

Committee(s): Police Authority Board	Dated: 8 May 2024
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?	This is not a proposal but CoLP impact the following Corp Plan outcomes: Vibrant Thriving Destination- (Community Safety/ CT) Dynamic Economic Growth- (National Lead Force)
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 50-24	For Information
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Summary

This report provides the Police Authority Board with an update on the annual staff survey, which launched on 24th January 2024 and closed on 7th February 2024. The survey was open to the total workforce to complete, with the exception of contractors. It aims to assess workforce sentiment with question sets linked to elements of the current Policing Plan. After the Survey has closed, the results are analysed and each department within City of London Police (CoLP) is provided with a bespoke report relevant to their area of responsibility. Managers are asked to complete improvement plans in conjunction with team members, based on three areas of opportunity to enhance employee engagement at a micro-level. This is the second year of a three year contract with our staff survey provider.

The results showed a completion rate of 57%, a reduction of 7% since the last full staff survey in October 2022. The engagement score (which consists of question sets designed to analyse the level of enthusiasm and dedication the workforce feels towards the organisation), has risen by 6% since the last survey. This has been highlighted by our survey provider as "excellent". The findings highlighted key priority areas for development around "Integrity and Trust" and "Communication and Collaboration". This update highlights key findings as well as activity which has taken place since the results of the survey were communicated to the workforce and planned aligned activity. A summary of the full survey results can be found at Appendix 1.

Recommendation(s)

Members are asked to note the contents of this report.

Main Report

Background

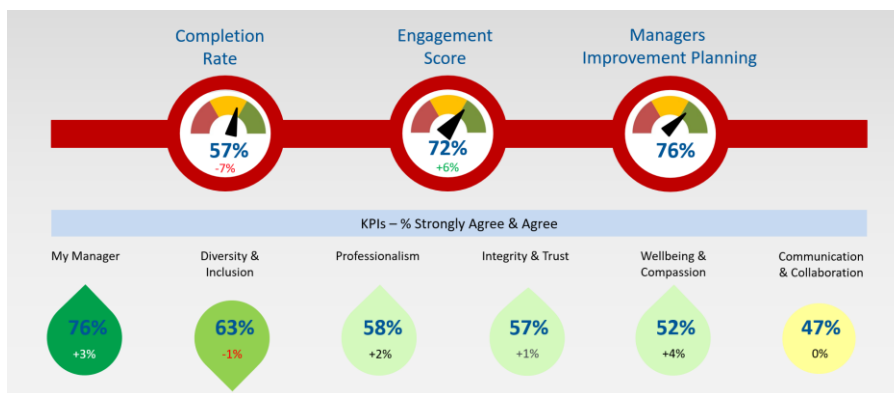
1. The CoLP entered into a three year partnership with staff survey provider in 2022. The first full staff survey took place in October 2022, followed by a pulse survey in July 2023. The pulse survey takes place 6 months after each full staff survey and measures engagement questions only. In September 2023, the internal management of the staff survey transferred from Strategic Development, to the Organisational Development Team within the Professionalism and Trust Portfolio. Building on work undertaken since the last staff survey, focus has been on the following areas:
 - Reviewing the existing processes to identify areas for improvement and establishing a governance framework to scrutinise and monitor progress across the force.
 - Advising managers on the creation of bespoke improvement plans for their teams, which are designed to directly improve employee engagement through targeted actions;
 - Focus groups were set up after the survey to analyse strategic themes from the survey and develop action plans to develop upon areas for improvement. Four focus groups were set up, split across different staffing groups. The groups considered three themes: Diversity and Inclusion, My Manager and Professionalism, Integrity and Trust. These themes align to different question sets within the staff survey. These were presented at the Force's Strategic People Board and to the workforce via a range of communication channels;
 - Developing a robust communications plan to ensure the workforce's awareness of the staff survey and secure buy-in;
 - Reviewing HR data to ensure accuracy of the organisation structure provided to the supplier.
 - Reviewing question sets to ensure they remain relevant and can provide an accurate baseline, comparable to the 2022 full staff survey

Current Position

2. The same key performance indicators (KPIs) are measured year on year. There are seven KPIs which are made up of groups of questions asked in the survey. These KPI areas are:
 - Engagement
 - My Manager
 - Diversity & Inclusion

- Professionalism
- Integrity & Trust
- Wellbeing & Compassion
- Communication & Collaboration

3. The dashboard below illustrates our scores for these KPIs compared to the 2022 results. The score is created using “favourable percentage” responses (made up of agree and strongly agree). There has been a slight rise in all areas with the exception of “Diversity and Inclusion”, which has fallen by 1% with more respondents selecting “neither agree nor disagree”. This is a slightly disappointing result given the work currently being delivered by Professionalism & Trust in support of our Equity, Diversity and Inclusion ambitions but as we move into Year 2 of the Inclusivity Programme, the focus will shift from education to putting the learning into practice.



