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Executive Summary

In summary our findings are:

Overall context

The challenges faced by West Yorkshire Police are consistent with those faced by the majority of organisations in the current climate of economic, social and political pressure to change. The tension created by ever increasing targets and shrinking resources drives a need for change which is widely accepted at all levels within the Force, though it’s fair to say that many are struggling to accommodate the pace and scope of change required. The outward presentation of this pressure is seen as a lowering of engagement and morale, and whilst this may be more apparent in some areas than others it is again entirely consistent with the majority of organisations with which we work. Against this backdrop it may therefore be surprising that over the last twelve months or so many performance measures have improved; this is representative of the strong leadership and high levels of commitment and resolve we have experienced during the audit process. It is to the organisation’s and the new Chief Constable’s credit that West Yorkshire Police are meeting these challenges head on; the level of courage required to open the organisation to a deep cultural and behavioural audit of this nature demonstrates a high level of determination and fortitude. In so doing, West Yorkshire Police have not only identified the few factors which may be holding them back, but have created an exciting and compelling view of the future based on delivering “World Class Policing” to the communities and people of West Yorkshire.

Cultural strength

All of the main cultural themes assessed in the audit are evident within West Yorkshire Police to some extent however none present as a "strong" culture.
Cultural themes – relativity

The following table shows how the cultural themes assessed in the audit present in West Yorkshire Police relative to each other (NB: The following chart does not specifically indicate whether an individual theme presents as “strong” or “weak”, merely the relativity of each theme compared to the others).

Team leader awareness

There is a significant disconnect between what team leaders at all levels in the organisation assessment of their staff’s views are and how the staff report, indicating a lack of engagement by team leaders:
Top three cultural/behavioural strengths identified

- Pride in what you do
- Complete understanding of the need for change
- Degree of honesty and participation from all levels in the Cultural Audit indicating a desire to understand the issues, to move things forward and to make a step change

Top three cultural/behavioural weaknesses

- Trust in the organisation and each other
- Respect for each other
- Holding each other to account (for unproductive behaviour)

Leadership development assessment

- Team Leader engagement with staff is poor at all levels
- Trust in leaders is low
- Need for greater buy in and visible support for change from leaders

But… This cultural picture is not just about leadership problems or responsibility. There is an underlying, long term culture which significantly contributes to the cultural risks. Overcoming the challenges depends on a fundamental behavioural shift at all levels

Staff development assessment

- High level of detractors (saboteurs) in the organisation
- Lack of sense of personal accountability for improvement
- Low trust in peers as well as in leadership
Context

As the fourth largest police service in England and Wales serving over 2 million people, West Yorkshire Police have recently embarked on a major improvement programme; the change programme is in response to a number of external and internal issues, arising from economic, social and political pressures as well as legacy performance issues within the force.

As with any organisation undergoing significant change, leaders within West Yorkshire Police understand that structural and process change alone will not deliver the levels of service and performance that the communities within West Yorkshire deserve, particularly against a backdrop of significantly reduced funding and resources.

To support the performance improvement, the Chief Constable, appointed in February 2013, has identified a need to transform the service both internally and in its external impact to deliver a more engaged workforce and improved police performance. His ambition is to enable the service to be high performing and to bring world class policing to the communities within West Yorkshire. The external and internal issues identified above create the substantial challenge of delivering world class policing in a highly cost efficient manner whilst maintaining (or improving) levels of morale and engagement. A new leaner organisational structure will be supported by leading edge technology which will help enhance operational performance, however behavioural change will also be required in order to fully optimise the New Operating Model.

To support the cultural transformation required, the service has commissioned an external review of the current culture within the service, the aim of which is to analyse the current ways of working, readiness to change and overall service morale and help identify what the culture needs to be so that it reflects the service purpose and values – and delivers what is required to deliver a World Class Police Service.

This cultural audit is designed to identify the current cultural positives and challenges, help define the behaviours that the service believes are critical to deliver world class policing in West Yorkshire.
**Approach**

In undertaking the audit we have worked closely with the internal Change Team and have focussed on the behavioural aspects of a culture audit.

