

For Consideration / Comment / Decision	
Non Public	
Report to:	Strategic Resources & Performance
Date of Meeting:	25th May 2017
Approval of PCC required?	YES/NO (please delete as appropriate)
Report of:	HR
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Agenda Item:	

*If Non Public, please state under which category number from the guidance in the space provided.

NOTTINGHAMSHIRE POLICE – PEOPLE SURVEY

1. Purpose of the Report

1.1 To share the results from the 2016 People Survey and update on the proposed actions.

2. Recommendations

2.1 That FEB note the contents of the report.

3. Reasons for Recommendations

3.1 People are the most important asset within an organisation; it is essential that we seek the views of our workforce to understand what is important to them and use the feedback provided to drive improvements in engagement, fairness, emotional energy and perceptions of organisational support.

3.2 There is a significant body of evidence to show that an engaged workforce will result in:

- reduced employee relations cases,
- reduced stress,
- reduced absence,
- more likely to have the emotional resources to show empathy and compassion, despite the pressures they work under and

- help make Nottinghamshire police a 'good place to work'.

3.3 Findings from some police forces who recently attended a Key Findings and Improvement Actions workshop at Durham University Business School (DUBS) attended by 15 forces (see Appendix), highlighted the significance of the expression '*it's about the little things*', where examples of important organisational and line management changes as a result of genuine communication and engagement with the workforce, have led to the improvements in their subsequent survey scores.

3.4 Senior leaders disproportionately influence the shape of the organisations; this makes their role vital in organisational engagement.

3.5 Line managers are the single most influential facilitator of employee engagement. They are critical to supporting a constructive and meaningful dialogue with their team(s). Their behaviours, inter-personal communications, emotional energy, resilience and decision-making directly impact on culture. *Engagement is an individual process - it has to be done person by person to work.*

3.6 To improve staff engagement, line managers need to win the emotional commitment of their people, they need to listen to and focus on them, to know about them, show they care about others' welfare and concerns, and to inspire and connect their people to their job and how their work matters to the strategic priorities of the Force.

4 Summary of Key Points (this should include background information and options appraisal if applicable)

4.1 The People Survey was completed in September and October 2016 in two parts. The key result areas were communicated in the following ways; an email from DCC Torr to the senior leadership conference group of managers, see Appendix 12.1, a force-wide communication via the weekly In the Know email received by all officers and staff, the DCC's Blog update and a copy of the DCC's communication from In the Know, is included on the Health and Wellbeing intranet page.

4.2 Around a third of the force responded to the survey. This is lower than we had hoped and lower than other forces who run the same survey, but it's the same response rate as for the 2015 survey.

4.3 There were a number of positive results (high scores) registered against the following key measures; levels of ethical leadership, voice ethics, mission importance and alignment of individuals' values with those of the Code of Ethics.

The scores for public service motivation, confidence in job skills, commitment to the public, and perceived social impact were also encouraging.

4.4 In the survey we've seen that emotional energy has remained low for officers and now significantly dropped for police staff too. Job satisfaction is also low, because people feel that they simply can't do enough.

4.5 The Force recognises the importance of taking action to address the survey findings:

- Senior leaders have been asked to reflect on the following questions:
 - *What can you do as a leader to make your people feel more supported?*
 - *Do you know how your staff are feeling?*
 - *Are you providing the support they need when under pressure and celebrating their successes?*
 - *Are you open and transparent in your decisions?*
 - *Do you communicate high level decisions in a way that demonstrates fairness?*
 - *How can you promote fairness in your area and across the force?*
- As part of the Force action plan, departments will be invited to hold focus groups to check our thinking around the survey results and ask individuals for their views about the results relating to the two selected key measure areas in particular.
- Progress updates and developments relating to the staff survey will report through the Organisational Risk and Learning Board, chaired by the DCC.

4.6 The Force is taking action in relation to the outcomes of the recent People Survey. The Deputy Chief Constable will lead on a number of face to face meetings with first line supervisors, officers and staff, to seek their views on the survey outcomes. These events will provide an opportunity for individuals to have a voice through local forums and identify actions which will help build on the current survey scores. Corporate communications will be involved in these events and will provide regular force-wide communications to inform and update officers and staff on progress.

5 Financial Implications and Budget Provision

5.1 Potential funding associated with development interventions to improve leadership capabilities, skills and resilience concerning the two key survey measures - *perceived organisational support and organisational justice (fairness)*.

6 Human Resources Implications

6.1 N/A

7 Equality Implications

7.1 N/A

8 Risk Management

8.1 N/A

9 Policy Implications and links to the Police and Crime Plan Priorities

9.1 N/A

10 Changes in Legislation or other Legal Considerations

10.1 N/A

11 Details of outcome of consultation

11.1 N/A

12. Appendices

12.1 Copy of DCC Torr's email to the senior leadership conference group of managers.

Dear colleagues

I wanted to share with you the detailed results from the 2016 People Survey. The survey is important because it provides insight into how the workforce is feeling and allows us to shape the way we lead the organisation.

Around a third of the force responded to the survey. This is lower than we had hoped and lower than other forces who run the same survey, but it's the same response rate as for the 2015 survey.

Without doubt the key areas on which we need to focus are **perceptions of organisational support** and **fairness**, as these have a huge impact on how people feel.

We have been focusing on these since the last survey, to help people feel more supported and rewarded by the organisation, and to be open and transparent in all our decisions.

We have a new focus on [well-being](#), the new [People Board](#) implements suggestions on how to make life better in the force, and people can access development support through our [coaching programme](#). PSD has changed its focus to be more supportive and achieve quicker resolutions, a people panel has helped to recruit our new leadership team in a transparent way, and we've made important decisions around things like the temporary/acting policy and extending the taser rollout. We've also made it to 35th in the Stonewall Workplace Equality Index – a huge achievement.

These efforts have been rewarded in the survey results, as perceptions of organisational support and fairness have remained static since the 2015 survey, when ordinarily they would drop further where there is an increase in work intensity. This shows how important it is we continue to focus on these, as work continues to intensify for everyone.

In the survey we've seen that emotional energy has remained low for officers and now significantly dropped for police staff too. Job satisfaction is also low, because people feel that they simply can't do enough. Officers and staff should feel energised about coming to work, and should not go home at the end of the day feeling spent. I know this is hard at times of reducing resources, and we talk about working smarter rather than harder, but as leaders we also have a role to play in managing expectations. We need to harness passion and drive, rather than work it to the bone.

It's important that we take these survey findings and do something with them, not just because it's the right thing to do. There is a real risk that when people are under pressure they feel unsupported, feel that this is unjust, and go on to make poor decisions based on treating others as they feel they're being treated themselves. It is not something we can afford to ignore.

I now ask you all to personally reflect on the following questions:

- What can you do as a leader to make your people feel more supported? Do you know how your staff are feeling? Are you providing the support they need when under pressure and celebrating their successes?
- Are you open and transparent in your decisions? Do you communicate high level decisions in a way that demonstrates fairness? How can you promote fairness in your area and across the force?

We'll be holding focus groups to check our thinking around the survey results, and actions arising from the survey will be governed as part of the organisational learning board, which I chair.

It's no surprise to hear from the survey that the force has a high level of motivation to serve the public, I see this every day in your pride and commitment to do the best for the public. As leaders we also need to harness this in our people, support them and provide them with an environment that gets the best outcomes for the public we serve.

I welcome your input on how we can do this and thank you for your ongoing efforts.

DCC Torr