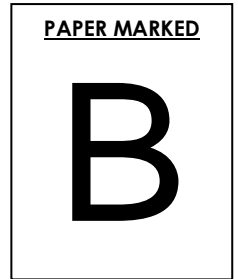


**POLICE AND CRIME
COMMISSIONER FOR
LEICESTERSHIRE**

**ETHICS, INTEGRITY AND
COMPLAINTS COMMITTEE**



Report of	CHIEF CONSTABLE
Subject	CULTURE OF LEICESTERSHIRE POLICE
Date	FRIDAY 23RD JUNE 2017 – 2.00PM
Author	MR JIM HOLYOAK

Purpose of Report

1. The purpose of this report is to explain the Force approach to cultural analysis and change;
2. Work carried out to build a foundation for cultural change;
3. The intentions to embed this work as part of on-going change;

Recommendation

4. The committee are invited to note the content of this report and offer constructive advice and support in terms of future cultural change planning.

Introduction

5. Leicestershire Police recognised the need for cultural change following the introduction of austerity measures circa 2010/11. Subsequently, cultural change was also acknowledged as part of the Project Edison transformational change programme; an internal analysis of cultural indicators supported the need for this work to continue.
6. In 2015, this work was extended under the leadership of DCC Edens (Now CC Northamptonshire) and incorporated into the Blueprint 2020 (BP) change programme, initially under the People work stream.
7. Part of this work included a cultural leadership audit carried out with senior managers by the Pacific Institute to determine the culture and leadership traits required by the Force (Appendix A).
8. This informed several work streams to address these areas:
 - **Behaviours** – with Leadership as the core of cultural change

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- **Enablers** – access to transformational IT/working practice and well-being
 - **Engagement** – Pro-active communications and creation of change ambassadors as pilot for organisational leadership from “bottom up” from recruitment and throughout a career; evidencing procedural justice
9. This work was authorised by the Chief Officer Team and the then PCC, Sir Clive Loader.
10. A co-ordination and working group was formed, which developed work to support this programme. As this work coincided with the College of Policing (COP) Leadership Review, which incorporated many of the same areas, colleagues from COP were engaged as critical friends and several areas were recognised as good practice, notably the ambassador programme.
11. Although, it was determined that the cultural change programme would not be lead through the People work stream, several parts of this work has been incorporated into other BP work streams. This work has continued with the following outcomes:
- **Leadership** – programmes have been developed which support individuals to **Lead**, take responsibility and empower them to make decisions which change culture – this was recognised by HMIC and COP; the growing Evidence Based Policing Group led by junior colleagues underpins this work, demonstrating bottom up leadership capacity and capability
 - **Behaviours** – working with the ambassadors and the Pacific Institute, we have identified the values and behaviours we need to embed cultural change; this was supported by SCOT last year and demonstrates procedural justice (Appendix B)
 - **Enabling Work** – Ambassadors have changed working practices in several departments, introduced change from the bottom up and notably provided evidence to support the introduction of agile IT for operational staff following the successful pilot of agile working, thus, supporting cultural change
 - **Well-being** – although underpinning all of the areas above, several programmes have been developed to support colleagues to adapt to their work; this was positively recognised by HMIC
12. However, this work has not been without challenges, as would be expected for a transformational programme. For example:
- Implementation of Niche
 - Edison Target Operating Model; in some areas this has led to cultural inertia evidencing change ambivalence/withdrawal (Kiefer 2005)
 - CSR – 50% cuts never came but still need to be “efficient” = £38 million extra by 2020

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- Strategic Alliance/Collaboration/Tri-Force/Bi-Force – including Organisational Development work
 - COP introduction of Competency Value Framework, demanding incorporation into Force programmes
 - Police culture generally is transactional; quick time outcomes are expected (Cockroft 2013), arguably supported by HMIC transactional inspections
13. Notwithstanding, these examples offer the opportunities for the kind of patience and persistence required for “learning leadership” to develop (Schein 2010) and is a reminder that cultural change is long term proposition (Kotter 1995).
14. Consequently, these factors have been taken into consideration as part of Project Darwin and Blueprint 2025 work streams underpinned by the National police Chiefs Council Policing Vision 2025. Learning from the work carried out thus far the short term intention is to:
- Redevelop a relevant staff survey to re-engage the workforce and inform quick wins/longer term change work
 - Review current cultural change work streams – potentially peer review from the COP or EMPAC
 - Finalise and embed the Force vision, values and behaviours to reset the cultural norms for future development
15. This will then inform a strategic approach for cultural change for the next 12-24 months with set milestones, based on learning and evidence from the last two years of work.
16. In conclusion, it is asserted that the Force has developed a firm basis for further cultural change and organisational development. However, to continue to develop, this work needs resolute leadership to balance the prevailing (command/control/transactional) culture against a more adaptive and flexible workforce and environmental(Adaptive/collaborative/transformational) culture, as evidenced by the cultural analysis provided by the Pacific Institute and internal evidence (Operation Tiger-Lightened).

