City of London Police staff inclusion survey summary report

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In June 2020 COLP commissioned Inclusive Employers to undertake an independent consultancy project with the output of a drafted Inclusion & Diversity strategy and action plan, to be signed off by the Exec in September 2020.

The objectives for this project were as follows:

- Clarity on 'where we are now' in terms of inclusion and diversity
- Curate all inclusion and diversity activity to one central action plan
- Identify successes to date
- Identify gaps/ quick wins/ midterm and long-term goals

The second phase of the project involved listening exercises, namely a staff survey and focus groups. Inclusive Employers ran 4 focus groups and an anonymous survey, both open to all staff. This report captures a summary of the themes arising from these surveys. The themes captured below are the context on which the Inclusion & Diversity strategy will be built, along with the NPCC and other reporting requirements.

Methodology

Inclusive Employers facilitated 4 focus groups totalling 32 people and individual 1:1 calls with 5 of the project team members. All groups were asked the same questions:

- What has your experience been in relation to diversity, inclusion and workplace culture at COLP?

- What could COLP do to improve/what needs to change

- What could COLP be doing more of/what is working?

The anonymous survey asked several closed answer questions, with 4 open questions offering a free text box for the response. The survey had 425 responses, of which 353 completed the whole survey and 72 responses were partial. This is around a third of the force.

The listening exercises took place during June and July 2020, shortly after George Floyd was killed in Minneapolis and the subsequent reinvigoration of the Black Lives Matter movement in the UK. Understandably, racism in all forms was in the background of many of these conversations if not central to them. We wish to note the emotion present in a lot of the focus group calls and survey responses. Strong emotion, particularly frustration and anger, is a logical response to unfairness and injustice.

Survey responses – demographics

1. What is your gender?

			Response Percent	Response Total
1	Male		44.96%	156
2	Female		48.13%	167
3	Non-binary		0.29%	1
4	I use another term (please use text box)		0.29%	1
5	Prefer not to say		6.34%	22

Analysis	Mean:	1.75	Std. Deviation:	0.99	Satisfaction Rate:	18.73	answered	347
	Variance:	0.97	Std. Error:	0.05			skipped	6

2. What is your sexual orientation?

			Response Percent	Response Total
1	Lesbian/gay female		0.86%	3
2	Gay male		4.01%	14
3	Bisexual		2.58%	9
4	Hetrosexual / straight		81.95%	286
5	Prefer not to say		10.32%	36
6	I use another term (please share in comment box below)		0.29%	1

Analysis	Mean:	3.98	Std. Deviation:	0.61	Satisfaction Rate:	59.54	answered	349
	Variance:	0.38	Std. Error:	0.03			skipped	4

3. Do you consider yourself to have a disability?

			Response Percent	Response Total
1	Yes		14.16%	49
2	No		78.90%	273
3	Prefer not to say		6.94%	24

Analysis	Mean:	1.93	Std. Deviation:	0.45	Satisfaction Rate:	46.39	answered	346
	Variance:	0.21	Std. Error:	0.02			skipped	7

4. What is your age?

			Response Percent	Response Total
1	under 25		0.29%	1
2	25-34		13.26%	46
3	35-54		65.71%	228
4	55+		13.83%	48
5	Prefer not to say		6.92%	24

Analysis	Mean:	3.14	Std. Deviation:	0.73	Satisfaction Rate:	53.46	answered	347
	Variance:	0.54	Std. Error:	0.04			skipped	6

5. Which of the following ethnic backgrounds do you best identify with?

			Response Percent	Response Total
1	Asian or Asian British		6.88%	24
2	Black, African, Caribbean or Black British		5.16%	18
3	Chinese		0.29%	1
4	Arab		0.00%	0
5	Mixed or multiple ethnic groups		3.15%	11
6	Other ethnic group		1.15%	4
7	White - any White background		77.08%	269
8	Prefer not to say		6.30%	22
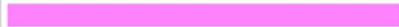
Analysis	Mean:	6.31	Std. Deviation:	1.88	Satisfaction Rate:	75.81	answered	349
	Variance:	3.53	Std. Error:	0.1			skipped	4

