Staff Survey - Action Plan

Action	Owner	Progress	Future Planned Actions	Dates for delivery of future actions	Status
Arrange date for Durham University to brief COT on the survey results	Luke Baldock	Input was delivered by Durham on 24th November, the results are broadly very positive with the Force improving in almost all areas. Two areas requiring focus according to the data are: 1.) Vision Clarity 2.) Prodedural justice Plans will be made to address these	N/A	N/A	Complete
Deliver briefing on the survey results to wider SLT	Luke Baldock	The staff survey findings were briefed to the wider SLT and other stakeholders by Luke Baldock on 24th February expanding on the data from Durham	N/A	N/A	Complete
Early comms piece to circulate the headline results and share the staff survey report	Corp Comms	The Staff Survey summary and report were detailed in two separate comms pieces, one with the full report attached in mid--April	N/A	N/A	Complete
Durham to deliver detailed breakdown to working group on Directorate level results	Luke Baldock	This was delivered to key stakeholders across the organisation including Directorate Leads, E&I managers, Corp Comms and other to ensure a good working knowledge and a deeper dive into the survey results	N/A	N/A	Complete
Ensure early progress briefings through PAB and SMB	Luke Baldock	Report was presented at April PAB with a "For Information" update on preliminary actions	N/A	N/A	Complete
Further comms briefing with detailed findings to staff including full report	Corp Comms	The staff survey findings were briefed to the wider SLT and other stakeholders by Luke Baldock in April expanding on the data from Durham	Hold focus groups to expand on the results and formulate organisational response	End of April 2021	Complete

Hold focus groups with Directorates to expand on the findings	Luke Baldock	All Directorates were invited to attend focus groups. These were informative and expanded upon the data in the survey. This has outlined the following areas of focus: 1.) Ensure return to work plan following covid is effectively managed with communication central to success 2.) Transform - Ensure timely communication of upcoming changes, and a cultural focus on addressing continued perceptions of silo working 3.) Vision Clarity - Ensure the organisational vision is more clearly and concisely communicated. Consider an organisational management chart so staff can see who is responsible for which areas of the Force they lead (the MPS have been given as an example) 4.) Separation of Work and Home - With rollout of remote/virtual working this has been praised as a success of the Force, but also a concern it has blurred the lines between home and work which is concerning for some Additionally some real positives were identified which will be covered in the covering report to PAB	**Update 7/8/21**: Focus groups were held acros sthe force 28th/29th April which identified the main areas of focus and concern. Leads have been assigned for the main areas identified in the staff survey - updates as below.	ongoing	Ongoing
Hold dedicated Focus Group for under-represented staff after consultation with E&I and staff networks	Luke Baldock	Currently in planning phase	**Update 7/8/21**: A dedicated survey looking at the working environment of Black, Asian & Minority ethnic staff closed on 11th August. The results are now being analysed, however 65% of all eligible respondents responded. This will be followed up with focus groups and bespoke contact with those that agreed to follow up. A further report and action plan will be produced which will be included in this action plan for follow up. A further report will be prodiced for PAB looking at these specific findings.	end of sept 21	Ongoing
Formulate key focus areas from the Focus Groups and share with key stakeholders	Luke Baldock	The focus areas have been put together as above. Update has been sent to Commissioner Dyson, further comms is required to wider organisation	Comms piece is required to share the findings: **Update 7/8/21** communications have gone out on the intranet in respect of finding from the staff survey and next steps. Leads in the 4 themes areas will now continue to communicate with staff with specific updates and progress.	Ongoing comms from key areas will continue as work progresses	Ongoing
Comms piece to raise awareness of Focus Group findings and identifying the areas of focus moving forwards	Luke Baldock	Requires action - will be arranged shortly	Awaits actioning	End of June 2021	Ongoing
Identify suitable leads for each area of focus to put plans into action	Luke Baldock	Complete leads assigned as below	Leads assigned for each area	Complete	complete

