

PEOPLE SURVEY 2021: INITIAL HEADLINES & ANALYSIS

Introduction: Results at a Forcewide level

We received **2,610** (51%) responses in total for the People Survey across all Divisions – this was 29% below our target of 80% but still 22% higher than the 2019 Durham Survey which was open significantly longer (2 weeks vs 3 months)

Why didn't we achieve 80%?

- 1. Survey fatigue** – at the time of the People Survey there were several bau surveys, meaning colleagues may have felt inundated with being asked to share their opinions. As our feedback loops are very limited surveys have become the 'go to' engagement tool and colleagues have become fatigued.
- 2 . We don't appear to act on feedback** – there is a wide-spread disenfranchisement (from conversations discussing why the survey didn't meet our target and from our results) that shows that our people don't feel involved; that change happens to them rather than with them; and that nothing really changes for the better that can be felt on the ground, despite stated intentions of surveys to involve and listen. Action plans and communications will need to address this to turn the tide on this view over time.
- 3. We're not reaching our people** – A large proportion of colleagues do not open/read emails due to the volume they are sent and other operational factors. This is a communications challenge across the board but our response rate is a symptom of us 'shouting louder' rather than 'cutting through the noise'.

At a glance

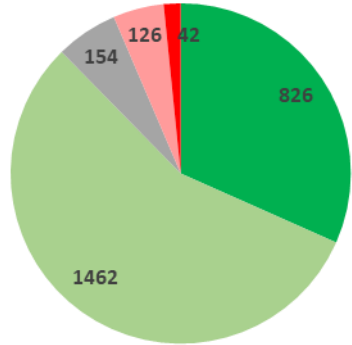
- A Division provided the most **positive** responses while both B & D Division often came out as the **least positive**.
- PC's & Sergeants were significantly more **negative** than other ranks, whereas Staff Manager ranks often came out **100% positive**.
- Those with length of service under 12 months consistently gave significantly **positive** responses throughout, which can be expected from individuals who have recently started a new position (particularly during difficult times such as COVID).
- Females consistently scored the highest **positive** results across all Divisions throughout the survey.
- Those who chose not to disclose/didn't identify with any of the gender/sexuality options scored significantly **low**.
- Key themes from 'What BTP do well' is the sense of 'teamwork' and recognition of BTP as a 'specialist force'.
- Key themes from 'What BTP could do better' is the need for 'better IT systems' and 'more discussion and consultation before implementing change'.

Headlines for each demographic grouping:

- We received the highest number of responses from **A Division** (861) making up **33.0%** of all responses, closely followed by **B Division** (766, 29.4%).
- **PC's** made up almost half of all responses (1167, 44.7%), so the thoughts of individuals in this rank largely drove the responses/outcomes of the survey questions.
- **Male** respondents accounted for almost **2/3rds** of the responses in the survey (1684, 64.5%) and **female** respondents made up most of the final third of results (781, 29.9%).
- **White British/English** accounted for **71.4%** (1864) of all responses, with the next highest group being '**Prefer not to disclose**' (6.1%, 160).
- **Heterosexual** participants accounted for the majority of responses (78.3%, 2044) and once again, those who **preferred not to disclose** their sexuality were the second most prominent grouping (12.4%, 324).
- The Length of Service was the most evenly split of all demographic groupings, the highest being **1-5 years** (27.14%, 457). Most of the others made up **14-22%** of the results respectively, while those who have been with BTP for **12 months or under** only made up **5.3%** of the number (90).

Top 5 highest scoring questions

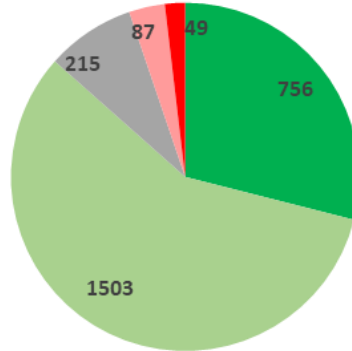
I know what is expected of me in my role



This question garnered the highest positive response with **87.7%** of all participants responding positively.

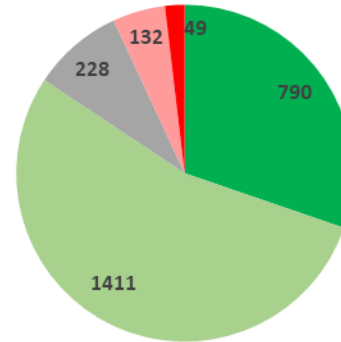
31.7% chose 'Strongly Agree', which was the highest result for this option across all questions. Respondents noted that the '*common goal of the force is very clear – public service*'.

