team in February 2021. A high level brief was given to Members as part of the Commissioner's Verbal Update briefing note at the 17<sup>th</sup> February 2021 Police Authority Board.

The Force had a 42% participation rate in the 2020 Survey. This was lower than first survey which was 57%. However, Durham noted in their feedback that with the coronavirus pandemic, that all Forces had seen a reduction in survey take up, and that comparatively, CoLPs response rate was very good.

In almost all areas, the Force has improved since the last survey. With reference to the full results, these are being presented in Force to a wider leadership group the first week of April. The Coronavirus pandemic has led to this fuller response being delayed with non-essential business being impacted by the further lockdowns in November and December. A full plan is now underway to communicate the results fully and develop

and implement action plans to address the findings. Workshops will be run by the Force Staff Survey lead to add further detail to the findings.

### **Recommendation(s)**

It is recommended that Members note the report.

### **Main Report**

#### **Background**

1. The 2017 Staff Survey led to wide ranging actions to address the findings. The 2017 survey “Areas of Focus” recommended by Durham were:
  - **Hindrance Factors** – Things which annoy and frustrate staff, preventing optimum performance.
  - **Procedural Justice** – Also known as Procedural Fairness. This is a perception by staff that certain aspects of Force actions and processes are unfair (for instance selection/promotion processes.)
  - **Supportive and Ethical Leadership** – This is a perception that staff do not always feel fully supported by their leaders. Durham University clarified that the Force still scored highly in this area, but that it was not as strong as other areas of the survey results, and that public sector staff tend to have extremely high expectations in this area compared to the private sector.
  - **Autonomy** – This is a perception that staff lack the ability to make decisions themselves and are micro-managed, or unable to break down organisational barriers and bureaucracy to effective decision making.
2. These results were shared with staff in a series of workshops to explore the findings further, which in turn, led to a programme of activity to act on staff concerns. These included:
  - **Launch of Talkback** - An online platform to promote discussion, and allow staff to bring up things that frustrated or concerned them. This was supported by a peer support group of “Talkback Advocates” who would monitor the conversations and actively seek answers to questions posed by colleagues. This was primarily to address the issue of “Hindrance Stressors” to provide a forum to raise concerns
  - **The 8 Commitments** – The staff workshops led to 8 main themes of focus for improvements. The Force made a commitment to staff in each area as to how we planned to improve and appointed a lead for each area.
  - **Staff Survey Action Plan** – This tracked and recorded progress against each of the 8 Commitments with a monthly update for the 2 year period of the survey (although this was later extended due to

covid.) This was made accessible to staff to view through the Talkback portal

3. Throughout the 2 year implementation of the findings, a great deal of progress was made in all of the 8 commitment areas with good news stories regularly shared with staff, and “You Said, We Did” articles outlining progress. Reports to Members were also submitted throughout this period to the Police Authority Board in September and November 2017, and further updates followed to the Professional Standards and Integrity Committee in December 2018 and a final update to the Performance and Resource Management Committee in February 2020.

### The 2020 Survey- Key Data

4. On 24<sup>th</sup> November 2020, Durham University presented their initial findings to the Chief Officer Team and the Staff Survey lead with full results being received in Force and briefed to the Force Senior Leadership Team in February 2021. Durham’s assessment was that the Force has clearly improved, almost across the board in the scores since the last survey. This was noted as being commendable in the backdrop of the uncertainty and stress associated with the pandemic. The results are outlined below. A trend assessment has also been added.

Measure	2017 (Average)	2020 (Average)	Trend
Vision Clarity	4.34	4.33	n.s
Perceived Organisational Support	4.18	4.47	++
Procedural Justice (Fairness)	3.42	3.70	++
Organisational Pride	5.02	5.03	n.s
Supportive Leadership	4.85	5.07	++
Public Service Motivation	5.63	5.78	+
Meaningfulness of Work	5.58	5.85	++

Ind – Code of Ethics Values Alignment	5.85	5.93	+
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Measure	2017 (Average)	2020 (Average)	Trend
Challenge Stressors (1-5 scale)	3.81	3.79	n.s
Hindrance Stressors (1-5 scale)	3.15	2.87	++
Uncertainty	4.95	4.55	+++
Felt Responsibility for Improvements	4.90	5.12	++
Confidence in Job Skills	5.56	5.72	+
Engagement	5.52	5.75	++
Job Satisfaction	4.82	5.34	+++

n.s – Not significant

Scales 1 to 7, unless indicated.

Highlighted in Blue = Smaller number is better/improvement

5. As can be seen from the scores, the Force has improved in almost all areas. The only area scored slightly lower was Vision Clarity, and this by only 0.01. In other areas significant improvements have been seen.
6. Durham noted several reasons for this improvement. This is likely to have included the Force IT modernisation, with almost all staff now having received upgraded devices. IT was a significant hindrance stressor last time. Improvements have been made around autonomy, with duties and overtime systems allowing for digital self-service, with bureaucracy reduced. Additionally, the Force has streamlined the process for procurement of small, low value items and services.

