

Committee(s): Professional Standards and Integrity Committee Police Authority Board	Dated: 8 September 2021 21 October 2021
Subject: Staff Survey 2020- update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 3 & 8
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 60-21	For Information
Report author: Chief Inspector Luke Baldock / Chief Supt Rob Atkin MBE	

Summary

The 2020 Staff Survey results were broadly very positive, with improvements in almost all areas. These have been reported to the Force Senior Leadership Team (SLT) with a follow up briefing for key leads by Durham in April.

A report was submitted to your April 20th Police Authority Board (PAB) by way of an update. This report updates further on action taken since then and includes a draft Action Plan at Appendix 1.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. Following on from a report to the PAB on 20th April (Pol 28-21 refers) which outlined the process and progress of the second staff survey held in 2020. A fuller briefing was received by the Force from Durham University in late April and this report is to update PAB on further progress. The 2020 survey followed on from the original survey in 2017 which acted as a benchmark. At the April PAB a Member queried whether it was the same set of respondents who took the 2020 survey as the 2017 survey. The Commissioner responded to say that the Survey was anonymised, so

it was not possible to deduce this. However, he was confident that it provided a good indication of how the workforce was feeling.

2017 Survey – 8 Commitments Final Update

In the 2017 Survey the focus groups led to a setting of 8 Commitments by the organisation to staff to deliver improvements against their main concerns. Some headline activity has included:

- **Career Development** – Talent Development Strategy was produced to recruit, develop and retain the best staff. A number of actions were taken such as help with application writing and promotion boards, mentoring and adoption of Innovation Brokers.
 - **Reward and Recognition** – The R&R policy was rewritten and new, streamlined forms were produced to enable staff to recommend their colleagues for recognition more easily. The new CityNet page is now also used to showcase good work with photographs, and a regular cascade is sent out by Corp Comms to highlight the best work of the week.
 - **Senior Leadership Visibility** – This area is not just about physical visibility, but a calendar of visibility was opened and held by staff office to drive activity. This would include visits, town hall briefings, virtual briefings, vlogs, intranet articles and the SLT tried to be visible in as many ways as possible
 - **Projects and Initiatives** – A fairer system of advertising opportunities around the Force was created so all staff are able to view and apply for things that interest them through a portal on CityNet which has created a more transparent process.
 - **Management Development** – The Force now has a well established Management Development plan with multiple modules along with refreshers to help managers across the organisation deliver the organisational vision and support/develop their staff.
 - **Building Inclusive Teams** – The Organisational Development Team along with the Wellbeing team have delivered a range of inputs to assist teams build more of a team ethos where individuals support each other. This has included random coffee breaks, where you are paired with a random individual for a coffee to get to know other people better. It is also planned to have a Team Development module as part of the management development programme.
 - **Wellbeing** – The Force has a new Wellbeing strategy to underpin this work, and the Wellbeing Network has delivered an excellent programme of engagement with things such as sleep clinics, heart health checks and many others supporting organisational Wellbeing. Occupational Health also support these efforts and provide practical assistance and support to staff and their supervisors. The Force is also adopting the Oskar Kilo framework alongside this.
 - **Autonomy** – This was mainly focussed around financial autonomy to procure and purchase kit when it is needed without bureaucracy. The rollout of purchase cards has been very well received and help teams get the kit they need.
2. It should be noted that **none of the above 8 Commitments** came back as being areas of focus in the 2020 survey which would indicate we have made good progress.

3. Just to re-cap from the April PAB report, 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 addition to the above, the results were extremely positive, as per the tables below the Force has improved in nearly every assessment area, in some areas by a significant amount.

Measure	2017 (Average)	2020 (Average)	Trend
Vision Clarity	4.34	4.33	<u>n.s</u>
Perceived Organisational Support	4.18	4.47	++
Procedural Justice (Fairness)	3.42	3.70	++
Organisational Pride	5.02	5.03	<u>n.s</u>
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	+

Scales 1 to 7, unless indicated.

n.s – not significant

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	+++

Scales 1 to 7, unless indicated.

Highlighted in Blue = Smaller number is better/improvement

In addition to the tables above, we have also improved in measures relating to all the focus areas set to us by Durham University in the last survey being:

- **Hindrance Stressors**
- **Procedural Justice**
- **Supportive and Ethical Leadership**
- **Autonomy**

The success in these areas is down to a range of factors, including improved IT, a more supportive management culture, and greater ability of staff and managers to procure and purchase their own kit with less bureaucracy.

This has left us with only two remaining focus areas from Durham, being:

- **Procedural Justice** – Despite the clear improvements this is an area that could do with continuing focus, based on the data around processes and procedures in the Force being run openly and fairly
- **Vision Clarity** – Giving staff a clearer and more concise version of the vision and values of the organisation that appeals more to front-line staff and officers

In addition to the above, the Force also set 8 Commitments to staff to work on as a result of the last survey with Action Plans tracking progress. As can be seen above, a lot of progress was made against these Commitments, and none of them have returned as areas of focus this time indicating we have made and consolidated our excellent progress.