The cultural audit will be behavioural in nature as we know that behaviours within an organisation create the culture. Our cultural audit is a carefully designed blend of:

1. Interpretative assessment of pre-existing data
2. Quantitative data
3. Qualitative data
4. An assessment of change readiness amongst the senior leadership population

In addition, we have sought to support the Change Team as a ‘critical friend’; providing challenge and support in equal measure, along with unlimited access to our huge knowledge bank of tools and materials drawn from the very latest sources. In addition to the cultural audit review, we have also supported the team to define World Class Policing and what it means to West Yorkshire Police. This is a separate workstream, but has utilised information gathered during the cultural audit to define the behaviours critical to delivering world class policing in this service.

The culture audit has been conducted in five phases, which are summarised below:
**Assessment Scope and Methodology**

The audit included a range of interventions designed to really get “inside” the organisation. Input came from:

- Police staff – all ranks from Chief Constable to PC (around 2,500 total staff)
- Uniform and Support staff – a representative sample from all grades and core functions
- 10 operational areas / functions
- Senior Leadership Team

<table>
<thead>
<tr>
<th>Item</th>
<th>Activity</th>
<th>Population</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Desktop research</td>
<td>• Existing employee data including staff survey.</td>
<td>A comprehensive analysis of existing data and compiled information covering staff survey, key employee data (including absence etc.)</td>
</tr>
<tr>
<td>2</td>
<td>Strategic Interviews</td>
<td>16 members of the Senior Leadership Forum (SLF)</td>
<td>Structured interviews designed to test engagement to change, existing culture perception, vital elements of desired culture</td>
</tr>
<tr>
<td>3</td>
<td>Leadership Engagement</td>
<td>40+ members of the SLF</td>
<td>A half-day session with the most senior leaders to build understanding of the importance of culture, embed accountability for role modelling behaviours and Interactive polling to assess current culture</td>
</tr>
<tr>
<td>4</td>
<td>Interactive Focus Groups</td>
<td>36 people representing different grades and functions within WYP</td>
<td>Structured interviews to gather qualitative input from a cross-section of employees and stakeholders to validate the output from the strategic interviews and SLF, dig deeper into the online survey to collect qualitative data, understanding of World Class Policing and desired culture to achieve</td>
</tr>
<tr>
<td>5</td>
<td>Work Life Motivation Engagement Survey</td>
<td>52 teams across the organisation covering all departments, functions and areas. A total of 326 respondents of which 52 are team leaders / managers. Population includes both police and support staff</td>
<td>A web based audit measuring main factors which influence motivation and engagement within an organisation</td>
</tr>
<tr>
<td></td>
<td>Cultural Audit</td>
<td>2,391 respondents from all levels and areas within West Yorkshire Police</td>
<td>A web based survey using Survey Monkey designed to assess current and future cultures against purpose, vision, values and WYP Leadership triangle.</td>
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Current Cultural Themes Assessment

Taking into account the significant and diverse data retrieved from all sources detailed above, we have identified the key cultural themes to deliver World Class Policing and assessed the current ‘as is’ state of the organisation.

Audit findings in relation to organisation readiness, morale and engagement during the change programme

Readiness to Change

The extent to which any organisation is capable of implementing and sustaining a change programme depends on a number of factors but most critical will be:

- Intellectual understanding of the reasons for and consequently the need to change
- Current emotional state of those involved in the change (Engagement)
- Individual belief in organisational intent

Key Findings:

- 83% of the Senior Leadership Forum completely agree with the need for change
- 82% of the Interactive focus group participants completely agree with the need for change

BUT

- 8% of leaders are dis-engaged
- 18% of the total population are dis-engaged
- 55.8% of the population are “detractors” (have a negative view of the organisation)
- 62% of the organisation do not trust leaders
- Leaders are trusted by only 10.5% of the organisation

Individual comments included:

‘The Force is functioning on the goodwill of staff, which is rapidly wearing thin’

‘Communicate the results (of the survey) and what will be different’

(biggest challenge)... taking staff along when going through the change – across the board’