4. In teams where improvement plans have been fully implemented and actions deemed to be appropriate by team members, engagement increased by over 10%.
5. The following questions were identified as most improved and most declined (since 2022), together with the highest and lowest in 2024:

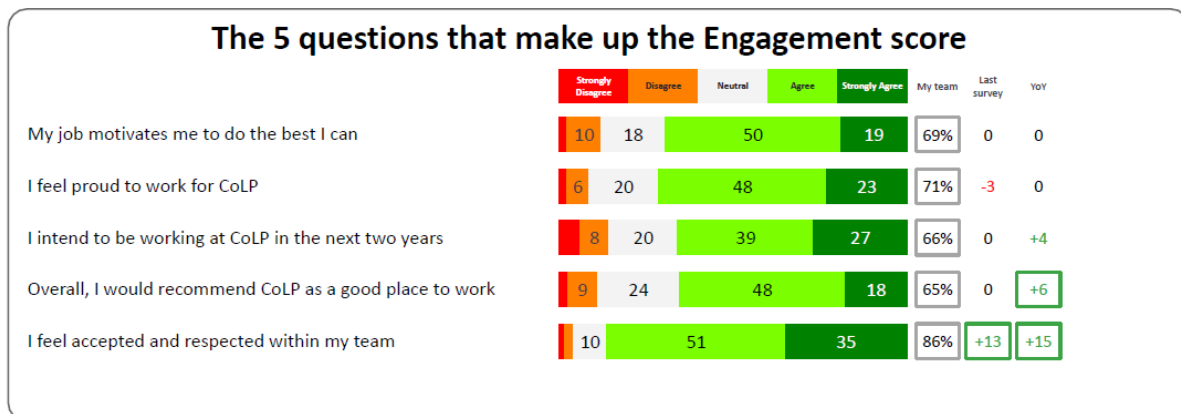
Most Improved		My team	YoY
1. I feel accepted and respected within my team	86%	+15	
2. My pay and benefits are a fair reflection of my contribution	34%	+9	
3. Flexible working patterns are fairly applied across the force	43%	+7	

Most Declined		My team	YoY
1. CoLP delivers on its commitment to promoting diversity, equity and inclusion	64%	-7	
2. Important news and changes are communicated quickly to officers and staff	45%	-4	
3. The Chief Officer Team of the force make their expectations clear of me	39%	-3	

Highest Scoring		My team	YoY
1. My team act with compassion, integrity & professionalism at all times to the public	87%	+2	
2. My Manager treats me with respect, dignity and compassion	87%	+2	
3. I feel accepted and respected within my team	86%	+15	

Lowest Scoring		My team	YoY
1. I have confidence in the decisions made by SLT	30%	+3	
2. My pay and benefits are a fair reflection of my contribution	34%	+9	
3. CoLP does not have a blame culture	34%	NH	

6. The engagement score consists of question sets designed to analyse the level of enthusiasm and dedication the workforce feels towards the organisation. Responses to this question set are set out below:



7. Using the Engagement score, the following areas have been identified as key priorities for the Force, which if improved upon, will in turn improve the Engagement score in forthcoming surveys. Professionalism has been identified as a strength area, “Integrity and Trust” and “Communication and Collaboration” have been identified as areas for opportunities:

Focus on 1 strength & 2 opportunities	
Professionalism	I am provided with the equipment and knowledge to do my role effectively
Integrity & Trust	CoLP does not have a blame culture
Communication & Collaboration	The goals and targets of CoLP have been clearly communicated to me

8. At March’s CoLP Senior Leader’s Forum, the Organisational Development Team presented the staff survey results and facilitated a discussion which created actions linked to these areas. These are currently being considered by Chief Officers for implementation.

Next Steps

9. The results were presented to the CoLP Chief Officer Team and Senior Leaders Forum. They have also been cascaded to staff and managers. Managers will now develop improvement plans for their teams. Senior leaders are also able to monitor the content and completion of their teams’ improvement plans. Completion of improvement planning will also be monitored, through tactical updates to the Equity, Diversity and Inclusion (EDI) Delivery Board every six weeks, with quarterly updates to the EDI Strategic Board.
10. Additional support for managers is being developed in the form of a video presentation with supporting documentation ensuring teams make the most value of their survey results. As with Year 1 of the survey, a series of focus groups will

be run to provide further insight into the cross-cutting themes identified from the survey.

11. The staff survey is also being followed up with a cultural audit of teams within the CoLP. The aim of the cultural audit is to uncover elements of the hidden culture which impact on how people feel at work, with bespoke interventions being developed to improve morale and culture within teams. In order to legitimise team's that have been selected to participate in the pilot, staff survey data has been selected to identify four teams – two that appear to have a healthy culture and two where the results are not as positive. The four teams identified are from National Lead Force, Local Policing and Specialist Operations. The Organisational Development team has started with management engagement across the four teams being the first stage. The pilot concludes during the summer period with the full cultural audit rolled out across the force from October 2024.
12. CoLP will also review it's working relationship with the supplier to ensure that the survey is delivering on its intended outcomes, to decide whether the contract is extended beyond the initial three year period.

Appendices

- Appendix 1 – Summary of the full survey results

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