6. What is your religion or belief?

			Response Percent	Response Total
1	No religion		44.09%	153
2	Buddhist		1.44%	5
3	Christian		36.02%	125
4	Hindu		1.15%	4
5	Jewish		0.29%	1
6	Muslim		5.19%	18
7	Sikh		0.58%	2
8	Any other religion		0.86%	3
9	Prefer not to say		10.37%	36

Analysis	Mean:	2.97	Std. Deviation:	2.51	Satisfaction Rate:	24.57	answered	347
	Variance:	6.31	Std. Error:	0.13			skipped	6

7. What is your role within City of London Police?

			Response Percent	Response Total
1	Officer		50.86%	178
2	Civilian		42.00%	147
3	Volunteer		0.57%	2
4	Other		1.14%	4
5	Prefer not to say		5.43%	19

Analysis	Mean:	1.68	Std. Deviation:	0.97	Satisfaction Rate:	17.07	answered	350
	Variance:	0.95	Std. Error:	0.05			skipped	3

These questions were asked to establish the demographics of respondents in comparison to wider workforce demographics. We note the following results:

- Over 5% of respondents chose 'prefer not to say' in an anonymous externally-run survey
- The gender split of respondents is nearly 50:50 compared with 2019 workforce data of 65:35 male:female
- Disability declaration in the survey was 14% vs 4% declaration rate in 2019 staff data
- 2 respondents identified as non-binary
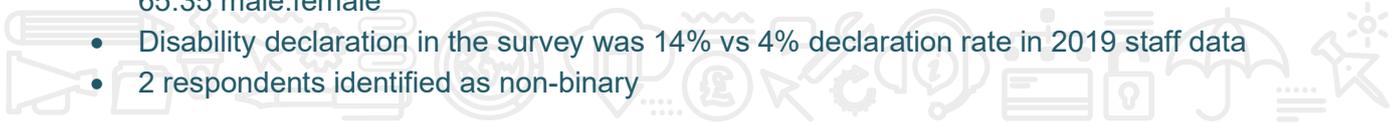
- Sexuality declaration rates in the survey are higher in the survey than 2019 data

These results, in conjunction with the closed and open question responses and themes arising from the focus groups, could indicate that staff have concerns about declaring their diversity data on central systems. The survey demographics include slightly more colleagues from diverse groups, e.g. gender, race, disability, as did the focus groups.

Survey responses – closed questions

The following questions were the 'closed' questions. Respondents could choose from responses on a 5 level agreement scale.

8. City of London Police is a diverse and open minded organisation

			Response Percent	Response Total
1	Strongly Disagree		8.31%	29
2	Disagree		17.48%	61
3	Neutral		28.08%	98
4	Agree		36.39%	127
5	Strongly Agree		9.74%	34

Analysis	Mean:	3.22	Std. Deviation:	1.1	Satisfaction Rate:	55.44	answered	349
	Variance:	1.21	Std. Error:	0.06			skipped	4

9. I believe the culture of City of London Police promotes the policing values, principles and standards of professional behaviour

			Response Percent	Response Total
1	Strongly Disagree		6.61%	23
2	Disagree		15.52%	54
3	Neutral		21.55%	75
4	Agree		44.54%	155
5	Strongly Agree		11.78%	41

Analysis	Mean:	3.39	Std. Deviation:	1.09	Satisfaction Rate:	59.84	answered	348
	Variance:	1.18	Std. Error:	0.06			skipped	5

10. I am treated fairly at work regardless of my background

			Response Percent	Response Total
1	Strongly Disagree		6.03%	21
2	Disagree		14.08%	49
3	Neutral		19.54%	68
4	Agree		41.09%	143
5	Strongly Agree		19.25%	67

Analysis	Mean:	3.53	Std. Deviation:	1.13	Satisfaction Rate:	63.36	answered	348
	Variance:	1.28	Std. Error:	0.06			skipped	5

11. I am treated with respect and dignity at work

			Response Percent	Response Total
1	Strongly Disagree		4.60%	16
2	Disagree		9.48%	33
3	Neutral		18.68%	65
4	Agree		49.71%	173
5	Strongly Agree		17.53%	61

