

<b>Committee(s):</b> Police Authority Board	<b>Dated:</b> 28 April 2022
<b>Subject:</b> City of London Police Staff Survey's- Future Approach	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1 and 2
<b>Does this proposal require extra revenue and/or capital spending?</b>	N/A
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> Commissioner of Police Pol 18-22	<b>For Information</b>
<b>Report author:</b> Chief Supt Rob Atkin, Interim HQ Services	

### Summary

In the last 5 years the main force Staff Survey has been undertaken by the Policing Research Unit at Durham University Business School, with the inaugural survey in 2017 which was used as a benchmark and a second survey held in autumn 2020.

In addition to the main Staff Survey, a number of other surveys have been commissioned independently of each other in connection with various projects. This has resulted in a fragmented approach which could be improved. The next staff survey is provisionally scheduled for Autumn 2022.

At the 21 October 2021 Police Authority Board, Members received an update on the previous Staff Survey and plans to refresh the approach for how the City of London Police (CoLP) will conduct Staff Survey's going forward. An action was raised to update Members on the new approach and rhythm of surveys once the Force had an agreed approach. (**OR 25/2021/P**).

An options paper was presented to the City of London Police Chief Officer Team meeting in February 2022, and an approach agreed to move to a new single staff survey provider, following due diligence through procurement processes, noting that this new service would cost in the region of £16,650 p.a, and based on a 3-year contract, a cost of £49,950.

The new provider would deliver one main survey, currently proposed to be in October every year, plus 3 pulse surveys throughout the year, the timing of which is still subject of further discussion.

With a single supplier providing the future rhythm of surveys within the City of London Police this will ensure that the benefits of surveying are realised while avoiding a system that is disjointed and leads to "survey fatigue." In doing so, it is believed employees will be more satisfied with their experiences in the organisation, remain engaged, and consequently, more likely to remain in the organisation. This aligns with our new policing plan under our organisational priority of our people "we will create a culture of inclusion to attract and retain talent. This will be underpinned by a proactive approach to wellbeing to ensure our people are engaged and supported.

## Recommendation(s)

Members are asked to note the report.

## Main Report

### Background

1. At the 21 October 2021 Police Authority Board, Members received an update on the previous Staff Survey and plans to refresh the approach for how the City of London Police (CoLP) will conduct Staff Survey's going forward. An action was raised to update Members on the new approach and rhythm of surveys once this was agreed. (**OR 25/2021/P**). This report provides that update.
2. The Staff Survey has been provided by Durham University since 2017 when an initial survey took place which acted as a benchmark. A second survey occurred in 2020. The survey was open to all staff in force and achieved a participation rate of 57% (2017) and 42% (2020) respectively.
3. Aside from the main staff survey, over the last 18 months a number of other internal surveys were commissioned, including but not limited to: Inclusive Employers Survey, Working Environment Survey (BAME colleagues), Annual Police Wellbeing Survey. This was to target specific issues or areas of interest for the Force. However, these surveys used different providers, platforms, methodologies and reporting formats. This has led to a slightly fragmented approach meaning results have been hard to analyse and action.
4. Durham University has stated that it is unable to continue to provide the Staff Survey in the format in which it was previously run due to capacity issues. It is unable to service the growing number of forces seeking its assistance on an individual basis and are intending to conduct a national survey which it will invite all forces to join nationally. The questions would be standardised across the board with little scope to add or amend questions to target specific areas of concern for individual forces.

### Current Position

5. As the previous service offered by Durham is no longer available, the Force has explored alternative options and a report was submitted to the CoLP Chief Officer Team in February 2022 where it was discussed, and the proposed approach was agreed. The Chief Officer Team was supportive of moving to a new single staff survey provider, following due diligence through procurement processes, noting that this new service would cost in the region of £16,650 p.a, and based on a 3-year contract, a total cost of £49,950.
6. The new provider would deliver one main survey per year, currently proposed to be in October every year, plus 3 pulse surveys throughout the year, the timing of which is still subject of further discussion. The pulse survey will be significantly shorter than the main survey, aimed at monitoring progress on a small number of key issues. Some of the benefits of a pulse survey include:

- Measuring progress since main annual survey
  - Respond to rapid change
  - Digging deeper into key issues
7. The new provider focuses solely on delivering staff surveys with the ambition of “giving managers clear, timely information & actions to drive positive change.” They have worked with a number of UK police services in addition to significant numbers of other clients in both private & public sector.
  8. They provide access to a “world class” insight analysis portal 24/7, able to break down results across demographics such as rank, gender, ethnicity, years of service etc. Every manager within the force will have access to the portal – with access levels set according to rank/position. For example, a Chief Officer will be able to review all teams/departments across the organisation, whereas a junior manager will have access to their area of responsibility only.
  9. The provider has an in-built anonymity protection system that they believe will stand up to scrutiny by any Federation/Union/Staff Association. There have been no objections from the Associations within other forces they have worked with.
  10. Analysis can be viewed on a macro (Force) level or broken down to individual teams or departments. Managers can be provided access to see the results for their own areas of responsibility, with automated action plans / priorities provided down to team or department level. Results are available immediately once the survey closes.
  11. The technology behind the system enables the tracking of individual views over time (while maintaining anonymity.)
  12. Questions can be targeted to individual sub-sets – e.g. Black and minority staff, Special Constables and volunteers could be asked supplementary questions, therefore eliminating the need for any additional surveys.
  13. Once Survey results are analysed the Force will be looking at these in more detail at relevant internal strategic boards such as Equality and Inclusion Board or Renewing and Rebuilding Trust and Confidence. The detail of this process is still in development.
  14. At the Professional Standards and Integrity Committee on 18 February 2022, Staff Surveys were discussed, and Members were keen that the findings and work from the Durham Survey should not be lost. In terms of comparison to previous surveys, the new provider has stated the survey they deliver on the Force’s behalf will be entirely customisable and they would work with the force to ensure that the four focus areas from the 2020 Durham Survey are tested. However, the format of the results will differ from that provided by Durham University and will therefore not be directly comparable.

## Consultation

### Staff Associations / Network engagement

15. A briefing / consultation event on the new approach took place on 19 January with the CoLP staff associations chairs/co-chairs, the following were represented:

Police Federation  
Black Police Association  
Association of Muslim Police  
Christian Police Association  
Disability Enabling Network  
LGBT+ Support Network  
Gender Equality Network  
Gypsy, Roma & Traveller Network  
Parenting Support Network  
Apologies received: Supt Association & Health/Wellbeing network

16. Key concerns from the group were that Staff Surveys needed to be transparent and have tangible outcomes to maintain confidence in the process.

17. Consultation with other Forces included the Metropolitan Police Service and Police Scotland which had adopted a similar approach to that agreed by the CoLP Chief Officer Team. In both forces the same approach had delivered significant benefits to work and objectives in the area of staff engagement.

## Corporate & Strategic Implications

Strategic implications –

**CoLP-**Conducting the Staff Survey will be in line with the new Policing Plan Organisational priority for “Our People” and will also support the Force Values of Professionalism, Integrity and Compassion.

**CoL-**The Staff Survey will contribute to the City of London Corporation Corporate Plan objective:

Contribute to a flourishing society

1. People are safe and feel safe.
2. People enjoy good health and wellbeing.

1 by ensuring the staff in CoLP are engaged and effective, and 2 by ensuring they are well and valued.

Financial implications- As outlined in paragraph 5. This will be managed within the Police budget.

Resource implications-The Force will be allocating an existing resource internally to work on the short-term management of surveys.

Legal implications- None

Risk implications- None identified

Equalities implications – The supplier will work within the parameters of the Equality Act to ensure that those with protected characteristics are not adversely affected.

Climate implications- None

Security implications- None

### **All Surveys- Longer Term Plans**

18. At the Chief Officer Team meeting in February 2022, there was also a wider discussion on all surveys (including victim and staff surveys) and it was agreed that further work would be carried out by Chief Supt Interim HQ Services and the Director of Analysis and Performance on drafting a Road Map of how the Force will develop this service (across the Force) over the next few years, outlining the ambition of bringing together all surveying into one area in Force (building in resourcing / budgetary position). This would be worked into the re-design of the new Corporate Services in due course.

### **Conclusion**

19. The Force recognises the importance of Staff Surveys as a tool to engage with and listen to staff and the new approach described in this update will go some way to building confidence with the whole workforce at a time of significant change for the Force.

### **Appendices**

None

### **Background Papers**

Pol 60-21- Staff Survey Update- PAB October 2021

Pol 28-21 – Staff Survey Update- PAB April 2021

Pol 13-20- Staff Survey Update- PAB February 2020

Staff Survey Update- PAB December 2018

Pol 78-17 Staff Survey Update- PAB December 2017

Pol 58-17 Staff Survey update- PAB September 2017

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