Share areas of focus with Directorate Heads to ensure management teams are working towards the areas of focus	Luke Baldock	These areas of focus have been shared with directorate heads and work now continues with plan owners	Shared with leads	End of June 2021	Ongoing
Update July PAB with progress and Action Plan updates	Commissioner Dyson	A summary report has been produced with the Action Plan now ready to update PAB at Sept meeting	Papers will be submitted to Hayley Williams to ensure delivery	Sep-21	Ongoing
Schedule comms piece on "You said, we did" for progress so far	Luke Baldock	Requires action - will be arranged shortly	Once the results and action plan from the BAME survey are received refreshed comms will go out across the force in respect of you said we did covering the 4 main areas from staff survey and BAME results (as many of the areas will have cross over).	end of sept - 21	Ongoing
Rolling Updates:					
Rolling updates for each focus area below:	Luke Baldock	The rolling logs below will map activity in force to address the focus areas.			
Return to Work Plan	All directorate leads	1.) Commissioner Dyson outlined the return to work plans clearly in a news article on 29th April. This has covered the phased approach and necessary line manager input with risk assessments for staff requiring them	A dedicated lead will be sourced for this area. The communication of the plan is essential, along with the plan being adaptable to ever changing circumstances. Most staff indicated an acceptance of the need to return but at the focus groups it was clearly an emotive issue and further plans are being considered. **Update 7/8/21** There have been regularly updated corporate communications in respect of COVID and in particular return to work plans. Each directorate head has responsibility for engaing with their teams, undertaking risk assessments for those that need them and ensuring a phased return to the woirkplace dependent on role is in place. Communications with teams, ways of working and work environment to ensure continued safe working is being delivered throughout the force.	Ongoing	Ongoing

Transform - Silo Culture and Communication of changes	Ch Supt Oliver Shaw	1.) The Transform team are working on a cultural transformation plan, the survey data is a key pillar of this and they have been contacted with the findings from the focus groups. Silo working is clearly something many staff is an area we still need to improve	This was raised multiple times, this Action Plan is still in the early stages but this will be factored in to the cultural transformation piece **Update 12.8.21** •CoLP's recently approved Target Operating Model (TOM) drives a 'one-team' approach. The delivery of services within each new Business Group requires the input of others. This includes, for example, National Lead Force services which now depend on intelligence and proactive capabilities provided by Specialist Operations •As part of the TOM, CoLP's buildings estate being treated as a single resource - officers and police staff from different Business Groups will work side-by-side •CoLP's vehicle fleet will be pooled to improve availability and efficiency •The resourcing of force-wide operations (local and national) will involve the participation of officers and police staff from all Business Groups. This cultural shift will be aided by the creation of a new independent Resource and Operational Planning team	Ongoing	Ongoing
Vision Clarity	Stuart Phoenix	1.) This has been raised at SLT. This is an area we acknowledge we need to develop. Stuart Phoenix (Strategic Development) is looking at producing a "Plan on a Page" as part of the Policing Plan work in order to give greater clarity to staff on the mission, vision and values	Additional consideration will be given to production of an organisational management chart showing the details of Chief Officers and SLT with areas of responsibility. The MPS have something showing the Commissioner and the Deputy, Assistants etc with areas of responsibility. **7/8/21 update:** Vision was articulated in the latest policing plan update more clearly and visibly; plan on a page has been created in respect of the policing plan and has been circulated to staff; New Policing Plan set for April 2022 where the vision / mission may be adapted, extensive staff & partner consultation will take place during the formation of the new plan	April 2022 launch of new policing plan	Ongoing

Work/Home Balance	Ch Supt Steve Heatley	1.) With the sudden and successful rollout of IT, staff have said with access to full systems and the increased working from home that it is sometimes difficult to switch off and they find themselves checking phones etc on days off. Line Managers will have to be aware of this, and ensure they are not asking staff to do tasks on days off. This will be a joint management and personal responsibility area but staff may need support in practical ways to disconnect.	**Update 7/8/21:** 1. The Force Wellbeing plan has 6 pillars, one being emotional wellbeing and another is mental wellbeing. Stress awareness workshops are being developed for staff covering these areas. 2. From September there will be inout on new officer and supervisor continuation training in respect of managing work life balance & how to make best use of mobile IT / deliniation of work v home life. 3. There are a number of interventions being delivered across force to assist staff deal and recognise with stress; including coffee mornings, workshops, use of welfare dogs . Practical ways for staff to make sure they are disconnecting to work when home will be covered in these sessions.	Ongoing action that will be picked up through a varietys of well-being events and training inputs with supervisors and staff	Ongoing