



STRATEGIC POLICING AND CRIME BOARD
5th November 2013

Staff Survey 2013

PURPOSE OF REPORT

1. The purpose of this report is to update the board on the on the Staff Survey conducted in the summer 2013, the analysis of the results and the key themes for West Midlands Police

BACKGROUND

2. In 2011 West Midlands Police (WMP) embraced a Staff Survey to help the organisation understand how staff felt about the working environment and the current issues facing the workforce. The survey comprised of 61 questions covering five areas:
 - Your role within West Midlands Police
 - How you view your working environment
 - How do you feel about the service you deliver
 - Leadership Team Working
 - Reward, recognition and development opportunities.
3. The 2011 survey generated 4626 responses (37.4% of the workforce)
4. The 2011 Staff Survey results were analysed by OSD and presented to the Staff Survey Working Group comprising of Staff Associations, Trade Union representatives, Human Resources representatives and Force Research Practitioners. The group directed that each LPU and Department convene their own Local Survey Action Group to review the results and put in place tangible activity to respond the issues identified.
5. Through the quantitative data and respondent narratives the working group identified a number of themes with opportunities for development. These were Leadership and Communication, Bureaucracy/Waste, Career Development, Work Life Balance, H&S, Rewards, Performance Supervision and Morale. These areas were subsequently reflected through Force Projects and local LPU and Department action plans.

STAFF SURVEY 2013

6. The organisation has embraced a journey of significant change through Programme Paragon, Continuous Improvement and PBB, all of which have the ability to impact on staff morale. WMP invests positively in the Feeling the Difference Survey, which measures public confidence in policing but has not invested similarly in assessing staff confidence. It also provided the organisation an opportunity to see if there is any correlation between internal and external confidence.
7. The Staff Survey has evolved through the Pride in our Police Strategic Board, chaired by DCC David Thompson. Pride in our Police (formerly known as '*Beyond Expectations*') is a long-term initiative to engage first line supervisors and staff at the coalface in defining and driving values, standards and behaviours, and in turn improve the quality of our service and engender Pride in our Police. It is very much a *bottom up* approach supported by senior leaders and it is quite simply about enhancing the organisational culture.
8. The Staff Survey was managed by Organisational Service Development, who developed the Snap Survey questionnaire, analysed the results and translated the findings into the Force Report and also prepared individual LPU and Department reports.
9. The Snap Survey consisted of 30 questions and consisted of consisted of five specific areas:
 - Job Content and Satisfaction
 - Work Environment
 - Recognition
 - Force Performance Outlook
 - Force Values
10. The 2013 staff survey had a different focus to the 2011 survey; it was more in tune with understanding confidence levels than identifying those issues that affected staff. Although these two surveys are very different there is some cross over in the similarity of questions asked:
 - In 2011 respondents were asked if they got a great deal of satisfaction in their job, to which six in ten respondents (60.5%) strongly agree/agree. In 2013 respondents were similarly asked if they are able to do their job to a high standard to which just fewer than seven in ten (67.9%) strongly agree/agree. This is an increase of 7.4%.
 - When previously asked if they have the equipment and materials they need to do their job just over half (52.8%) of respondents strongly agreed/agreed. This year when asked the same question, just under half (49.2%) agreed. This is a very slight decrease of 3.6%.
 - Previously respondents were asked how good a job is your LPU/Department management team doing in enabling you and your colleagues to work as a team, to which six in ten (60.8%) said very good/good. This time, respondents were asked if in their LPU/Department they worked as a team to which almost seven in ten (69.1%) strongly agreed/agreed. This is an increase of 8.3%.

- Previously respondents were asked where they work if people treat each other with respect to which the majority (85.3%) strongly agreed/agreed. When respondents were asked the same question again this time, just over seven in ten, (72.4%) strongly agreed/agreed resulting in a decrease of 12.9%.
- Previously respondents were asked if they felt fairly rewarded for the personal effort they put in to their job to which just over a third (35.1%) strongly agreed/agreed. This time around respondents were asked if they are recognised fairly for the work they do to which just under half (45.0%) strongly agreed/agreed. This is an increase of 9.9%.

RESPONDENT DEMOGRAPHICS

11. There were 3,782 respondents to the 2013 survey (31.5% of the workforce). Please see appendix A for LPU and Department response rates.