‘constant change – too much too soon’

(readiness for change)’ 2/3 out of 10 or 5/6 depending where you are (department wise)’

Feedback from focus groups would suggest that senior leaders and staff appear to intellectually understand the need for change within West Yorkshire Police. Additionally, feedback gathered by carefully constructed questions at the focus groups would suggest that there is a perception that traditionally WYP is risk averse and as such this will impact on staff’s emotional engagement with change and heighten their discomfort with the change process.
Staff may be more likely to remain in the negative phases of a change cycle for longer than in other organisations where change is more woven into the way they do things, because of the risk averse culture. In addition feedback has suggested that traditionally the force may have been arrogant in believing that they were delivering a higher level of performance than they actually were; the shock phase of the change curve would therefore have been felt to a greater degree leaving some staff ‘stuck’ in this phase, limiting their readiness to change.

Any gap between perceived performance and actual performance is likely to enhance the initial phases of the change curve making it much harder for people to accept and engage with the changes. This will also contribute to the “change fatigue” reported by many participants.

Individual comments included:

‘In 38 years of working for this force I have never known staff be treated as shabbily or morale so low’

‘I think the best thing that can happen to the Police is getting senior management from the corporate world into the senior ranks….we need forward thinking people from different working cultures’

‘Consultation to calm anxiety’ (is required)

‘Change for change sake needs to stop’

‘We have to make it happen whether we are ready or not’

From the differing focus groups and other qualitative data there are many comments about the pace and scale of change and the fact that this is impacting on performance. This view would impede organisation readiness to change and a ‘change fatigue’ was reported. There is also a potential disconnect between the Chief’s drive for change and the organisation’s emotional ability to deal with the change in constructive way at this point. In addition the sustainability of any change programme is perceived
to be hindered by the service promotion activity where leaders are perceived to have been moved before the change is fully implemented.

There was a substantial demand for greater clarity of the vision (end state); to make this compelling it should be a collective accountability for the entire senior leadership forum as there is a current perception that the change is being driven at the sole direction of the Chief Constable.

Morale and Engagement

The audit shows that the level of morale and engagement varies significantly across different areas, however there is a high degree of consistency in terms of the factors which are having the most positive and negative impact. Overall engagement is assessed as poor across the organisation.

Key Findings:

- 12% of leaders are positively engaged
- 10% of the total population are positively engaged
- 49% of the population are proud of the results delivered by West Yorkshire Police

BUT

- 56% of the population would NOT recommend WYP as an employer to family and friends
- 8% of leaders and 18% of team members have a level of motivation and engagement so low that it is likely to have a seriously detrimental impact on those around them.
- Leader engagement with their teams is assessed as POOR to MODERATE indicating that leaders are not in touch with how people really feel.

Individual comments included:

‘...there is a theme that runs through almost everything and that is morale...what are the leaders of the force doing about this?’

‘Constant scrutiny, constant pressure, no thank yous’

‘Welfare of staff needs more attention’

(there is ) a lack of adherence to Values’

“Come to work unhappy, go home unhappy....Doesn’t equate to World Class Policing’

These results suggest that the Leadership Forum believes that the Service is heading in the right direction, however below the SLF there is a significant proportion who don’t think that the changes are the right ones, despite intellectually understanding the need to change. This will impact on their engagement both with the organisation and their motivation as leaders to drive the changes and support the organisation during those changes. There appears to be a continuing challenge and need
to communicate the change imperative, what it means in service improvement and need for a greater, more demonstrable sense of a change process owned and driven by more leaders than just the Chief Constable.

The fact that a significant percentage of staff are ‘detractors’, as evidenced by the fact that they would not recommend WYP as an employer, will have a considerable negative impact on the positive engagement with the change agenda.

**Audit findings in respect to West Yorkshire Police high performance Pyramid**

![High Performance Pyramid Diagram]

**TRUST**

In high trust organisations things happen up to 60% faster. Empirical research demonstrates a strong correlation between trust and accountability, commitment and engagement.

