**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:** | **Staff Survey 2017/2018** |
| **Agenda Number:** | **9.0** |
| **Chief Officer** | **Dr Vicki Harrington – Director of Strategic Change** |
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| **Report from:**  | **Essex Police** |
| **Date of Meeting:** | **3rd January 2019** |
| **Author on behalf of Chief Officer:** | **Claire Heath – Head of Department****Daryl Smith – Public Engagement & Service Improvement** |
| **Date of Approval:** | **13th December 2018** |

1. **Purpose of Report**

To provide an update on the paper presented on 9th May 2018 and outline the work of the DCC led Staff Engagement Steering group to oversee the activity resulting from officer and staff feedback in the staff survey. This includes aims, governance and administration of the successful Operational Transformation bid[[1]](#footnote-1) (£100k) to meet the promises of the staff survey by improving the environment and removing barriers to performance at a local level.

1. **Recommendations**

This report is for the Board to note the feedback and insight from the staff survey and the follow up work being undertaken across the Force.

1. **Executive Summary**

This paper focusses on the activity undertaken by the Force following the presentation of the staff survey 2017/18 results to officers and staff. It includes an overview of the implementation of the Operational Transformation bid to overcome barriers to providing a good service.

The results were shared with the Essex Police Senior Leadership Team (SLT) in February 2018; and with officers and staff through a series of knowledge sharing workshops for Inspectors / police staff equivalent and above, led by Dr Les Graham, in April 2018.

A follow up workshop was held with the SLT on the 14th June 2018 to discuss the key themes; *Fairness, Perceived organisational support, Importance of leadership style and Overcoming day to day barriers* and the work of the Staff Engagement Steering Group.

In June 2018 the Director of Strategic Change and Head of Public Engagement & Customer Service visited Durham Business School to analyse the results in more detail. This work showed that:

* Local policing areas perceived higher levels of day to day barriers compared to other areas of Essex Police.
* Staff in HQ support based departments reported higher levels of perceived organisational fairness.

Additional insight from workshops with Inspector/police staff equivalent and above led to the development, approval and implementation of an Operational Transformational Bid for £100k to meet the promises of the staff survey.

A pulse survey is planned to take place in June 2019 to assess the impact of the Transformational Bid. The results will inform the work of the DCC led Staff Engagement Steering Group (SESG).

**4.0 Introduction/Background**

Essex Police and Durham University Business School agreed to collaborate on a research project to study the impact of workplace factors on employees and how this affects service delivery for the public.

A 57% response rate was achieved and Durham University commented that this was an excellent response rate when compared to other forces.

The findings suggest that when police officers and staff experience more constraints at work, which are perceived as blocking them from doing their job, their levels of engagement throughout the organisation are likely to decline.

Such barriers impact strongly on officer and staff well-being and can reduce discretionary effort. Examples of such constraints include red tape to buy low cost local equipment such as a new kettle, batteries for car keys, screen wash; quick purchases such as frames for certificates and local printing; and identifying quick low cost environmental improvements such as a team whiteboard, a case for carrying equipment in the boots of cars and access to desk wipes.

Having identified best practice in other Forces[[2]](#footnote-2) an Operational Transformational bid was submitted to meet the promises of the staff survey, improve environment and remove barriers to performance at a local level.

The bid (R1059) was approved on the 31st August 2018 for a sum of £100k as a one off budget to the SESG in order to assist the quick resolution of identified issues at a local level.

**5.0 Current Work and Performance**

The workshops held in April 2018 with officers and staff described the significance and importance for EP leaders to work with their teams to identify constraints and overcome barriers that hinder their individual and team performance and achievements at work.

At the end of each of the knowledge sharing workshops every participant was asked to spend time with their team to identify three things (team pledges) they could change and one thing the force could change for them.

The feedback was captured centrally and totalled over 600 comments.

The feedback and pledges were presented to the SLT and the top five force pledges were identified and agreed for wider communication. These are:

* Provide you with the best possible technology to transform the way you work
* Ensure our recruitment and vetting process is the quickest it can be
* Review the working patterns / responsibilities to deliver the best team relationships possible
* Increase Chief Officer visibility and provide clear messages
* Provide the best welfare facilities in our buildings that we can

These have formed part of the Chief Constables 5.5K conversations giving opportunity for officers and staff to discuss the survey insight and further identify barriers as well as ways to improve.

The local level team pledges (608) have been reviewed and grouped into categories as shown in appendix one. 23 pledges were identified as requiring a small investment to resolve and at the SESG Meeting on the 15th October it was agreed to prioritise work to resolve and overcome these 23 pledges out of the Operational Transformation fund. The remaining funds would then be allocated to the LPA commanders and heads of departments to resolve local issues identified by their teams through the local Culture Boards.

The process for managing the Operational Transformation Bid and measuring benefits has been approved by the SESG on the 3rd December. The process ensures that local issues can be locally identified, owned and resolved with effective mechanisms in place to ensure expenditure meets the requirements of the fund and do not conflict with any other activity within the Force.

The Public Engagement and Service Improvement team provide support to the SESG to ensure a request doesn’t duplicate any ongoing or planned initiative or reflect a lack of understanding concerning a policy or procedure. For example, it was noted that in some circumstances, reminders of existing procedures were able to satisfy the request with no additional investment needed.

The team will also ensure that any requests that do not meet the criteria for the bid are signposted for alternative resolution.