Current Position

4. A series of focus groups have been held with the Directorates, supported by Organisational Development and the results are summarised below:

Focus Group Results

5. The Focus Group findings showed a good level of agreement with the improved results. Areas of real positive feedback included:

- **Supportive management culture** – staff feel their managers are supportive, rather than commanding and are willing to go the extra mile due to this. Things such as first name conventions (rather than Sir/Ma'am) in appropriate settings are broadly reported as positive in creating a supportive culture. This even included long in service officers who said they once didn't like this now realise it is creating a more inclusive culture.
- **IT Improvements** - Staff broadly report the new IT equipment has massively improved their efficiency and effectiveness.
- **Line Management** - Perceptions of Line Managers are generally very good, with staff feeling they are well looked after with regular team meetings and one to ones.
- **Working from home** - The Force has managed working from home during the pandemic very well, with staff feeling they are well managed despite the issues and that the new IT platforms have supported this very well. This reflects the data captured in the survey.
- **High Performance Expectations** - Staff are willing to accept high performance expectations due to the positive support they receive.

Expanding further on the data, there were some areas of focus raised, which closely mirror the information given to us by Durham, being:

- **Return to the Workplace Plan (post covid)** – A lot of anxiety seems to exist in this area. People are clearly now used to working from home and the benefits this provides. A return to the workplace in some form will become necessary, but how this is communicated and implemented will be hugely important.
- **Transform Programme** – As the programme starts to implement, the staff have raised that they don't always feel the changes are well communicated, and not in a timely way. They are also concerned that Transform may not address the silo culture with departments not always being as supportive as they could be in providing internal services. It would be difficult to assess if this is in fact the case until the new Target Operating Model has bedded in.
- **Vision Clarity** – Staff are feeling like they don't fully understand the Force's key mission and where it is going. Additionally, visible communications around the buildings outlining our priorities, mission, vision could be improved. Also raised was the point that we don't have a definitive organisational chart showing the Chief Officers and what they are responsible for (the MPS have something which shows a structure of areas of responsibility for their whole COT). However, this will be addressed once the implementation of Transform progresses.
- **Separation of Work and Home** – Working from Home and the greatly improved IT platforms have blurred the boundaries of work and home. Some individuals in certain areas are seeing poor sleep quality where people feel less able to get away from their work devices. There is a need for supervisors to lead the culture of not

constantly checking work devices when on rest days, leave or after a day at work and should be actively encouraging this separation and not compounding the issue by being seen to always be on e-mails themselves or sending e-mails at inappropriate times.

6. These findings were consistent across the groups. It has been agreed that the above areas of focus will form the main response to the survey.
7. In addition to the above focus groups, a dedicated focus group was run for under-represented staff and officers. The findings of this broadly mirrored the findings from the Directorate focus groups. However, some additional points raised included:
 - A sense that not all promotion or selection processes were fully transparent, and fair.
 - Sometimes Part or Flexi Time workers miss out on training or development opportunities due to the way courses are structured.
 - A feeling that more should be done to promote the work of the Staff Networks
 - Sometimes the line management response to the return to work plan has differed from what is being said corporately with some managers seemingly personally more keen to get their staff back to work more quickly, with the inconsistency causing concern.

This group was only held more recently, and the response is starting to be developed

Future Actions

8. There are further responses to this planned being:
 - Leads are to be appointed for each of the four focus areas identified in the focus groups
 - An Action Plan has been produced logging actions so far and future intended actions
 - The Leads will look to continue to progress and refine plans to deliver on the focus areas

Strategic implications – The Staff survey supports the ambitions of the City of London Police Corporate Plan and a number of the City of London Corporation's Corporate Plan aims including:

City's Corporate Plan

Contribute to a flourishing society

1. People are safe and feel safe.
2. People enjoy good health and wellbeing.
3. People have equal opportunities to enrich their lives and reach their full potential.

Support a thriving economy

9. We have access to the skills and talent we need.

Financial implications- N/A

Resource implications- N/A

Legal implications- N/A

Risk implications- N/A

Equalities implications – This is not a proposal as such, but as explained above a separate workshop was completed to capture the thoughts of under-represented groups and over lay these with the results of the survey. All staff were invited to take the survey. In addition a separate Force Survey has been advertised for BAME employees to take part. The closing date for this was the 2nd of August and analysis from this survey is taking place and will be reported on in a future update.

Climate implications- N/A

Security implications- N/A

Conclusion

10. The focus areas for the 2020 survey are fewer in number, and much less far reaching than the 2017 survey. This shows that many of our “8 Commitments” from previous survey were hardly raised as concerns at all by the groups this time demonstrating we have made good progress. There is high confidence we have already made good inroads into the above and we will start the communications on this shortly.

Appendices

- Appendix 1 -Draft Action Plan

Background Papers

Pol 28-21 Staff Survey Update – April 20th PAB

Luke Baldock

Chief Inspector- City Silver

T: 020 601 2222

E: luke.baldock@cityoflondon.police.uk