Analysis	Mean:	3.66	Std. Deviation:	1.02	Satisfaction Rate:	66.52	answered	348
	Variance:	1.04	Std. Error:	0.05			skipped	5

12. City of London Police is flexible and accommodating in how it supports my individual needs

			Response Percent	Response Total
1	Strongly Disagree		6.90%	24
2	Disagree		8.91%	31
3	Neutral		21.55%	75
4	Agree		46.84%	163
5	Strongly Agree		15.80%	55

Analysis	Mean:	3.56	Std. Deviation:	1.07	Satisfaction Rate:	63.94	answered	348
	Variance:	1.15	Std. Error:	0.06			skipped	5

13. City of London Police is transparent in its processes and decisions

			Response Percent	Response Total
1	Strongly Disagree		17.48%	61
2	Disagree		33.24%	116
3	Neutral		30.37%	106
4	Agree		16.05%	56
5	Strongly Agree		2.87%	10

Analysis	Mean:	2.54	Std. Deviation:	1.04	Satisfaction Rate:	38.4	answered	349
	Variance:	1.09	Std. Error:	0.06			skipped	4

14. I believe that my manager supports me

			Response Percent	Response Total
1	Strongly Disagree		3.72%	13
2	Disagree		9.17%	32
3	Neutral		12.89%	45
4	Agree		39.83%	139
5	Strongly Agree		34.38%	120

Analysis	Mean:	3.92	Std. Deviation:	1.08	Satisfaction Rate:	72.99	answered	349
	Variance:	1.17	Std. Error:	0.06			skipped	4

15. I believe that the Senior Leadership Team demonstrate the policing values, principles and standards of professional behaviour in everything that they do

			Response Percent	Response Total
1	Strongly Disagree		11.46%	40
2	Disagree		19.48%	68
3	Neutral		37.54%	131
4	Agree		26.36%	92
5	Strongly Agree		5.16%	18

Analysis	Mean:	2.94	Std. Deviation:	1.06	Satisfaction Rate:	48.57	answered	349
	Variance:	1.12	Std. Error:	0.06			skipped	4

16. I believe that City of London Police are tackling unsatisfactory behaviour or performance

			Response Percent	Response Total
1	Strongly Disagree		14.74%	51
2	Disagree		28.61%	99
3	Neutral		35.26%	122
4	Agree		18.79%	65
5	Strongly Agree		2.60%	9

Analysis	Mean:	2.66	Std. Deviation:	1.03	Satisfaction Rate:	41.47	answered	346
	Variance:	1.05	Std. Error:	0.06			skipped	7

Results to note here:
- The highest satisfaction rates were for Q14. This was backed up in the calls and free text responses - many staff felt their managers were supportive and caring
- The lowest level of agreement was for Q13 and Q16 with only 20% of respondents agreeing or strongly agreeing with these statements. This level of dissatisfaction is significant.

These responses match the themes arising from the free text responses and the focus groups. Further cross-section analysis of the satisfaction data broken down by demographic revealed the following:
- Staff declaring a disability were slightly less likely to feel supported by the organization
- Staff from Asian/Asian British backgrounds were the least likely to feel respected at work than other ethnic groups
- White male staff reported the highest satisfaction rates of any group

'Free text' or open questions.

Numbers below show the response rates for each. Themes arising from the analysis of these questions is detailed below.

17. Have you (or someone you know) experienced barriers to career progression due to their diversity? If so, provide a summary of your experience if you feel comfortable to do so and if it occurred whilst at City of London Police

		Response Percent	Response Total
1	Open-Ended Question	100.00%	222
		answered	222
		skipped	131

18. Have you experienced or witnessed inappropriate behaviour or language from colleagues in the last 2 years, on the grounds of diversity? If so, and you are willing to share, please summarise your experiences here

		Response Percent	Response Total
1	Open-Ended Question	100.00%	237
		answered	237
		skipped	116

19. Have you received training or been given guidance on how to deal with equality and diversity issues? If yes please give details:

		Response Percent	Response Total
1	Open-Ended Question	100.00%	261
		answered	261
		skipped	92

20. If you have any other comments to share please do so here:

		Response Percent	Response Total
1	Open-Ended Question	100.00%	152
		answered	152
		skipped	201

