

**Report to:** Police Authority  
**Date:** 24 March 2020  
**Agenda Item:** 6.1  
**Subject:** 2019 Employee Engagement Survey  
**COG Sponsor:** Rachael Etebar, Director of People & Culture  
**Author:** Laura Jamieson, Head of Internal Communications  
**For:** Discussion

---

## **1. PURPOSE OF PAPER**

- 1.1 To provide an update on the Employee Engagement Survey, a summary of the key findings and what action is proposed as a result.

## **2. RECOMMENDATIONS**

- 2.1 Authority to note the feedback.
- 2.2 Authority to note that responding to the feedback will be overseen as part of the People and Culture strands of the BTP Change Board.

## **3. BACKGROUND**

- 3.1 We currently use Durham University for our employee engagement survey which was designed specifically for the policing profession. The University conducts research for 38 other police forces to help each organisation measure how well they are doing in terms of engaging, valuing and supporting officers and staff. Unfortunately, Durham does not provide benchmarking about how we as a force measure against others.
- 3.2 Using the survey results, Durham University develops predictive models to identify factors which have the largest impact on central measures and recommends priorities for action. This also gives reliable measures that can be tracked over time.

3.3 The survey measures a number of factors: vision clarity, procedural justice (fairness), organisational pride and perceived organisational support. All of these elements are important in facilitating an engaged and productive workforce.

3.4 The action plan produced as a result will help us deliver our People Strategy. Our aim is to make BTP a great place to work, with a positive, inclusive and ethical culture where people have a voice that is listened to, where concerns can be raised openly with confidence and where everyone is treated with dignity and respect.

#### 4. ACTIONS TAKEN SINCE THE LAST SURVEY

4.1 We paused the BTP2021 programme to take on board feedback from the last survey regarding the perceived lack of consultation about change. We conducted workshops and briefing sessions and introduced co-design techniques, so that people feel they can **influence change**. TSSA has praised how we have improved listening to and acting on feedback, particularly about process changes. All managers involved in any business area going through transformation now attend a 'leading through times of change' workshop.

4.2 **Having a voice** the Chief Constable holds a bi-monthly Culture Board and issues an open invitation for anyone who wishes to raise issues directly with him. The Deputy Chief Constable is active on twitter and encourages individual feedback. A comments section has been added to the intranet.

4.3 **Visibility of senior officers** our Chief Officer Group have six-weekly visits to our sites across divisions to provide an update on their focus but most importantly for officers to be able to provide feedback and ask questions directly to our leadership team.

4.4 Feedback was about an **autocratic leadership style**. Now all newly promoted sergeants and inspectors now attend a CMI leadership programme covering coaching and compassionate

leadership. Feedback in the 2019 survey demonstrated a small improvement in leadership in these ranks, but there is more to do.

- 4.5 **Over-bureaucratic processes and a checking culture** getting in the way of people feeling able to do their jobs. The Operational Support project includes a review of processes, removing layers of checking and unnecessary controls. Removing the e-Right Track performance management system and launching E-expenses are example of our response and our focus on self-service rollout will continue to address these issues.
- 4.6 We are improving **digital tools**. Issues with the **Niche** system, particularly the time taken to carry out processes such as record a stop and search encounter, link property and raise a ControlWorks log were identified as major hindrances to operational officers. A great deal of work has been carried out to improve these and other processes through the rollout of mobile devices and the provision of enhanced training and information on the Niche system. **iPatrol Stop and Search** has removed the need for Control Room involvement in Stop and Search, removed paper forms and removed the need for an officer to scan and store forms and double-key data. We've also rolled out **body worn video** to our Special Constables.
- 4.7 **Procedural justice** there was real concern about perceived favouritism and bias in promotion processes. We centralised management of promotion board, use diverse panels (by role, location and gender) and have implemented a central posting panel chaired by an ACC. We've also rolled out a coaching service to support individual development and positive action development programmes aimed at under-represented groups.
- 4.8 Poor behaviour of some was raised as a concern. We have rolled out an **ethical dilemmas programme** to all staff to talk about how we behave to each other. This was supported by a 'Let's talk about sexual harassment' campaign.

4.9 **Hindrance stressors:** We've introduced a monthly '**Improving Support the Frontline Board**' which reviews feedback and focuses on the worst performing sites by estate, IT and fleet. We've introduced two feedback mechanisms, the output of which is reviewed at this board:

- **Breaking Barriers** was launched as a way for our people to submit their feedback and ideas via our intranet. So far, we have completed seven items, with six on track and nine developing.
- In January 2020, we created a '**Supporting the Frontline Forum**' utilising Microsoft teams for officers to raise their issues and questions. We've held two online forums to date which has covered 92 topics.
- The vehicle fleet was aged and that turnaround times on repairs often took too long, leaving stations without the required number of vehicles. Significant improvements have been made in this area by joining the **Chiltern Transport Consortium (CTC)**, a shared service fleet management model.

## 5. OUR 2019 SURVEY RESULTS

- 5.1 Our employee engagement survey ran between 7 October and 1 November 2019. In terms of responses, 29.1% of our people participated in the 2019 survey, compared with 49% in 2017.
- 5.2 This survey ran during a period of change for us as a Force and followed a large number of surveys, so a level of survey fatigue existed across the organisation. Durham also confirmed that we are about median against other force's returns.
- 5.3 It is also worth noting that in our 2018 report we stated that *'the organisation is embarking on a large change programme which will also impact measures within the survey, therefore the next survey may identify that our measures have remained stable and not improved'*.
- 5.4 Whilst we did not expect to see any fundamental movement in scores, we have seen marginal improvement and the results still provide us with valuable insight into how our people are feeling.