7. Durham also noted that the Force's approach to home working during the pandemic was likely to have contributed towards improved scores. Findings from other Forces was that increased working from home can be extremely beneficial. Staff are less stressed and tired by long commutes and have more flexibility. However, with home working also comes the risk of staff not feeling supported by their managers, or engaged with their colleagues and these negative effects can be significant. Durham felt that the CoLP approach had clearly been the right one as the scores in "Perceived Organisational Support" and "Supportive Leadership" have both increased. This is likely to be down to the benefits of the IT programme, with video conferencing and regular meetings and taskings supported by Microsoft Teams being available, meaning staff are engaged and have regular contact with managers. The Force scores indicate it is getting this balance right.

### Areas of Focus

8. Durham noted that, whilst all of the scores were in the "good" range, that two main areas of focus where we should look to improve have been found. These are:
  - **Vision Clarity** - providing staff with a completely clear, and concise overview of the core aims of the organisation, to the extent that any member of staff could sum it up in a few sentences about what we are trying to achieve and what their role is.
  - **Procedural Justice** - the confidence that decisions and processes are undertaken for the right reasons, and done in a fair way.
9. Durham noted that tackling Vision Clarity should be the primary focus, as improving in this area tends to have a direct impact on Procedural Justice, where getting Vision Clarity right leads to improvements in perceptions of Procedural Justice.
10. Early discussions have been held about creating a "Plan on a Page." Durham noted that Forces who adopt these tend to have higher scores in Vision Clarity. This sets out, in a one page, A4 document the mission, vision and values of the Force with the message distilled down to the most essential aims of the Force, so both staff and the public can understand in a concise way what the Force is about and is trying to achieve. The intent is that the Staff Survey Lead will work with Corporate Communications to look into this area further and work with key stakeholders to produce this key document. This could potentially be an annual document but these details are still to be discussed.

### Implementation plan/Next Steps

11. The Staff Survey lead will hold focus groups with staff to expand on the findings. The outline survey results have now been shared with staff via a Force Intranet article. This will then lead to the formulation of a new action plan, which should be more concise this year after the successes in addressing the last survey outcomes. This will then continue for a 2 year period with aims to deliver on as much of the plan as possible before the next survey.

## **Timeline**

12. The proposed timeline for delivery and reporting is as follows:
- 6<sup>th</sup> April 2021– Follow up briefing with Durham University to Directorate level leads giving a detailed breakdown
  - Late April 2021 – Series of focus groups with Directorate staff to expand on results
  - May 2021 – Formulation of the next set of Commitments and Action Plan
  - 4<sup>th</sup> May 2021- Update on developments to P&RMC (or SPPC)
  - 18<sup>th</sup> May 2021 - Presentation of draft action plan to PAB (this is tentative subject to having held all workshops and drawing action plan together in time for the deadline)
  - June 2021 onwards – Work towards delivering the Action Plan over the next 18 months in the run up to the next survey
  - Continue reporting on a quarterly basis to Strategic Planning and Performance Committee and PAB until delivered.

## **Monitoring**

13. The Staff Survey lead will produce updates on the Action Plan, and will report to the appropriate internal Board and Police Authority Board(PAB) periodically as agreed. It is suggested the action plan gets reported quarterly to the newly formed Strategic Planning and Performance Committee following on to the PAB after.

## **Communications Strategy**

14. As with the last survey, the communications plan will be key, and Corporate Communications are currently working on this at the time of writing. Initial communications detailing the survey results and the provisional timeline of next steps have already been delivered internally.

## **Corporate & Strategic Implications**

### *Strategic implications*

15. Delivery of the CoLP Staff Survey Action Plan once developed will support the delivery of all of the City of London Police Corporate Plan ambitions and no. 1 and 3 of the City of London Corporation Corporate Plan by ensuring that the workforce feels content and supported to perform their roles and that potential is maximised, this in turn will support Force performance and service delivery to the public.

### **CoL Corporate Plan ambitions**

1. People are safe and feel safe
3. People have equal opportunities to enrich their lives and reach their full potential

## **CoLP Corporate Plan ambitions**

- To make the City of London the safest city area in the world,
- To deliver a policing service that is valued by those who live, work and visit the City of London.
- To be a police force with global influence and impact.
- To build new ethical economical partnerships.
- To have an innovative, skilled and agile workforce in a culture that supports inclusivity and empowers our people.

## *Equalities implications*

It is anticipated that the development and the delivery of the Staff Survey Action Plan will not adversely impact on any of the Protected Characteristics identified in the Equality Act.

## **Conclusion**

16. The Staff Survey results are very positive, and this was noted by Durham in the feedback session. The fact that three of the areas of focus have improved to the extent they are no longer considered as such is very pleasing. The Force recognises that it can still improve and now has two very tangible areas of focus and a plan is being developed to address these. It is hoped the Force will continue to make further significant progress over the coming two years before running a further survey which will show direction of travel.

## **Background Papers**

Pol 58-17	Staff Survey 2017- PAB September 2017
Pol 78-17	Staff Survey Update- PAB November 2017
	Staff Survey 2017 Update- PS&I Committee- December 2018
Pol 13-20	Staff Survey 2017 - 8 Commitments Update- P&RM Committee-February 2020

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