



City of London Police Staff Survey Results Briefing

Organisational Development



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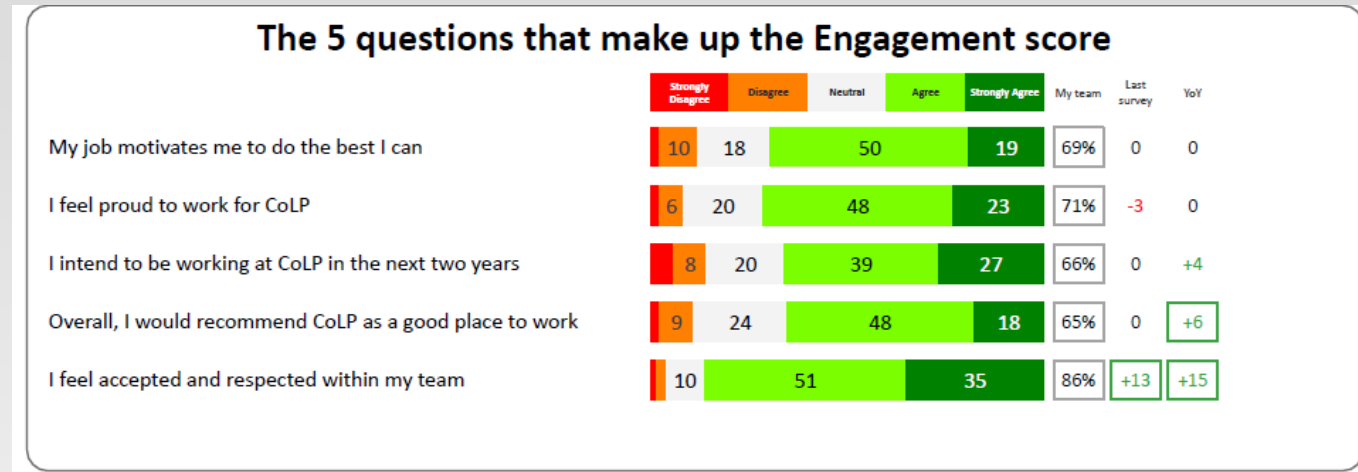


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Executive Summary

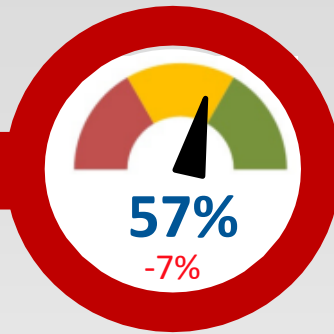
- 57% (877) of the Force completed the Staff Survey. This is a fall of 7% on the previous year
- Engagement has risen by 6% - This is **excellent**, a 2% increase in a year is generally measured to be good progress



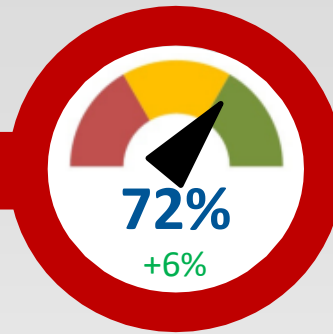
- Managers who created and implemented an improvement plan saw their direct reports' engagement **increase by 10%**
- Most managers are creating a plan (76%) but less than half are implementing their plans clearly (44%)
- Scores are improving overall, but scores for some questions have declined. This needs central communication as well as direction from senior leaders
- Future actions must be linked to the staff responses – **“You said, we did”** is extremely important and provides legitimacy to the survey
- Anecdotal feedback suggests staff are concerned as to the true anonymity of the survey, which may have contributed to a drop in completion rates

