



SURREY POLICE - PAPER FOR PCC MANAGEMENT MEETING

Staff Survey

Purpose

The purpose of this paper is to provide the Police and Crime Commissioner with an update on results from the last staff survey, and plans for the future of the survey.

Last Survey

Surveys are carried out in 'waves', with the last survey being wave 17. This is compared with the previous one, wave 16.

Organisational Health Score

An overall health score for Surrey Police has been generated from the 15 core questions. To interpret the score:

- The score falls within a range from 1 to 5
- Results above the middle value (3) indicate positive findings
- Results under the middle value (3) indicate negative findings
- Results should be compared between each wave to see direction of travel.

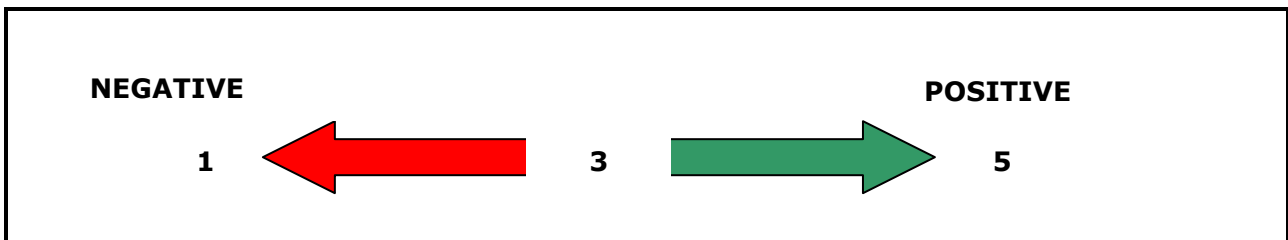


Table 1: Health Scores – Force level

	Wave 16	Wave 17
Overall health score	3.49	3.49
Basic needs	3.54	3.49
Teamwork	3.43	3.41
Leadership	3.62	3.66
Development & Progression	3.37	3.37

Of note, all scores above indicate positive findings. Key points from the wave 17 survey are:

- The health score remains consistent with the result seen in wave 16 (Wave 16 and 17: 3.49 respectively).
- The leadership section is the only section to see an increase this wave (Wave 16: 3.62, Wave 17: 3.66), with each of the other sections decreasing. The largest decrease is seen for the basic needs section (Wave 16: 3.54, Wave 17: 3.49).
- When considering the health score by command, the highest result continues to be seen for Support Services (3.73) followed by DCC Command (3.80). The lowest health scores are seen for West division (3.33), East division (3.35) and Operations (3.39).
- Results continue to show a significant difference between staff and officers' health scores, with staff recording higher results when compared to officers (+0.17).
- When considering length of service, the highest health score continues to be seen for those having worked within the force for less than 6 months (4.02), however this group has also seen a large decrease in health score this wave (-0.10).
- The highest agreement rate of all 15 questions continues to be seen for 'my line manager treats me with respect' (80.7%) with eight out of ten respondents agreeing with this statement.
- The lowest agreement continues to be seen for 'senior managers communicate consistent messages', with only a third of respondents agreeing with this statement (33.9%).
- Out of the fifteen core questions significant differences between officers and staff were found for eleven questions. Of these, nine were significantly higher for staff and two significantly higher for officers.
- The largest and also significant difference between officers and staff continues to be seen for agreement that the organisation supports them in balancing their home and work life (Officers: 33.2%, Staff: 57.8% respectively).
- Officers have significantly higher agreement than staff for 'I am kept up-to-date by my line manager' (Officers: 68.4%, Staff: 60.0%) and 'My line manager encourages my development' (Officers: 63.6%, Staff: 58.9%).

It is noted that the Force Control Room has the highest number of 'red' answers to questions, being 13 red answers out of 15 questions. A number of factors have caused this, including the move of operators from Godstone to Headquarters in Guildford, IT issues, and staffing resilience at operator and management levels. A monthly staff forum is in place, with activities being carried out to resolve the concerns, including the supply of new machines, an ICAD upgrade, a recruitment program, and work to resolve IT issues.

Overall, divisional commanders and department heads are provided with results from their teams; through their Senior Management Teams, they identify areas to improve and implement action plans. Results are reported back through the Chief Officer Group. Results from the staff survey feature as one of the feedback mechanisms for the People Strategy Board.

The Future

The Senior Leadership Team (SLT) for Surrey and Sussex have agreed to the creation of a joint survey for the two forces. There are currently notable differences between their sizes and frequencies, namely the Surrey survey occurring every four months compared with the Sussex survey being every two years, and the Surrey survey having 15 questions compared with the Sussex one having 70.

A small team from the two forces has met to discuss how a future combined survey may look. The team has identified that the surveys have similar aims and cover similar topics, and is looking to draw on the good practice from both. It is putting together an options paper for SLT to decide on the final structure, content, size and frequency. The new survey will allow better closer analysis and working between the two Forces, but will still be able to feed into the current internal mechanisms within Surrey.