12. GENDER: Male employees were more likely to respond with (28.3%) compared to females (22.0%), a further 5.9% of the workforce responded but choose not to disclose their gender.

ETHNICITY: Almost three in ten (26.1%) white employees responded to the survey, falling to over one in ten (16.0%) of people from BME backgrounds. Under one in ten (6.6%) of respondents chose not to disclose their ethnicity.

AGE: Responses were lower from younger people aged between 16 years to 24 years (1.2%) and over 55 years (4.5%). The largest responses were between ages 25 to 55 years, with 21.3% of respondents choosing not to disclose their age band.

DISABILITY: People were asked if they had a disability (as defined by the Equality Act 2010). Less than one in ten (4.0%) of respondents disclosed they had a disability with eight in ten (80.6%) stating they did not have a disability and 15.4% not responding to the question.

SERVICE: Responses were lower from employees with less than two years' service (1.0%) and 21 – 25 years' service (8.5%), just over a quarter (25.7%) of responses were received from those between 6 – 10 years' service. Just over one in ten (11.1%) preferred not to say or did not respond to the question.

ROLE RESPONSIBILITIES: Responses were the highest (57.2%) from those with no supervisory/management responsibilities, followed by 15.6% of those with supervisory responsibilities responding and less than one in ten (5.9%) of middle/senior management. Just over two in ten (21.4%) preferred not to say or did not answer the question.

SUMMARY RESULTS OF THE SURVEY

13. The key headlines from the Staff Survey are highlighted below

- Almost 7 in 10 (67.9%) of respondents agreed that they were able to do their job to a high standard. With a further 9 in 10 (92.2%) saying they understood the responsibilities of their role.
- Just over 8 in 10 (80.7%) agreed they have the skills they need to do their job. However just under half (49.2%) agreed they had the equipment and materials needed to do their job.

- Almost 7 in 10 (69.1%) said they agreed that on their LPU/Department they worked as a team. A further 7 in 10 (72.4%) agreed they felt that on their LPU/Department people treated each other with respect.
- Just over 6 in 10 (62.1%) agreed that we put the public first in the way we do our job. With almost 7 in 10 (68.7%) agreeing that a high professional standard is set in their workplace.
- Just over 4 in 10 (40.7%) agreed that under performance and poor standards are challenged by leaders.
- A third (33.1%) agreed that the force was open and transparent in the way it communicates issues such as major change.
- Over 8 in 10 (82.7%) agreed they know what the procedures are to challenge inappropriate behaviour and just half (50.1%) agreed they were confident that if they challenged inappropriate behaviour they would have support. Just less than a third (32.9%) agreed they felt confident that if they raised concerns in respect of their management the organisation would treat them fairly.
- Less than half (45%) agreed to some extent that they were recognised fairly for the work they do, with just over 6 in 10 (63.8%) feeling that their manager valued the work they do.
- Almost 6 in 10 (57.2%) agreed that they felt proud to work for WMP. Just a third (33.2%) said they had confidence in WMP.
- Two thirds (66.4%) agreed that the force values are relevant and appropriate. A further two thirds (66.6%) also agreed they were trusted to make their own decisions in line with the force values.

14. The three main areas identified from within the staff survey are: Recognition, Time Constraints and Equipment and Materials.

FORCE RESPONSE

15. The Force has embraced the staff survey results and responded accordingly:
- (i) Produced and circulated individual LPU and Department Staff Survey Reports with bespoke data and narrative.
 - (ii) Each LPU and Department will review the findings and consider the issues in the context of Pride in our Police, with consideration to incorporating the issues within their action plans
 - (iii) Undertaken a specific piece of research called a '*Week in a Life*' looking at the operational issues that impact on *Time* and are considered barriers to service delivery
 - (iv) Reviewed the Diamond Awards with a view to enhancing local LPU and Department recognition which in turn feeds the Force Ceremony
 - (v) Commissioned further research to establish the issues particular to Equipment and Materials, which will be fed into the Uniform and Equipment Strategic Board.

FINANCIAL IMPLICATIONS

16. There no financial implications for the undertaking of the staff survey and any associated costs will be met from the existing budgets or escalated to the Organisational Change Programme Board for consideration.

LEGAL IMPLICATIONS

17.

RECOMMENDATIONS

18. The Board is asked to support an annual Staff Survey

Chris Sims
Chief Constable