The audit suggests that trust within West Yorkshire Police is currently low with all the associated consequences of poor levels of engagement, accountability and organisational performance. This however is consistent with the national and international measurements of trust conducted by the Chartered Institute of Personnel and Development (CIPD), Institute of Leadership and Management (ILM) and many other professional and industry bodies. The globally recognised Edelman Trust Barometer suggests that trust has been falling for some considerable period driven largely, but not exclusively, by the economic downturn. This lowering of trust is not exclusive to organisations but is also evident within society as a whole where trust has been further eroded by events in, for example; Journalism, Banking and Politics. Our findings in West Yorkshire Police in respect of organisational trust very much reflect the national picture.
Key Findings:

- In general, trust in peers is significantly higher than trust in leaders
- Only 2.4% of respondents (57 people out of 2,319) consider trust to be clearly evident within WYP. This makes trust the lowest scoring factor.
- The two behaviours contributing most to low trust are:
  - People speaking negatively about the organisation and each other
  - “Spin” / ambiguity
- Only 17% of the SLF believe that people do what they say they will. 76% believe there are hidden agendas and only 50% believe people to be “open and honest”.
- Only 21% of those involved in the Interactive Focus Groups believe that people do what they say they will. 65% believe there are hidden agendas. 95% believe that people talk negatively behind each other’s backs.

Individual comments included:

“.. the principles (of Purpose and Values) are brilliant but we just don’t do it.”

“people don’t do what they say they will do”

‘Contradictory messages’

‘Personal agendas- promotion’

‘The climate of fear is palpable’

‘A lot of activity is to support promotion’

‘Spin is popular within’

(leaders) need to be honest and transparent’

There is an articulated need for honesty in the qualitative data, but a sense that people see challenge as a criticism (see constructive challenge section) and there is a fear of the consequences of criticising. The blame culture reported in the Work life Motivation surveys is additionally reported in the interview data across the focus groups and in some of the open feedback mechanisms. There is a sense of the right words being said, but that the actions which follow do not align with the words.

The evidence suggests that West Yorkshire Police is a low trust organisation; there is a lack of openness and people are unwilling to make themselves vulnerable because they fear the consequences.
Constructive Conflict

As a result of the lack of trust and the blame culture people are unwilling to engage in constructive challenge.

Key findings:

- 33% of the SLF said that if people disagreed with something it would be discussed openly and challenged
- 36% of those who responded said they felt safe to challenge
- 27.25% of those who respond to the whole organisation survey put ‘challenging’ as one of their top 6 current behaviours

BUT

- 60% of SLF felt they couldn’t challenge without feeling threatened
- Only 36% of those in the interactive focus groups said they felt safe challenging
- 65% of those in the whole organisation survey felt their leaders were not open to critical challenge
- 57% of those in the whole organisation survey felt they could not speak up without worrying if they saw something was wrong

Individual comments included:

‘We have a culture of bullying’

‘Terrified of making a mistake’

‘If it goes wrong it’s on your head’

‘Feel that no one stands up for the Police’

‘Take feedback and listen... issues are flagged’

‘SLT listened and made changes to some initiatives on a positive note’

‘People are reluctant to challenge the status quo’

‘Some PCs will challenge senior officers’

The Chief’s stated intent is to encourage challenge around ideas and decisions and is happy to debate issues, but (possibly as a result of reduced levels of trust) there remains a perception that challenges are directed personally at individuals. However there is evidence to indicate that there is a more general reluctance to challenge each other, particularly between peers and upwardly in rank and that where this does happen it often feels personal.

Once trust is enhanced, WYP will be able to constructively and respectfully engage in conflict and positive challenge without the fear of retribution or blame. The organisation will need to facilitate
the opportunities for people to express themselves and know that they have been heard and respected for their thoughts and beliefs. This cultural audit is one important milestone in this process and the high levels of participation confirm the appetite to be heard and to make a positive difference. By enabling this and being honest about the outcomes of the audit (good and bad) with a clear indication of ‘what next’ the organisation will support the buy-in to cultural change.

Commitment

In the absence of trust and constructive challenge the organisation is unable to create the environment where there is true buy in and commitment to the goals and change. The level of spin and “hidden agendas” creates an environment where ambiguity and uncertainty flourish.