Key Performance Indicators

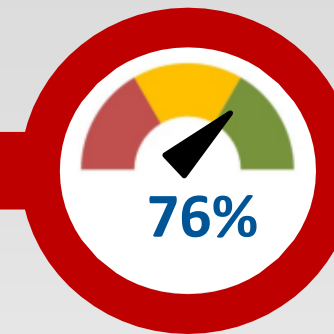
Completion Rate



Engagement Score

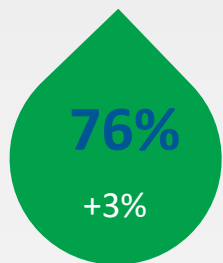


Managers Improvement Planning

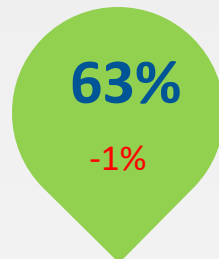


KPIs – % “Strongly Agree” & “Agree”

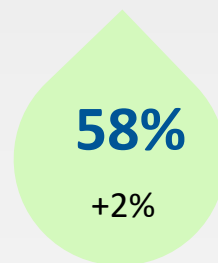
My Manager



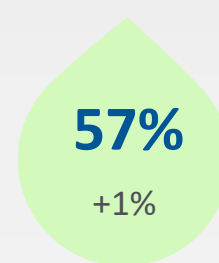
Diversity & Inclusion



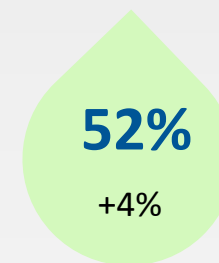
Professionalism



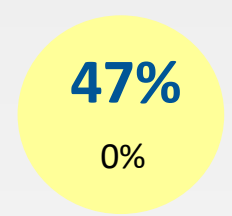
Integrity & Trust



Wellbeing & Compassion



Communication & Collaboration



KPI Breakdown

ENGAGEMENT – OVERALL RATING 72%

- 86% + I feel accepted and respected within my team
- 71% + I feel proud to work at CoLP
- 65% (neutral/still positive) Overall, I would recommend CoLP as a good place to work (24% neither agree nor disagree, 9% disagree, 2% strongly disagree)

INTEGRITY & TRUST – OVERALL RATING 57%

- 84% + My manager is approachable and easy to talk with
- 74% + Victims are at the heart of all decisions and actions in my team
- 34% - CoLP does not have a blame culture (37% neither agree nor disagree, 18% disagree, 7% strongly disagree)
- 30% - I have confidence in the decisions made by SLT (40% neither agree nor disagree, 18% disagree, 12% strongly disagree)

PROFESSIONALISM – OVERALL RATING 58%

- 87% + My team act with compassion, integrity and professionalism at all times to the public
- 70% + Poor behaviour is always addressed quickly within my team
- 38% - My directorate SLT recognises and rewards good work (34% neither agree nor disagree, 17% disagree, 11% strongly disagree)

WELLBEING AND COMPASSION – OVERALL RATING 52%

- 84% + My team act with compassion, integrity and professionalism at all times
- 70% + I am able to balance my work and homelife well
- 34% - My pay and benefits are a fair reflection of my contribution (24% neither agree nor disagree, 28% disagree, 15% strongly disagree)

KPI Breakdown

COMMUNICATION AND COLLABORATION – OVERALL RATING 47%

- 72% + I understand my role in delivering the Policing Plan
- 39% - The COT make their expectations clear of me (38% neither agree nor disagree, 15% disagree, 8% strongly disagree)
- 36% - SLT communicate openly and honestly (38% neither agree nor disagree, 16% disagree, 10% strongly disagree)

DIVERSITY AND INCLUSION – OVERALL RATING 36%

- 74% + CoLP respects people from all backgrounds and cultures
- 73% + I have not personally witnessed Bullying, Harassment or Discrimination in the last 12 months (11% neither agree nor disagree, 9% disagree, 7% strongly disagree)
- 40% - Capable people succeed in CoLP regardless of their background (30% neither agree nor disagree, 16% disagree, 13% strongly disagree)

MY MANAGER – OVERALL RATING 76%

- 87% + My manager treats me with respect, dignity and compassion
- 80% + My manager values my input and opinions
- 66% (neutral/still positive) My manager gives me regular, honest, useful feedback through 121s (17% neither agree nor disagree, 12% disagree, 6% strongly disagree)