## **6. OUR POSITIVE FINDINGS**

- 6.1 Across the board, our people view policing as meaningful work with high public service motivation. This is consistent with our 2017 survey results. Organisational pride scored well: our people are proud to work for BTP.
- 6.2 Our officers are driven by the desire to keep people safe and make society a better place. Ethics scored highly within the survey, reinforcing what we already know - that we can rely on our people to do the right thing, bringing energy and enthusiasm to the job.
- 6.3 Our staff told us that they feel like they are able to play an active role in influencing change, taking responsibility for continuous improvement and that, in turn, we have highly skilled teams.
- 6.4 Leadership - the work that we've been doing across the Force to move to a more supportive and empowering leadership style, versus a more authoritarian style, has made an impact but there is more to do.
- 6.5 Across the Force we have a strong work ethic and our supervisors have high expectations of our people.

## **7. AREAS THAT NEED MORE WORK**

- 7.1 BTP2021 is coming to an end and our people told us they don't have a clarity on direction of travel. We need to do more to set out a clear vision.
- 7.2 Perceived Organisational Support (POS) continues to have room for improvement. POS is the individual's belief of the degree to which the organisation values their contributions and cares about their wellbeing. Research has shown that a higher POS can boost an employee's performance, job satisfaction, self-competence, and happiness.

- 7.3 Whilst we've seen some improvement, we have been operating through times of transformation and rising demand, so this has understandably had an effect on our people. The issue of rosters plays heavily in this space.
- 7.4 This links in with communicating through times of change; police staff in particular have been subject to a lot of change under BTP2021 which has been unsettling, so more clarity is needed about what's next.
- 7.5 The procedural justice score was low and overall the force feels that procedures and decisions that are made are sometimes unfair. This is why it is so important that our leaders must play a visible role in being seen to communicate with, and listen to, our people. If people understand why things are happening, they are more likely to accept them, even if it is a decision which is not favourable for them.
- 7.6 Wellbeing remains a top priority for us, with the survey showing that there is still more to be done. It also highlighted a pattern of disturbed sleep among our officers and staff who work shifts.
- 7.7 Hindrance stressors, i.e. the barriers people face at work that prevent them doing their job well, are still an issue for us as a force. Again, we've made some progress in this area, but more work needs to be done to address this. In particular, the facilities contract, condition of estates, reliability of IT, uniform etc.
- 7.8 Leadership scores, although improved, still demonstrate an autocratic style is embedded.

## **8. WHAT WE'RE DOING IN RESPONSE**

- 8.1 In terms of vision, the strategy refresh with BTP and the Authority will be crucial in defining our key priorities and the direction of travel for the Force which will in turn inform our communications programme. We anticipate TWG and the Strategy and Planning Committee will provide strategic oversight in the delivery of our objectives.

- 8.2 Engagement is front and centre in our People Strategy - we want to ensure we are taking positive steps and creating an environment for people to thrive. A new Change Board is being created to oversee the Transformation Programme. Delivery of the People Strategy, in particular leadership, wellbeing and culture change, are key project themes.
- 8.3 We're meeting with other Forces with a track record of success, to understand what we can learn from them. For example, Gloucestershire ran a successful Leadership Programme which has already been adapted and used in other Forces.
- 8.4 We're looking into what action we can take around Hindrance Stressors, particularly what we can do to empower our people to fix the little issues they have at a local level.
- 8.5 We're continuing to promote our monthly 'Frontline Support Forum', with membership increasing by 200% since January; we want to build on this momentum.
- Idea Drop is launching later this year. This is a platform for people to submit their ideas and innovations to the Force and be part of the solution.
  - Removing bureaucracy – our work continues in e-enabling policing systems so officers can directly upload their paperwork, any time anywhere. In March we rolled out e-expenses with more e-people services coming, to make it easier to do self-service and to build trust in our people.
  - A new Estates lead is looking at the quality and location of our buildings and the conditions people work in.
  - A new CIO will lead the Technology agenda.
  - A new uniform supplier with a digital platform will allow our people to order their own uniforms.
- 8.6 Wellbeing - we're currently reviewing our wellbeing offer with the HSE and University of Hull with the paper and recommendations due this month. We're also exploring with Durham University whether there is opportunity for us to participate in a study to help understand the sleep patterns of frontline police officers.

- 8.7 We're offering the ability for police staff to work more flexibly, with the technology that enables us to work from anywhere and support agile working. We want to empower and trust our people, so we'll be changing our performance management approach to align with flexible working, by focusing on outcomes.
- 8.8 Improving the way that we communicate: Led by our new Head of Internal Communications, an Internal Comms Audit is kicking off week commencing 16 March which will gather data across all Divisions to inform our first ever Internal Comms Strategy. We're going to streamline our communications, introduce new and improved channels – including a new intranet - and get our people involved in the conversation.
- 8.9 Communicating through times of change – we're bringing together all our transformation activities under one Change Board and programme plan. This will allow us to provide regular and aligned updates.
- 8.10 We will invest in a leadership programme aimed at Superintendents and staff equivalents and above focused on compassionate leadership.