**6.0 Implications (Issues)**

The review of the 608 pledges identified other categories such as factors relating to learning & development, training, process and policy which will be progressed by the SESG to consider where improvements can be made.

The early feedback from the 5.5k conversations has confirmed the areas raised within the staff survey feedback and will allow the Force to communicate the top issues being raised in a series of internal communications.

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

The bid is linked to Priority 1 set out in the PFCC Police and Crime Plan (More local, visible and accessible policing).

Extensive prior research has shown that how people are managed and their attitudes to their jobs have a large impact on behaviour and performance.

Removing the barriers which prevent officers and staff doing a good job may reduce the time it takes to undertake an activity. Evidence suggests that by removing these barriers the emotional energy of officers and staff will be increased leading to improvements in engagement, job satisfaction, organisational pride and service to the public.

**6.2 Demand**

There are no direct links to demand.

**6.3 Risks/Mitigation**

The risk(s) associated with this initiative are as follows;

There are insufficient funds to meet demand

The mitigation will be to submit a further bid and proposal for an annual budget assigned to this area of work. This will be closely linked to the benefits monitoring plan overseen by the SESG.

The requests take too long to resolve

Every practical measure will be taken to resolve the requests as quickly as possible. However in the event this is not achieved the supporting team will ensure appropriate communications are circulated to the relevant parties involved. An escalatory process will conducted via the SESG.

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

There is no impact on equality, diversity or human rights. The scheme is available to all force members subject to the conditions of the scheme which are for governance purposes and does not aim to stifle, mislead or pre-judge participants.

**6.5 Health and Safety Implications**

There are no traditional health and safety implication but perhaps more aligned to officer and staff wellbeing. The removal of barriers that prevent officer and staff from doing their job can support them in moving forward towards their goals and improve job satisfaction.

**7.0 Consultation/Engagement**

This paper includes the insight and findings presented to Essex Police Officers and staff by the research team working at Durham University Business School (Dr Les Graham, Sarah Gracey, Marisa Plater and Natalie Brown).

Engagement has also taken place with the Chief Officer team at the weekly Chief Officer team meeting, Senior Leaders at the monthly Senior Leadership team meeting and the quarterly Synergy meeting, and with the DCC led Staff Engagement Steering Group.

**8.0 Actions for Improvement**

Areas for improvement will be monitored throughout the scheme via the local Culture Boards. These may come from feedback from a requestor, local SPOC or any other source. Such issues will be raised either in advance of or at the next appropriate SESG meeting.

The internal communication plan has been developed to ensure the common themes arising from the 5.5K conversations, staff survey and Idea Drop are linked together and take into account the other identified areas of focus; *Fairness, Perceived organisational support and the Importance of leadership style*

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

Plans to deliver the improvements identified in the staff engagement survey and measure their impact have been split into four main stages as outlined below:

**Stage One – Implement the Bid Scheme (October 2018 – December 2018)**

This is the initial stage to resolve those ‘team pledges’ that can be satisfied financially.

Of the 608 only 23 fall into this category and they are generally low cost items and in some cases have already been actioned using other appropriate local budgets.

**Stage Two: Stimulating Discussion (October 2018 – January 2019)**

The Chief Constable will engage with the Force during the 5.5K conversations providing an opportunity to stimulate debate around the issues and barriers affecting the workforce.

Communications regarding the survey work in 2018, early findings of the 5.5K conversations as well plans going forward will be released during the time.

**Stage Three: Taking the Bid Forward (December 2018 – March 2019)**

Commands/Divisions/Departments will be given the opportunity to submit requests for funding.

A series of internal communications will encourage teams to request funds for local improvement via the local Culture Boards. Each request will be captured on request form (available on ConnEXion) and be approved by the local SPOC following any advice provided by the support team.

Accounting has been agreed with finance and a spreadsheet is to be maintained for regular Steering Group review and checked with finance to maintain a record of funds available.

**Stage Four: Measuring the impact (June – December 2019)**

A pulse survey will be completed in June 2019 to measure the success of the scheme as well as introduce new questions building on the knowledge bank of data to assist further development of staff engagement.

A further full survey will be scheduled for 2020.

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

No decisions are required this report is for information.

**Appendix One**

Feedback Categories

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| **Table 1.0 Feedback Categories**  |
| **Categories** | **Descriptions** | **Number Pledges** |
| **A** | Bids that could supported financially within the £100k | 23 |
|  | C- Category Chief big 5 things |  |
| **C1** | Provide the best possible technology to transform the way we work | 72 |
| **C2** | Ensure our recruitment and vetting process is the quickest it can be | 13 |
| **C3** | Review our working patterns / responsibilities to deliver the best team responsibilities | 31 |
| **C4** | Increase chief officer visibility and provide clear messages | 7 |
| **C5** | Provide the best welfare facilities in our buildings that we can | 59 |
|  | Others |  |
| **LDT** | Bids outside £100k funding remit, with Learning & Development (LDT) slant | 84 |
| **X** | Rejected requests | 1 |
| **B** | Bids outside remit – *Mainly issues relating to process change, management decisions or policy and leadership matters.* | 318 |
|  | **Total** | **608** |

1. Bid number R1059 [↑](#footnote-ref-1)
2. Durham, West Yorkshire, Bedfordshire, Hertfordshire, TVP and Merseyside Police [↑](#footnote-ref-2)