Key findings:

- In the WLM survey one of the top rated scores was related to people enjoying the problem solving they have to do in their work
- 36.57% of those who responded in the whole organisation survey stated that ‘committed’ was a word best used to describe people at WYP today

BUT

- This commitment would appear to be to the job they do and not the organisation or the change programme.
- 56% of the population would NOT recommend WYP as an employer to family and friends
- 8% of leaders and 18% of team members have a level of motivation and engagement so low that it is likely to have a seriously detrimental impact on those around them
- Almost 50% of respondents (1,000 out of 2,000) are likely to be talking negatively about the organisation externally (scores of 3 or below on scale). These detractors are likely to have a seriously detrimental on public perception and trust in the organisation

Individual comments included:

‘Mixed messages around the change are causing confusion - indecision’

‘Need multi-tasking... ‘flexing’ and commitment and willingness’

‘As individuals we are committed...(but) we all think differently about how to get there’

‘Delegate effectively and empower the organisation’

‘People do not take responsibility for the consequences for their actions’

‘We need to do what’s in the Purpose and Values’

The absence of commitment contributes to the agreed decisions of the service being inconsistently applied, and a possibility that the leaders negate the impact of the change by openly demonstrating
their lack of commitment to the ‘agreed decisions’. This will lead to a lack of credibility in decisions being made and a lack of positive progress as decisions are undermined or unpicked.

Once there is alignment and buy-in leadership teams can continue to drive clarity within the Service. This is often facilitated by the process of cascading communication. Taking key decisions and action items and ensuring that they are rolled out to staff in a way that includes a rationale as to why they are important will be critical to performance achievement and sustainable change.

**Accountability**

The high levels of pride and purpose in the ‘job’ and what is delivered leads to strong personal accountability, however the lack of trust and constructive challenge makes it less likely that people will hold each other to account, particularly for unproductive behaviours. This issue is exacerbated by the lack of definition around productive and unproductive behaviours; people don’t really know what’s expected of them so unproductive behaviours become normalised and accepted.

**Key findings:**

- 24.98% of those who responded to the whole organisation survey indicated that ‘personal accountability’ was one of the best words to sum people up in WYP
- In WLM Pride and Purpose is the highest scoring category with 50% positive rating
- SLF state that 74% of people hold themselves personally accountable for results

**BUT**

- 47% of the Interactive Focus Groups said that people didn’t hold each other to account
- The lack of trust (the lowest scoring factor on the whole organisation survey was High Trust) makes it less likely that people will hold each other to account for unproductive behaviours
- 38.88% of those who responded to the whole organisation survey said that one of the 6 least visible behaviours in the organisation was being ‘empowered’ leading to a sense of inability to be accountable.

**Individual comments included:**

‘Senior managers are not accountable for poor decisions’

‘SLT have difficult decisions to make – it will affect morale and the feeling is that they don’t care’

‘Make tough decisions- what are we not going to do’

‘lack of consistency in corporate messages’

‘Very few people go through the performance process’

‘Individual accountability needs to be understood’

‘Less yes people’ (needed)

Accountability is not only about a leader holding their direct reports accountable, but it is also peers holding each other accountable by reminding each other of commitments agreed to when there
are real or perceived breaches of performance or failure to demonstrate the agreed behaviours. Leaders need to take responsibility to role model accountability by holding their peers, superiors and direct reports accountable for evidencing the right behaviours.

Results

Where collaboration is poor and focus on individual outcomes takes precedence above collective goals there is an inattention to the achievement of collective goals. This is strongly evident within West Yorkshire Police.

