

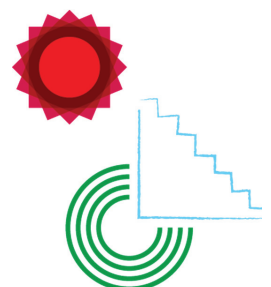
METROPOLITAN POLICE: KINGSTON BOROUGH



LESSONS

If you are a leader looking to make a positive impact on team engagement here are some of the things you can do to get the ball rolling:

1. Find your most important data points and measure them throughout. This will help you manage expectations of others in your organization.
2. Find a visible example of something that needs changing, that you can change and that will show 'you mean business'.
3. Build a plan with your team around the four Enablers: Strategic Narrative, Engaging Managers, Employee Voice, Organisational Integrity.
4. Develop a vision and direction with your whole team not just the senior people. That way everyone automatically becomes a part of it.
5. Role model the behaviours you are seeking from others. Open yourself up to be challenged, deal fairly and firmly with those who seek to undermine.
6. Open your channels of communication and input to everyone, act where you can, explain why if you can't.
7. Involve people from all levels in the creation of ideas and solutions.
8. Seek and encourage positive news stories about your team.
9. Celebrate success. Make it visible.
10. Find opportunities to 'Let go' and let others be the best they can be. It's not all on your shoulders.

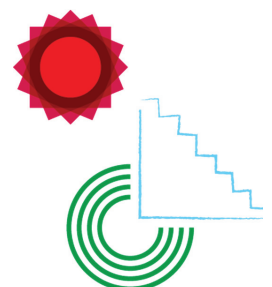
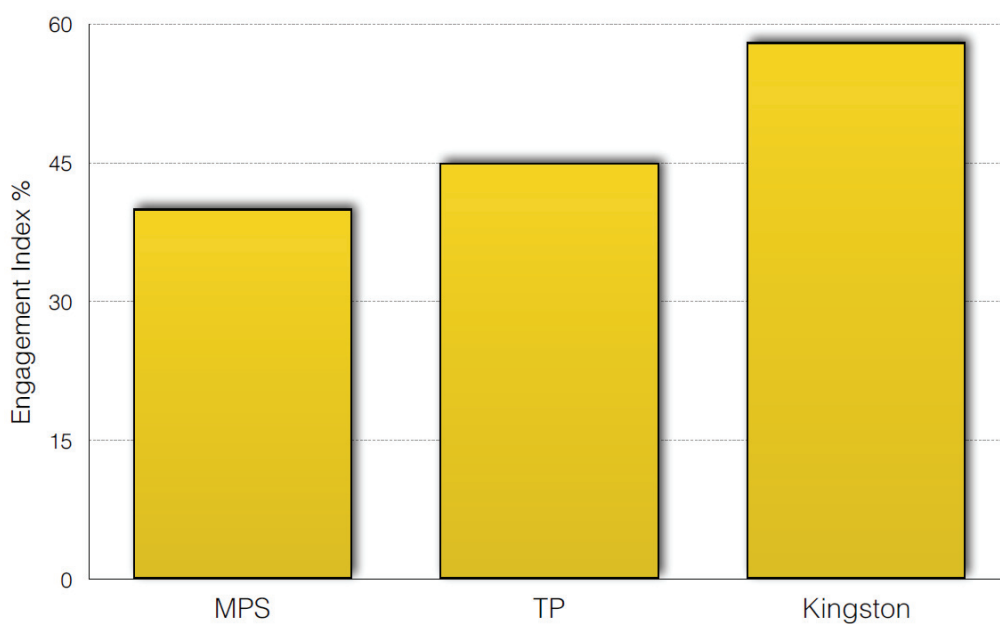


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‘Employee engagement is all very well but you won’t change the culture’ That’s pretty much what Glenn Tunstall, Chief Superintendent of Kingston upon Thames borough was told when he took responsibility for 450 police men and women. Always up for a challenge Glenn was determined to change the ‘trendy to be negative’ cynicism and negativity that seemed to permeate his team.



Glenn was determined to prove that there was a clear link between staff engagement and performance. He looked at the crime solve rates across the police force and mapped them against the engagement scores and found that they were almost identical. Now he just had to prove that the link went from engagement to solve rates and not the other way round!



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In a little over 3 years, and after much persistence and effort, Glenn and his team have turned Kingston into one of the highest performing boroughs in the Met. In terms of staff engagement the borough outperforms the whole Met:

Engagement Score Met: 42%

Engagement Score Kingston: 59%

In the period 2014-15 alone the Kingston team have delivered substantial increases across a range of specific engagement metrics:

I feel motivated at work 70% (up 35% on 2014)

The Met treats me fairly 59% (up 40%)

I am confident in the leadership 59% (up 35%)

I am able and encouraged to do my best at work 69% (up 27%)

During the period mid-2013 until mid-2016 with all this engagement work going on the Kingston police borough doubled the % of crimes solved and reduced complaints from the community by 59%.

So the business case for driving engagement couldn't be clearer: more engaged staff perform better, serve better and feel better. And the numbers prove it.