Implications

Financial : None

Legal : Public Interest

Disclosure Act 1998

Equality Impact Assessment :

In place

Risks and Impact : None

Link to Police and Crime Plan : Public Confidence

List of Appendices

Appendix A – Pacific Institute Circumplex analysis

Appendix B – Diagram connecting vision values and behaviours as agreed by SCOT

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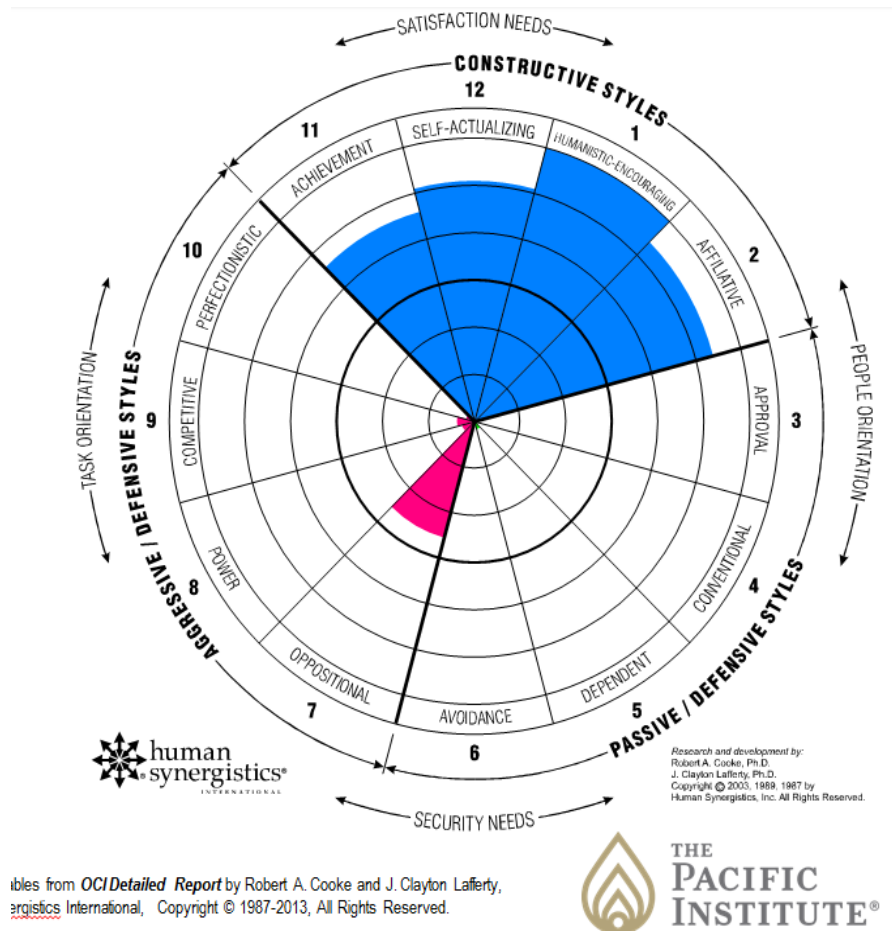
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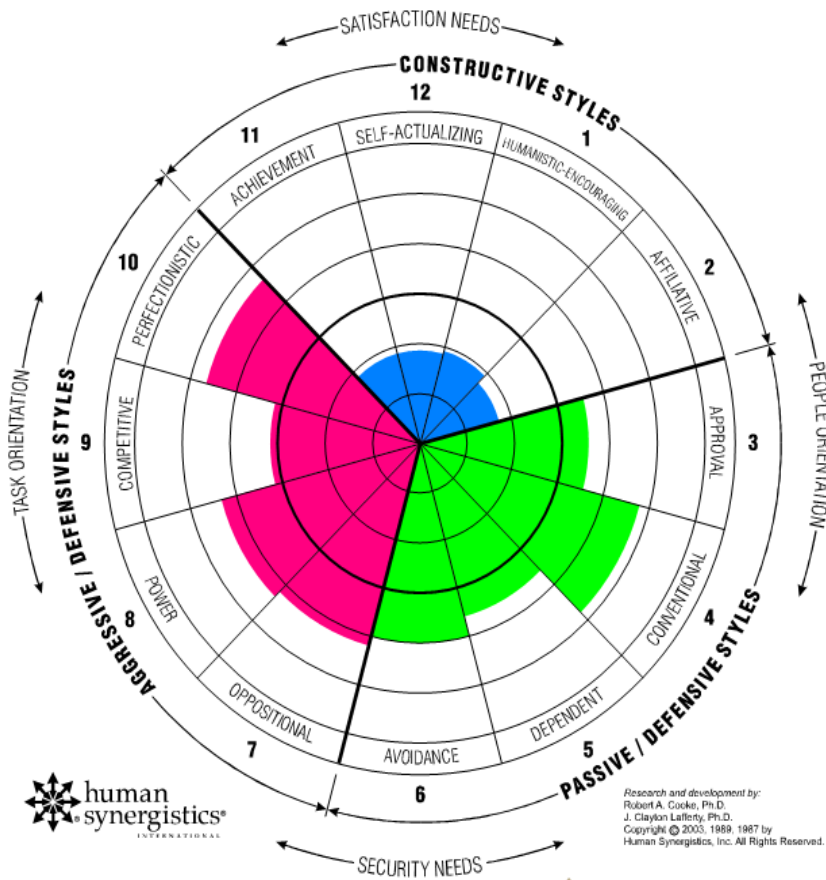
Appendix A

Pacific Institute circumplex demonstrating Senior Officer desired leadership culture



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Pacific Institute circumplex demonstrating officer/staff reality



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Appendix B.

