**Performance and Resources Scrutiny Programme 2018/2019**

**Report to: the Office of the Police, Fire and Crime Commissioner for Essex**

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| **Title of Report:** | **Update on staff engagement programme in Essex Police**  |
| **Agenda Number:** | **6** |
| **Chief Officer** | **DCC Horne** |
| **Date Paper was Written** | **31st January 2019** |
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| **Report from:**  | **Essex Police** |
| **Date of Meeting:** | **28th February 2019** |
| **Author on behalf of Chief Officer:** | **Catherine Easey, Internal Communications Manager** |
| **Date of Approval:** | **13th February 2019** |

1. **Purpose of Report**

To outline the purpose and outcomes of the Chief Constable’s engagement events (the 5,500 conversations tour) and the planned follow up engagement plan for 2019. This is for information only, and supports previous papers on the staff survey.

1. **Recommendations**

The paper is for information only.

1. **Executive Summary**

The paper outlines the current activity and plans for continuing staff engagement after the 5,500 conversations tour, supporting the ongoing work around our staff survey 2017 results.

**Headlines from Chief Constable’s 5,500 conversations tour**

* 2,739 staff, officers and Specials reached
* 33 events held from Harwich to North Kent
* 946 participants completed the evaluation survey and an overwhelming 95% found it valuable to meet the Chief and his team face to face
* A few follow up mini events planned to reach pockets of staff with a lower attendance on the tour, such as from Contact Management
* A 3 minute film made on the last tour date to capture the Chief’s key messages for those unable to attend the tour.

**Engagement programme**

The paper gives tactical detail on ways we can build on the great rapport created between the Chief and his Chief Officers with the workforce through the genuine conversations they held at these events, on topics that really matter to their people. The plan introduces new channels for leadership to participate in or lead to increase their visibility and accessibility, including more digital options.

**Interdependencies**

The topics and content for the engagement activities will be the common threads of the force wide dialogue, which overlap with:

* the themes from the tour;
* the outcomes of the staff survey;
* the marginal gains work promoting continuous improvement and innovation;
* topics emerging from areas of work such as Learning the Lessons and the Ethics Committee;
* innovation and comments from Idea Drop.

The Staff Engagement Steering Group led by the DCC with force wide representation is the checkpoint for bringing these threads together.

**Impact on force planning**

The feedback and comment from all the engagement activities is and will continue to be collated and fed into:

* Plan on a Page
* Red Line Measures
* Balanced Score Card and related performance frameworks

**Evaluation**

Individual events and channels will continue to be individually evaluated and monitored. The overall measurement of engagement will primarily be through the response rate and results from the summer pulse staff survey.

**Follow on**

The programme runs from the Chief’s first week in post (4 October 2018) to the following October (October 2019). The ongoing evaluation will determine how the programme progresses.

**4.0 Introduction/Background**

The themes from the staff survey results are not quick wins and so a longer term engagement plan is in place. Leadership styles and cultures do not change overnight, and building trust in the workforce to believe in the fairness and support from leadership takes time.

To that end, the new Chief Constable BJ Harrington set up a series of small, discussion based events to introduce himself to the workforce but also to establish a closer connection between the workforce and the Chief Officers. The intimate and more informal nature of the events, the invitation to speak freely and the personable introduction by the Chief, and his Chief Officers, has had a very positive impact on trust in leadership.

To build on this ‘connectivity’ throughout 2019 there is a measurable engagement plan now in place. Part of the measurement will be through the pulse survey in the summer 2019, which will focus on the four themes identified from the 2017 survey results. The engagement plan aims to support improved leadership styles, more evident fairness and organisational support, and the continuation of identifying and resolving day to day issues through innovation. This will include the involvement and adoption of all leaders through SLT and Synergy meetings to bring in local engagement activity. Much of this is already happening throughout the LPAs and other directorates.

The Internal Communications team will guide, support and promote all the engagement activity across the force, ensuring that the wider force audience has sight of the opportunities to participate and to add their views to the ongoing conversation and activity to make the force an even better place to work or volunteer.

**5.0 Current Work and Performance**

**Objectives of the engagement programme underway**

* To reach more officers and staff with key, trusted messages about day to day work; strategic issues; values and behaviours
* To be more visible across the force to underline the accessibility and understanding of chief officers about day to day work issues
* To learn more first hand about day to day issues and initiatives across the force to inform strategic planning
* To improve morale across the force through greater trust in leadership and their decisions.

**Stage one: 4 October 2018 - 31 January 2019**

* **Chief’s 5,500 conversations tour**: October 2018 – January 2019 (ended at the close of the Chief’s first 100 days)
* **Film of Chief’s main messages** put on intranet after last tour date (22 January) to ensure all those unable to attend tour understands the messages.
* Introduce new intranet page – **‘Thanks!’** – where colleagues add their own ‘well dones’ and ‘thanks’ to others for work well done, giving local ownership for valuing colleagues.