Highlights – Highest/Lowest scoring

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

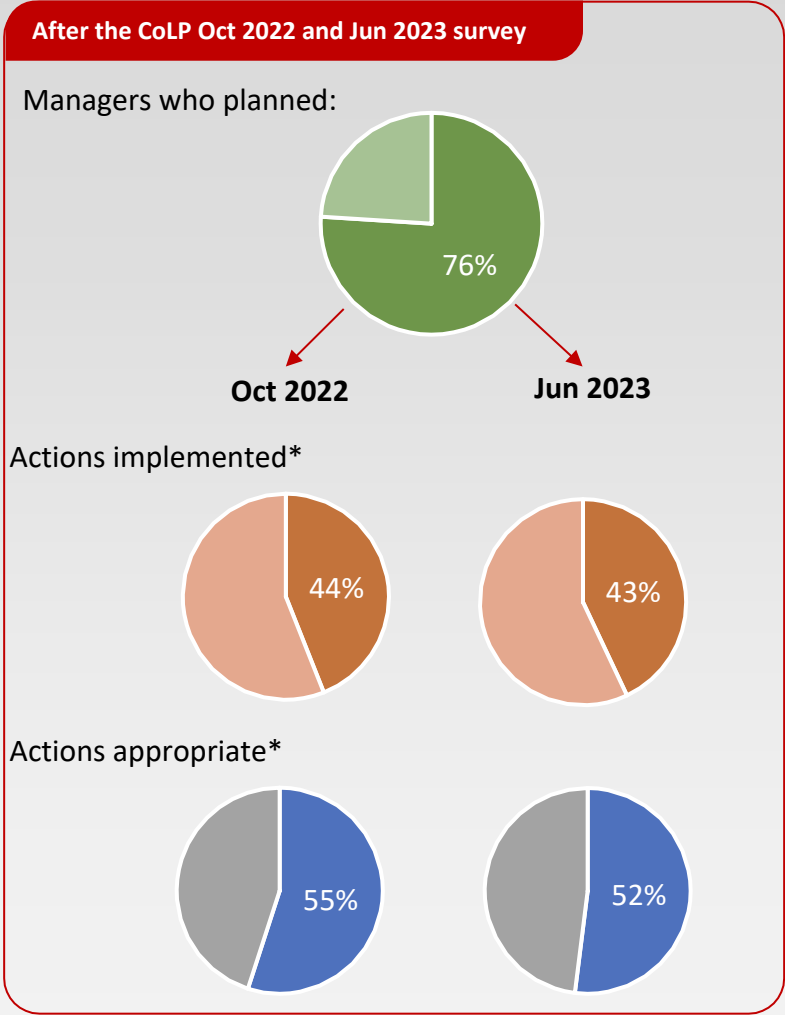
Lowest Scoring

	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

While the results show both improvement and decline in responses, the size of improvement is greater, which is reflected in an **overall improvement**. (27 Questions improved, 4 declined)

The questions showing greatest decline are seen in areas where **improved communication** can make a difference.

Improvement Planning: Delivering benefits



* happened or were appropriate per 80% of direct reports

Improvements delivered during the year

	Managers who planned*		CoLP
	DRs	Wider team	Everyone
Focus area actions	+13%	+4%	+3%
Engagement	+10%	+7%	+6%

* planned, happened and appropriate per 80% of direct reports

- Where managers implemented appropriate actions, their direct reports' engagement scores rose by 10%, It is the work of these managers that led to the **overall 6% improvement in engagement** across CoLP.
- 76% of managers created an improvement plan, but in the June '23 and January '24 surveys, only around half of teams **clearly recall** the action being taken (44%) and the action was appropriate (55%).
- This shows that **more** managers need to create a plan, be clearer with their team about the actions they are taking and take proper steps to implement plans that are appropriate.

Priorities for action

Key priorities

Focus on 1 strength & 2 opportunities

Professionalism	There are good opportunities for me to develop my career in CoLP
Integrity & Trust	I have confidence in the decisions made by SLT
Communication & Collaboration	Our Policing Plan, vision and values motivate me

Prioritisation is based on a combination of **impact on engagement** and **potential for improvement**.