Key findings:

- 50% of those who responded to the whole organisation survey said they were proud of the results delivered
- 33% of those who responded in the whole organisation survey indicated that ‘One Team’ needed to be included in the ‘to be’ culture of WYP
- In the WLM survey one of the top 3 statements in relation to Pride and Purpose was ‘I’m clear about what goals I need to achieve’

BUT

- 64% of SLF indicated that WYP was not a ‘one team culture’
- One of the lowest scoring areas in WLM was ‘I receive regular feedback from my manager which helps me sustain or improve my performance’

Individual comments included:

‘Team West Yorkshire is not a reality’

‘The standard and quality of work of some colleagues due to pressure and weak management mean people come to work unhappy and go home unhappy’

‘Listen- accept feedback’

‘Be careful of what you (leaders) say – and stop the blame culture’

‘any change needs supporting across all managers and not just SLT’

‘People want to do the right thing’

There is a sense that there has been a step change in pace and that the Chief has focussed performance onto actual results which encourages greater accountability, but there are responses which would indicate that there is a lack of consistent ownership of results and consequences for poor performance. There is one comment about the Chief having to ‘force decisions’ and others to ‘be accountable’.

That being said the decision making process is perceived by some to take away from accountability with staff needing permission to do things, decisions being ‘required’ to be escalated and the lack of robustness around decision making so that they can be made, but then are unpicked by others.
When people feel supported they don’t feel as if they are ‘on their own’ and there would be a ‘one team’ feel to the service which is not how it is currently perceived. ‘Supportive’ is 19th (15.61%) on the list of words that best sum up how people are at WYP (cultural theme survey monkey).

In addition two things that get in the way of achieving results are self-interest and self-preservation. Team members who put their individual needs or the needs of their department above the collective goals make it difficult to achieve better overall results. The overall team performance should come first.

The distractions from collective results are:

1. Personal ego
2. Career development
3. ‘My department’/’My team’

As detailed above there is a sense that individuals put personal interest above organisation goals.

**AUDIT FINDINGS RESPECTIVE TO OTHER KEY CULTURAL THEMES**

In addition to the critical themes highlighted above which contribute to a high performing culture, we believe that the following cultural themes are critical to success.

**Pride**

1. 44.76% (top place) of those who responded to the cultural theme survey monkey indicated that the service was professional with a further 36.57% indicating that committed was the second best word to sum up people within WYP
2. Pride is also the highest strength reported in the WLM Cultural theme survey, indicating that people feel proud of what they do and believe that what they do is valued by others. ‘I’m proud to be a cop’
3. 90% of those who responded on the LFID said that they were proud of the results that WYP delivered and 100% proud to work for WYP. 86% of those who responded on the GIFD said they were proud of the results WYP delivered, with 98% proud to work for WYP
4. These high levels of pride will lead to intrinsic motivation and is a strong foundation on which to build a highly motivated and highly engaged workforce with high morale
5. People at WYP have a strong sense of **Purpose and Pride**:  
   a. WLM page 9 of 10 and page 3 of 5  
   b. CT page 7 and 8

**Collaboration**

1. Collaboration is the positive engagement of individuals in projects and activities where there is a joint goal that is jointly owned. The qualitative outcomes of the focus groups, interviews and other free text data would suggest that there is a general feeling that people are willing to work together, although this does not necessarily equate to full collaboration where there is clear intent to work together on shared goals. Whilst there is comment that this is improving within the service, we would assess that collaborative working is still at an immature level across the service and externally
2. However, there is evidence that the service rewards individual achievement and that there is a sense of ‘looking after number 1’, particularly at more senior levels where promotion is based on individual achievement. This approach could result in a culture where individuals focus their own interests, not the collective goals of the service and this can also drive a silo mentality.

3. There was little overt sense in the data that collaborative working with external partners was at the core of the service mentality, although there was an intellectual expression that this was necessary and the right thing to do. This is an area that may need some greater focus, once the service is appropriately re-positioned internally.

4. Of the LFID data only 33% said that if people disagree with something it would be discussed openly and challenged – this is a key component of collaborative working culture where the discussions/conflicts are ideologically based and not personally based.

5. The WLM cultural survey reports collaboration as the third lowest weakness in the service, with respect at the weakest level, followed by trust as the second weakest element.

**Respect**

1. The qualitative data indicates that the culture is changing to one where task performance takes higher precedence than people and that the feedback on performance can be generally negative in focus.

2. Linked to the learning from mistakes theme, there is a sense that there isn’t a culture of positive, honest but developmental feedback.