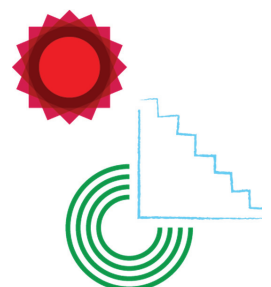
So how was this achieved?

GAINING TRUST

"I knew the first thing I had to do was gain the trust of my team. I knew that until I had that, any talk of engagement and vision was going to go nowhere" Fortunately an opportunity to prove he meant business came along when one



officer complained about the poor radio reception in the area, which the team felt was impacting safety. The issue had been raised with senior management over the previous 2 years and nothing had been done. So Glenn swung into action, co-opted the officer who raised the issue and took him along to all the meetings to get a new aerial installed in the area. As the project progressed it was the officer who updated the team on progress and got to report first hand that this time things were different. A few months later the aerial was up and the team knew their boss meant business.



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Glenn was also concerned that the performance culture of numbers and targets meant little to officers who just wanted to do their best every day. So he got rid of the targets, took down the endless performance graphs and gave responsibility for performance back to individual officers. The charts that filled the office walls were replaced with a “You said, we did” board, a visible reminder to the whole team showing that this was a command that listened and acted. The aerial project took pride of place on the wall with many other initiatives following on.



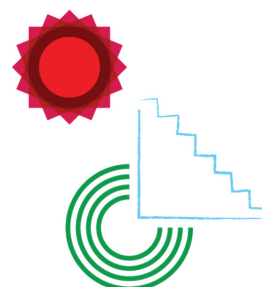
Once trust had been established Glenn then moved on to the next stage of building a wider plan, but he wasn't sure how to go about this:

“I had attended a talk given by David McCleod from Engage for Success and he went through the four enablers of engagement and as soon as I heard it things just clicked into place and I had my plan for moving forward” says Glenn.

Building a plan around the 4 Enablers of Employee Engagement

1. Strategic Narrative (Vision)

“I knew I needed a vision so that everyone was clear about what we wanted to achieve, a vision that gave hope to our employees that the future is bright” To engage the rest of the senior leadership team Glenn involved all his senior team: “I thought that getting them all involved would not only make it better but then they would all have a part to play in making it happen. It would be our plan”



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After a number of sessions and meetings across the borough the team settled on a Kingston Police Vision:

To be the BEST local police service in the country.

We will know we are the best when:

- We have the trust and confidence of our community and they tell us they are proud of their police service
- As crime fighters or performance is second to none. By working closely with our partners our borough will be the safest in London
- All out staff are engaged, motivated and proud of the service they deliver.

In Glenn's own words "The vision was focused on being the Best, I am a bit competitive, and I deliberately put in a bullet about staff engagement as I wanted there to be no doubt that I was very serious about this".

Then came the hard part, selling the vision across the team.

2. Engaging Managers

The managers have the most influence on our workforce and they needed to get behind the vision if it was to succeed. Glenn personally delivered leadership training to all his managers to outline his vision and expectations and to confirm an open door and open ear to ideas and suggestions from the team.

He also influenced managers from the bottom up by introducing an open and transparent reward and recognition programme in which anyone in the borough could submit examples of great work. Glenn would personally say thank you to the winners and it soon got competitive with junior officers badgering their managers to raise their game and get recognition for the team.

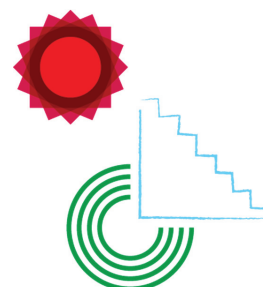
As with any change programme there were some managers who were either unwilling or unable to make the change necessary and for those people alternatives were agreed upon.

3. Organisational Integrity

"A vision needs to be more than words on a page" says Glenn

"One of the agreements we made with our staff was that whenever we made a decision we would always explain the 'why' behind the decision. I encouraged anyone to challenge us if we did not. Funnily enough the more engaged the team got, the more they challenged us!"

Part of the vision was to gain the trust and confidence of the community and help them to feel proud of their police force. "I wanted to show the heroes behind the uniform" says Glenn. This had the double benefit of making the job of policing easier and increasing pride in the job as the community started to



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view the human side of policing. Glenn actively promoted stories in the local press and entrusted one officer with the task of looking after social media. Kingston police now have an active Facebook page which have attracted 15,000 likes and 5 million users in the last year.

4. Employee Voice

Glenn knew that he needed his wider team to get more closely involved in how things were run so he started letting junior officers sit in on management meetings. He also formed Borough Improvement Teams for staff to raise issues that affect their happiness and performance in the workplace and gave them open access to the senior leadership to act on the findings. One of the most surprising benefits of involving the wider team has been in the generation of ideas for new ways of doing things. As Glenn eloquently explains:

“In relation to involving staff in our decision making groups, I openly say that every great idea that we have implemented at Kingston... has come from outside the leadership team”

I think the results speak for themselves.

Thank you to Glenn Tunstall Kingston Met Police for sharing his story.