The priority KPIs are selected for each team first, and then the questions within that KPI are selected using a similar approach.

This approach maximises the amount of **'improvement in engagement'** gained by managers taking action after the survey.

This is done separately for every team, to ensure it aligns with the needs of each team, with each team concentrating on what will **improve its own engagement** most.

Key priorities: Strength – Professionalism

Opportunities for staff to develop their career has a low score (49%) and a high impact on engagement, indicating **scope for improvement** which will in turn **increase engagement**.

Key priorities	
Focus on 1 strength & 2 opportunities	
Professionalism	There are good opportunities for me to develop my career in CoLP
Integrity & Trust	I have confidence in the decisions made by SLT
Communication & Collaboration	Our Policing Plan, vision and values motivate me

Key Performance Indicator (KPI)

Professionalism

Impact on engagement	0.49
Employee rating	62%

Questions in this KPI

		Rating	Impact
Q318	There are good opportunities for me to develop my career in CoLP	49%	0.27
Q436	If a member of my family were a victim of crime in City of London I would be confident CoLP would deliver an exceptional service	59%	0.27
Q418	My team act with compassion, integrity & professionalism at all times to the public	87%	0.20
Q419	Poor behaviour is always addressed quickly in my team	70%	0.17
Q410	I am provided with the equipment and knowledge to do my role effectively	47%	0.15

Key priorities: Opportunity – Integrity & Trust

Confidence in decisions made by SLT has a very low score of 30% and has a reasonable impact on engagement, indicating good **scope for improvement** that which will **increase engagement**.

Key priorities	
Focus on 1 strength & 2 opportunities	
Professionalism	There are good opportunities for me to develop my career in CoLP
Integrity & Trust	I have confidence in the decisions made by SLT
Communication & Collaboration	Our Policing Plan, vision and values motivate me

Key Performance Indicator (KPI)			
Integrity & Trust			
Impact on engagement		0.50	
Employee rating		57%	
Questions in this KPI			
		Rating	Impact
Q494	CoLP has a culture of continuous learning	53%	0.29
Q495	CoLP does not have a blame culture	34%	0.23
Q411	I have the right level of autonomy to make decisions and do my job effectively	68%	0.22
Q423	I have confidence in the decisions made by SLT	30%	0.22
Q416	My manager is is approachable and easy to talk with	84%	0.18
Q175	Victims are at the heart of all decisions and actions in my team	74%	0.15

Key priorities: Opportunity – Communication & Collaboration

The Policing Plan scored **low** in terms of motivating staff (40%).
A **high** proportion of staff understand their role in delivering the Policing Plan, however. (72%)

Key priorities	
Focus on 1 strength & 2 opportunities	
Professionalism	There are good opportunities for me to develop my career in CoLP
Integrity & Trust	I have confidence in the decisions made by SLT
Communication & Collaboration	Our Policing Plan, vision and values motivate me

Key Performance Indicator (KPI)	
Communication & Collaboration	
Impact on engagement	0.34
Employee rating	48%

Questions in this KPI			
		Rating	Impact
Q424	The goals and targets of CoLP have been clearly communicated to me	48%	0.26
Q421	Our Policing Plan, vision and values motivate me	40%	0.23
Q420	I understand my role in delivering our Policing Plan	72%	0.21
Q422	Important news and changes are communicated quickly to officers and staff	45%	0.19
Q186	SLT communicate openly and honestly	36%	0.19

What happens next?

1. CoLP Organisational Development (OD) Team will:
 - continue to work with Corporate Comms on internal communication
 - encourage and ensure managers create and implement improvement plans as appropriate
 - conduct a cultural audit pilot based on survey results
 - give advice and support to implementing improvements
2. Governance of improvement planning will be monitored via EDI Strategic Board chaired by the Commissioner
3. There will be a PULSE Survey September 2024
4. There will be another Full Staff Survey in early 2025.



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