

Committee(s): Police Authority Board	Dated: 25 January 2023
Subject: City of London Police Staff Survey Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1- People are safe and feel safe
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 05-23	For Information
Report author: Superintendent Patrick Holdaway, HQ Dept.	

Summary

The purpose of this paper is to provide the Police Authority Board with an update on the staff survey, which launched on 10th October 2022 and closed on the 27th October 2022.

The results of the survey showed a completion rate of 64%, which was highlighted by the survey supplier as being an excellent score for a police force. The Engagement score too was also high, demonstrating a real sense of belonging by our people. The findings highlighted key priority areas around Diversity and Inclusion, Wellbeing and Compassion, and Communication and Collaboration. This update will include key performance data highlighting findings from the survey as well as explaining the activity planned to address the priority areas.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. The previous staff survey was provided by Durham University. With an initial survey taking place in 2017 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.

Durham University advised the force they would be unable to continue providing the service available. Therefore, alternative options were considered and as a

result of this process, a new survey provider was selected and work took place focussing on key areas as follows:

- Ensuring all due diligence & governance including legal and data protection processes are expedited.
- Working alongside the supplier, organisational psychologists & staff networks to design a robust, relevant & fair question set;
- Developing awareness of the upcoming staff survey, securing early buy-in & developing an internal communication plan;
- Reviewing HR data that will be provided to the supplier in due course ensuring accuracy of workforce structural data as much as possible.

The survey by the new supplier was launched on the 10th October 2022 and closed on the 27th October 2022. The survey received a completion rate of 64%, exceeding the 57% completion rate of the previous staff survey.

Current Position

2. The results of the survey are shown at appendix 1.

The survey is set out under the following categories, with each having a subset of questions:

- Professionalism
- Integrity & Trust
- Wellbeing & Compassion
- Communication & Collaboration
- Diversity & Inclusion
- My Manager

3. The following questions were highlighted as the highest scoring, and lowest scoring areas.

Highest Scoring		Lowest Scoring	
	My team		My team
1. My Manager treats me with respect, dignity and compassion	85%	1. My pay and benefits are a fair reflection of my contribution	25%
2. My team act with compassion, integrity & professionalism at all times to the public	85%	2. I have confidence in the decisions made by senior leaders	27%
3. My manager is approachable and easy to talk with	83%	3. My directorate SLT recognises and rewards good work	34%

In addition to the highest and lowest scoring areas there is also the Engagement score, which shows what areas are important our people. This score is created using the average percentage of favourable responses (agree and strongly agree) to the each of the following engagement questions by each team.

The 5 questions that make up the Engagement score



Using the Engagement score and the answers to the questions, the following have been identified as the key priorities.

Key priorities	
Focus on 1 strength & 2 opportunities	
Diversity & Inclusion	Capable people succeed in CoLP regardless of their background
Wellbeing & Compassion	CoLP is a psychologically and emotionally healthy place to work
Communication & Collaboration	Leaders communicate openly and honestly

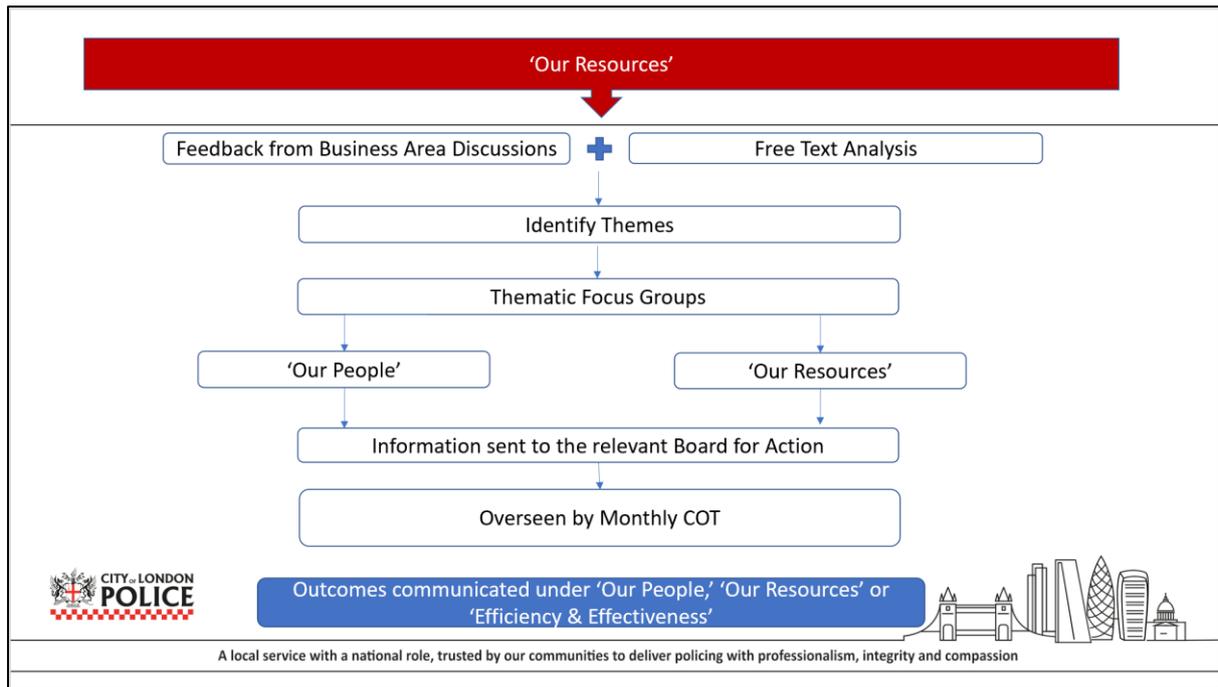
Diversity and Inclusion is a strength area and has a big impact upon engagement, the other two areas are opportunities i.e. they have a big impact upon engagement but they scored lower.

Next Steps

- Results have been cascaded to staff and managers. Managers will now develop an improvement plan for their teams using the suppliers software, which is designed to be intuitive leading the manager through the process to create the plan. Senior leaders are also able to monitor content and completion of the team improvement plans ensuring quality and consistency.

Additional support for managers is being developed in the form of a video presentation with supporting documentation ensuring that the teams make the most of the survey results.

An analysis of the comments is being conducted by the supplier, the results aligned with the feedback from the business areas and the key priority areas will create thematic focus groups. As shown in the following chart, the feedback and action from those groups will be categorised under either 'Our People' or 'Our Resources' and will be managed by their respective governance boards for action.



Conclusion

- The survey was well supported by staff with completion rates far and above seen elsewhere in police forces.

A planned programme of work has started for managers to engage with their staff and develop improvement plans. This work is being strengthened by additional support and analysis from the supplier and development of force wide focus groups, ensuring the force fully understands the underlying issues and identify the critical success factors needed to effect change.

There is a clear governance structure supporting the staff survey, which is overseen by Commissioner McLaren and the respective force boards.

Appendices

- Appendix 1 – Full survey results

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