I understand BTP's purpose



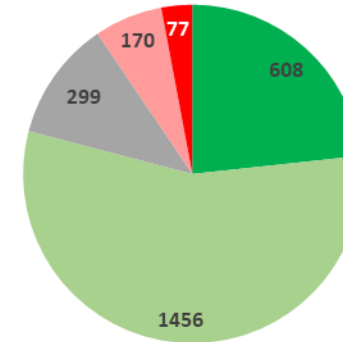
86.6% (2,259) said they knew what BTP's purpose was - with **29%** stating that they 'Strongly Agree'.

I understand how my work contributes to this purpose



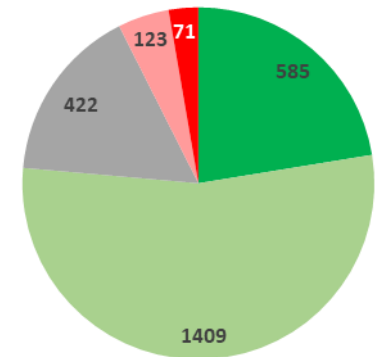
84.3% (2,201) of all respondents gave a positive response, with **30.3% (790)** choosing 'Strongly Agree'.

I feel able to challenge inappropriate behaviour at work



79.0% (2,064) of all participants stated that they feel able to challenge inappropriate behaviour at work, with **23.3% (608)** choosing 'Strongly Agree'.

BTP is an inclusive place to work

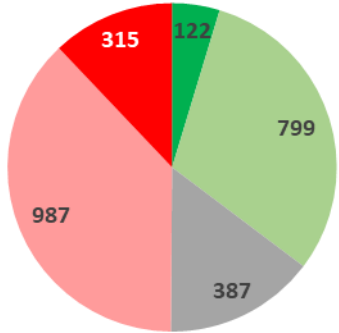


The last question to feature in the top 5 received a **76.4% (1,994)** positive response, with **29%** saying they 'Strongly Agree' that BTP is an inclusive place to work.

■ Strongly agree
■ Agree
■ No opinion either way
■ Disagree
■ Strongly disagree

Top 5 lowest scoring questions

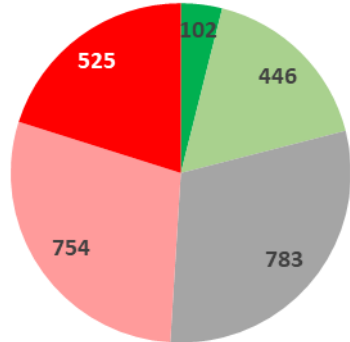
I have the tools and equipment required to do my job well



This question received the highest negative feedback with **49.9% (1,302)** of all participants responding negatively, **12.1% (315)** choosing 'Strongly Disagree'.

87% (1,133) of negative responders stated that IT was an issue.

Change happens for the right reasons

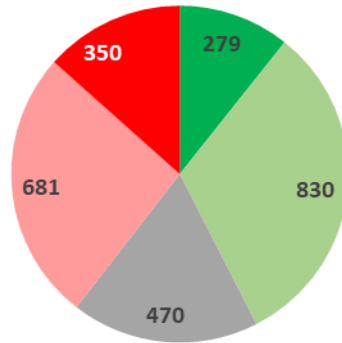


49% said they believe that change does not happen for the right reasons in BTP.

1 in 5 (20.1%) respondents stated that they 'Strongly Disagree' with this notion which was the highest result for this option across all questions.

This question also received the smallest number of positive responses (**548**).

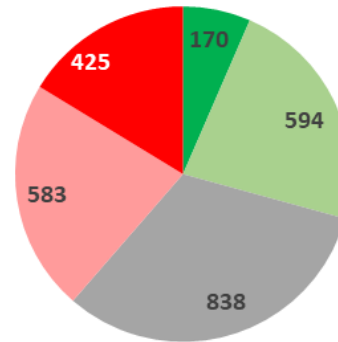
I feel involved and consulted in decisions affecting my work



This question shares a similar theme to the previous question in regards changes/decision making.

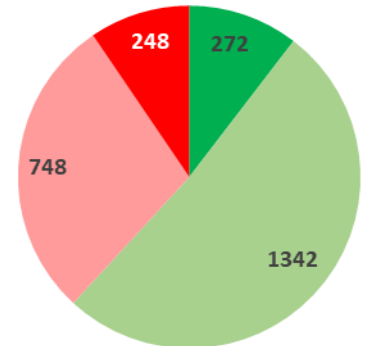
39.5% of all respondents gave a negative response to this question, **13.4% (350)** choosing 'Strongly Disagree'.

Senior leaders (Superintendent or equivalent and above) set clear direction



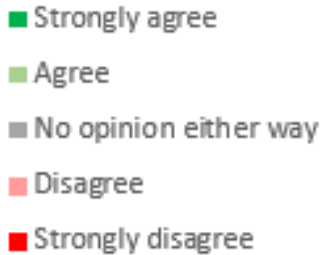
38.6% (1,008) of all participants stated that they don't believe senior leaders set clear direction, with **16.3% (425)** choosing 'Strongly Disagree'.