**6.0 Implications (Issues)**

The only implication from the engagement plans is the necessary involvement and lead from chief officers and other senior leaders for the activities to be successful – there is a commitment of their time required.

**6.1 Links to Police and Crime Plan Priorities**

The plans support Priority 1 set out in the PFCC Police and Crime Plan (More local, visible and accessible policing).

Extensive research has shown that how people are treated, valued and communicated with by leadership has an impact on behaviour and performance in the workplace.

Improving morale and trust in leadership has a positive impact on motivation and the willingness to give additional effort in any role and leads to improvements in engagement, job satisfaction, organisational pride and service to the public.

**6.2 Demand**

The only link to demand is that officers and staff are required to engage in opportunities to participate, which necessarily takes some of their time.

**6.3 Risks/Mitigation**

The risks are associated with technology and the plans for introducing new digital channels. As with any IT based system, there is room for unforeseen problems that could impact on audience participation. Another significant risk is that of leadership not remaining committed to engaging in/leading the activities due to other pressures.

**6.4 Equality and/or Human Rights Implications**

There is no impact on equality, diversity or human rights. All the engagement activity is open to all and made accessible to all.

**6.5 Health and Safety Implications**

There are no traditional health and safety implications; the work is more aligned to officer and staff wellbeing.

**7.0 Consultation/Engagement**

The paper has been produced through the Internal Communications team with support from IT and the Chief Officers.

**8.0 Actions for Improvement**

The channels and activities will be regularly monitored and evaluated and the subsequent learning fed back to improve them.

**9.0 Future Work/Development and Expected Outcome**

**Stage two: February to end April 2019 – embedding more channels in response to the tour and the survey**

* **Dedicated Senior Leadership Team (SLT) meeting** to explore the value of the force wide engagement programme to date, and their wider leadership role in engaging their teams (as per Staff Survey 2017 outcomes’ focus:Fairness, Perceived organisational support and the Importance of leadership style). Date tbc.
* **Establish Chief Officers’ rota for blogs** to complement Chief Constable’s weekly blog. Build on the more personal and informal rapport with the workforce built through their roles on the 5,500 conversations tour to continue their own personal dialogues with officers and staff, including their own reflections on key issues or topical and relevant debates, underlining leadership’s stance, as well as ensuring recognition of great work done across the force.
* **New Jabber group** (online, live conversation group open to all within the force) for Chief Officers/Chief Constable to regularly hold conversations with the whole force – a more fluid, ongoing channel for regular communication. Take the themes from the tour to hold a monthly conversation with internal ‘experts’ from that particular field to support on the answers.
* Trial a **digital approach** for the Chief Constable to feed back to the force on the learning from the tour and the priorities for 2019/20. Test out with SLT first – both the technology and the messages to ensure they are all clear about the priorities prior to their teams. The technology is basically an online ‘conference call’ with a webcast that enables groups of staff and officers to gather more locally at a venue/office to join in a live event. If successful for both leadership and the participants, the technology will be used more frequently to enable leadership to reach more people in real time, reducing the costs of travel and venue hire. The live event/elements of it would be recorded for colleagues unable to attend to access.
* Launch a ‘**Chief Officer calendar’** to sit on the intranet – potentially within the well-used Force Ops Planning calendar – that will show all the engagement activity of the Chief Officers, including team visits, the main meetings and boards, significant external events and meetings. A relevant and appropriate amount of detail will be added for the internal audience with the objective of increasing the visibility of the Chief Officer team and the extent of their involvement in day to day local activity as well as strategic planning.
* Increase the presence of **Chief Officers and SLT members on Idea Drop**. Introduce regular Chief Officer Challenges which link to the themes emerging from the tour and the staff survey feedback, and ensure senior leadership engages with the ensuing dialogue.

**Stage three: May to October 2019: evaluating progress**

* Summer (dates tbc) **pulse staff survey** held and widely promoted. The results of this will provide a more quantitative and qualitative measure of the impact of the engagement programme assuming increased leadership visibility and accessibility has a positive impact on morale.
* As part of the O365 programme, introduce a **new internal social media platform** on the intranet to enable peer to peer, as well as leadership, dialogue and sharing of best practice across the force. Dates tbc.
* Plan and promote **the next Chief’s Tour** for late winter/spring 2020 building on learning of 2018/19 ‘5,500 conversations’. The tour will be less ambitious in terms of the number of venues but will maintain the ‘intimacy’ of the initial conversation this year. Again, it will provide an opportunity for officers and staff to network as well as to talk directly with Chief Officers. The theme will focus on embedding and bringing to life the learnings of the 2017 staff survey and pulse survey 2019, and the 5,500 tour. Facilitation and leadership on this tour will move from being a place for colleagues to ‘vent’ (as it needed to be in 2018) to their taking personal and shared responsibility for solutions, working as a team *with* Chief Officers and SLT and gradually closing the ‘them and us’ gap. The engagement activity in the interim period should support this.

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**10.0 Decisions Required by the Police, Fire and Crime Commissioner**

No decisions required.