Themes arising from focus groups and survey

The most common theme in all the listening exercises was a culture of overt and covert discrimination. This discrimination happened to staff who 'didn't fit' because of their job role e.g. police staff, staff who worked part time, Black, Asian and non-white majority staff, women, staff with disabilities. We have summarized the ways in which this discrimination was experienced by survey respondents and focus group attendees:

- Bullying and offensive comments or behavior are framed as 'banter' and excused as just part of the job
- Staff don't feel able to raise issues about offensive or excluding behaviour for fear of being ignored or victimised
- Generally the feeling was that experience of the Force was dependent on one's manager, with the quality of support and leadership on offer varying widely between sections. Some teams had developed a more welcoming and inclusive culture, our interpretation of this is that the managers of these teams probably had existing skills in building and sustaining high performing inclusive teams that they brought to the Force. There were no comments to

suggest that managers were trained to build inclusive teams that incorporated a diverse range of perspectives and skills.

- Many respondents felt that in-groups or cliques within the Force make it difficult for staff who don't 'fit' to succeed. Several respondents shared examples of when high performing staff were essentially frozen out of the in-group and then left the Force.
- A general feeling that staff are expected to "fall in line or be cast out"

The level of agreement shown in responses to Q13 and Q16 were borne out in the qualitative question themes. Many respondents felt that policies and procedures were not followed and decisions were not transparent, particularly senior decisions or those made by HR. We have summarized the key points below:

- Staff felt unsupported when they return to work after sickness, maternity or a long absence, with some indicators of particularly poor practice
- When reported, investigations weren't transparent or were not carried out according to policy, or staff who raised complaints were 'targeted' for raising the issue
- People were looked over for promotions/internal moves because of internal politics not performance
- Limited development for non-police officer staff and a limited understanding of transferable skills by hiring managers
- Staff feeling they have been turned over for promotion due to their gender, physical health or other characteristic, and one instance where a retiring colleague had confirmed that he had blocked someone's promotion because of this
- Several respondents had experienced or witnessed senior staff screaming or shouting at staff, making people cry, and other bullying behaviour
- A comment in the survey, reinforced in a focus group, that the appeals process for promotion takes so long that no action can be taken to remedy the situation, leaving staff feeling that their complaints have been deliberately blocked from getting anywhere

Another common theme was a culture of silence and denial with the Force. This could show itself in the concerns raised above e.g. having to fit in or be frozen out, staff who had raised concerns being victimized for doing so, as well as the points raised below:

- Many staff had a fear of speaking out, feeling that either it won't make any difference, or they will be targeted for speaking up
- A feeling that senior staff only care when there's headlines, and a skepticism of D&I programmes being done as 'lip service'
- Comments suggesting that the Force would rather 'pay off' staff who raise grievances and begin tribunals than address the root issues

It is worth noting that some white male staff who responded to the survey find diversity and inclusion uncomfortable or even threatening, making comments such as 'white heterosexual men are the ones discriminated against now', 'diversity has gone too far' or even suggesting that their colleagues 'hide behind' diversity as an excuse. These comments do not match the experiences of many of their non-White non-male colleagues. It is also worth noting that white male staff reported the highest satisfaction rates of any demographic group in the survey.

Our conclusion from the focus groups and surveys is that many staff experience the culture of the force as exclusionary. We note that while the data captured represents around a third of the force, and the focus group numbers were small, the themes arising from both sets of data were consistent and could be cross-referenced. During data analysis we got a clear sense that staff who are not in the 'in groups' – be it due to their gender, race, job role, physical or mental health, age, sexuality or other characteristic - broadly felt excluded and discriminated against.

For a small Force there is an opportunity for City of London police to be a tight knit community but at present the culture can feel toxic to the staff who are not in the aforementioned 'in group' because of their race, job role, health, gender, or other factors. We want to stress that the themes raised in this report can be addressed, and that organisational cultures can be changed. We hope this report can be the first step in creating a culture at City of London Police where everyone is treated with dignity and respect, and all staff can succeed.

We have not shared our recommendations arising from these listening exercises in this report. The recommendation will form part of the action plan that will sit under the D&I strategy to be published later this year.