I am confident if I raised a concern it would be investigated properly



The last question to feature in the top 5 lowest scoring responses received a **38.2% (996)** negative response, with **9.5% (248)** saying they 'Strongly Disagree' that a concern would be investigated properly.

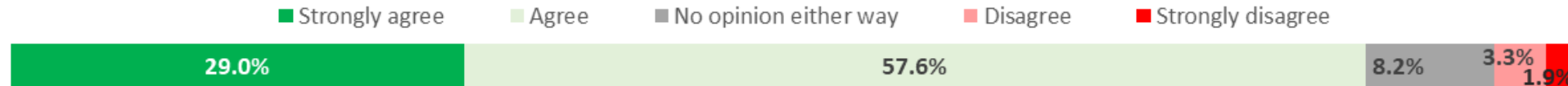
Please note: this question did not have a neutral option to select in the survey.



RESULTS BY SECTION

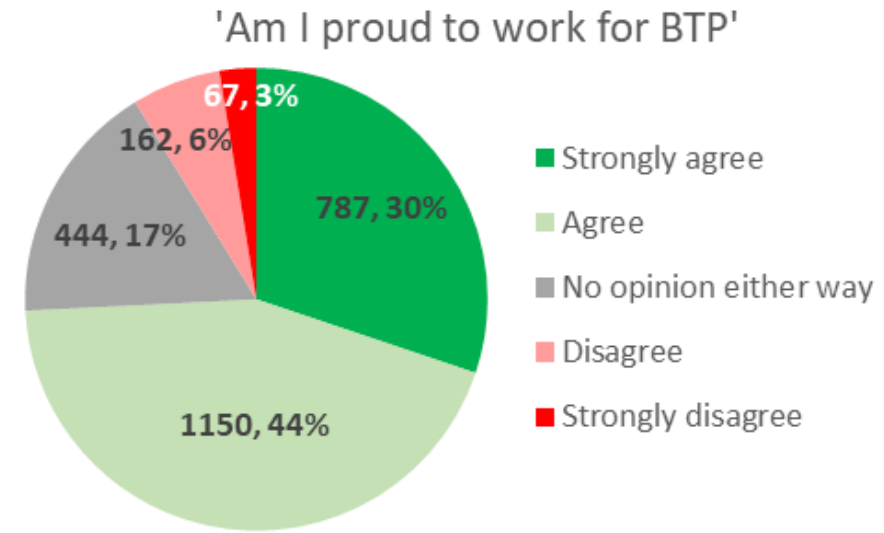
BTP's objectives and purposes

- 86.6% (2259) of all respondents said they agreed or strongly agreed with understanding BTP's Purpose:



- On top of this, 84.2% (2201) of respondents stated that they *understood how their work contributes to the purpose of BTP*, 29.1% (790) strongly so. This resulted in both of these questions appearing in the top 5 highest scoring questions throughout the whole survey.

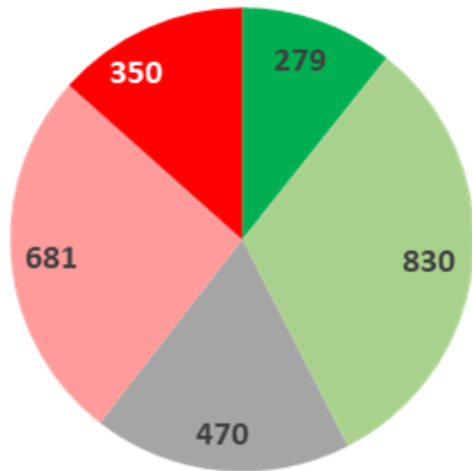
When asked if respondents felt *proud to work for BTP*, 74.4% (1937) said that they did, whilst 8.9% (229) responded negatively, making it the lowest scoring question in section 2.



My work

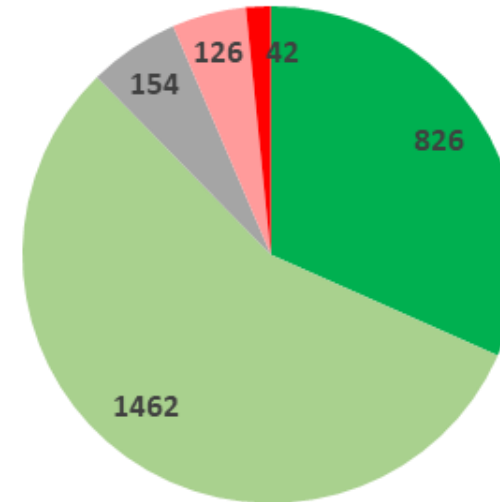
The 2 questions in this section provided largely different results in terms of positive responses, with one of the questions achieving the highest positive score, whilst the other achieved the third lowest.

I feel involved and consulted in
decisions affecting my work



39.5% of all respondents gave a negative response to this question, with **13.4% (350)** choosing 'Strongly Disagree'. This resulted in this question being the 3rd lowest scoring on the survey.

I know what is expected of me in
my role



87.7% (2,288) of all participants responded positively.

31.7% (826) chose the 'Strongly Agree' option, making it the highest result for this option across all questions.

Well equipped

The sentiment based question in section 4 (Q.9) was the worst performing question in the whole survey with almost half (**49.9%, 1,302**) of all participants responding **negatively**, **12.1% (315)** of which chose '**Strongly Disagree**'.



- Question 10 highlighted that **1708 (65.4%)** participants feel that **IT problems** hinder them in their job, making it the stand out reason for why people disagreed in Q.9.
- Question 11 further emphasised frustrations with IT with many respondents noting that they've had to use their own equipment because equipment they were provided with was faulty and so had to be handing back in.
- As well as IT issues, **uniform issues** were also mentioned. People stated that the quality of the uniforms are not suitable and in particular, the work trousers.

Well led

This section contained a large number of questions focussing on whether employees feel valued or get the support/leadership they need in their role. On average, roughly **half** of responses to all the questions were positive, with a few standouts that were exceptional.

- The strongest performing question was *My manager seems to care about me as a person* with **75.1% (1958)** of respondents stating that they agreed with this sentiment, **32.2%**. Many respondents noted that their managers at local levels support them.



- The worst performing question in section 5 was *Change happens for the right reasons* and features in the top 5 lowest scoring questions in the whole survey, with almost half of respondents answering negatively.



Inclusion and fair treatment

This section was the largest in the survey and focussed on how employees feel towards BTP's inclusivity and whether or not employees feel that everyone is treated fairly in the force. Overall the responses to these questions were more **positive** but the free text questions allowed respondents to explain in more detail some concerns they have.

- The questions titled *BTP is an inclusive place to work (e.g. different cultures, working styles, backgrounds, sexual preference etc. and 'I feel able to challenge inappropriate behaviour at work'* scored exceptionally well, both receiving over **75.0%** **positive** responses
- Q.15 asked respondents *'In the last twelve months, have you personally experienced unfair treatment, bullying or discrimination at work from any of the following?'* and **22.6%** of people answered '**yes**'. Q.16 allowed people to explain their experience with harassment or abuse at work and the below table shows the top themes from this section.

<u>Theme</u>	<u>Number of respondenst</u>	<u>% of reposnses</u>
Age	182	20.2%
Bullying	107	11.9%
Gender	69	7.7%
Race	58	6.4%
Rail Staff	39	4.3%

Section 7 focussed on themes connecting to the impact that covid-19 has had on the force with an emphasis of work-life balance.

- 48.9% (1276) of respondents agreed that they were able to fulfil their role while maintaining a healthy work-life balance, while 36.9% (962) said that they disagree. The majority of staff therefore feel that their lives are well balanced.



- Those who don't agree with this notion stated that issues they experience are down to weekend work.
- There was a more even split of opinion when respondents were asked to comment on whether *The pandemic changed our ways of working for the better* with 39.8% agreeing and 31.1% disagreeing. Police Staff roles scored this this question significantly higher than Police Officer roles as the table below shows in more detail.

In comparison to their total responses, more than double the amount of Police Staff agree compared to Police Officers. This result could be expected due to the nature of both of the roles, with the majority of staff being office based, the pandemic make working from home compulsory which respondents praised BTP for.

	Agree	Neither	Disagree	Total
Police Officer	480	569	670	1719
	27.9%	33.1%	39.0%	100.0%
Police Staff	549	187	142	878
	62.5%	21.3%	16.2%	100.0%

Note: Word clouds will be more insightful once data science team have drilled themes and removed surplus words

What do we do really well at BTP?

Below is a word cloud generated from the free text responses given to the above question.

Some of the key themes to come from these responses were the following:

- **Pride in being a 'specialist force'** covering the railways and having to deal with fatalities as a day to day task
- The level of **care** and **respect** BTP provide to **victims of crime**
- The **diligent** way that BTP as a force **handle** and treat **vulnerable people**
- The sense of **teamwork** that is fostered throughout the force





What one thing would make BTP a better place to work?

Below is a word cloud generated from the free text responses given to the above question.

Some of the key themes to come from these responses were the following:

- A feeling that **Home Office** forces are **better equipped** than BTP
- The need for **better training** across all roles in the force with a focus on **IT improvement** and training
- There needs to be **better communication** from **senior officers** to **front line staff**
- A **better work-life balance** for those who feel pushed to their limits