3. In the WLM survey respect is the number one weakest cultural theme indicating that staff are reporting that there isn’t open and honesty, low levels of spin and where diversity is valued and people feel that their own personal contribution is valued.

4. Only 18.41% of staff who responded to the cultural theme survey monkey indicated that ‘respectful’ was one of the words to best describe West Yorkshire Police.
WCP purpose

The following descriptive words were identified by staff in the interactive focus groups, strategic interviews and through the survey monkey where we asked what would people need to be in order to make West Yorkshire Police a world class police service.

The first draft of the World Class Policing statement has built upon the words identified by staff in the main data collection mechanisms and is currently;

‘Working together as one team we will deliver a world class policing service because we care. We care about everyone; our communities; our people and you.

We care 24 hours a day, 7 days a week through the year, in a varied and challenging environment with a supportive and committed team. There should be nothing that we cannot achieve together to keep our communities safe.

Our purpose is clear - we are a professional service with integrity, fairness and respect at the heart of our values.

Together we will use and develop cutting edge technologies to keep us at the forefront of tackling criminality and protecting everyone, especially the vulnerable.

We are pioneers of innovative world class policing staying ahead of crime.

We care about our people and will support, develop and empower them to be the very best they can be.

Why do we do all this? Because we are compassionate courageous and committed - determined to
do the right thing in the right way.’

This description of “envisioned future” indicates how people would like things to be; it’s a powerful statement that people could get behind and whilst it may require some further refining it is a strong foundation on which to build.

High Level Behaviours – the vital few

In the analysis at this stage of the review we have looked to develop the vital few behaviours that deliver the required culture for world class policing and to meet the purpose as drafted above. Our recommendation is that the number of vital few behaviours is kept to a maximum of 5 to ensure that they are totally focussed and that the language is simple and direct to reach the total WYP population.

Utilising all the data from the forward facing ‘to be ‘culture data, we have utilised your already agreed high performance criteria and built simple high level statements around these.

Trust: We do what we say we will

Challenge: We engage in constructive debate about ideas and decisions

Commitment: We talk straight to each other. We are open and honest.

Accountability: We hold each other to account when we see unproductive behaviour

Results: We focus on organisational and team results, not our own agenda

Further work is now required to take these high level behaviours to a practical level which people will understand and which will be unequivocal, measurable and sustainable.

Key challenges in moving to the desired new culture

- Retaining what is good about the current culture
- Retaining the pride in the service, whilst re-aligning how that service is delivered and improving performance
- Leadership capability and commitment to manage and sustain change and design and lead the new organisation culture
- Rigour on holding people to account
- Consistently doing what we say we will
- Reducing bureaucracy and escalated decision making processes that stop change being ‘choked’
- Having enough time to enable the changes to embed... without being externally driven to make additional improvements
Points for Consideration

The following section highlights a number of areas which would benefit from further consideration and which may form the basis of an action plan. Note: these are not mandatory recommendations nor do they represent an exhaustive list of all the actions that may be open to West Yorkshire Police. For ease and practicality we have separated the considerations into those which might have the highest impact, followed by those which could be implemented most quickly, however it is for West Yorkshire Police to prioritise these and to consider them in the context of all information including that which sits outside the scope of this audit.

Top 3 high impact opportunities

1. Start role modelling positive behaviours especially around talking positively about each other and the work and improvements that are happening – and if there is an issue with an individual talk to them directly about it and not to others; give direct and constructive feedback when appropriate
2. Stop saying what you think others want to hear and be authentic; be straight with each other.
3. Focus on building engagement, starting with your own teams. Real engagement happens at team level and that would be the quickest way to start improving morale

Quick Wins (0 – 3 months):

1. Develop a way forward to communicate this report in an honest, no holds barred way. A powerful way to do this would be for the Chief, Deputy and ACCs personally delivering the messages across all teams and asking for help and ideas to improve. These can then be woven into team and whole organisation responses. Don’t rush to action plan at a corporate level – this culture has taken years to build and will take time to re-align and can only be done over a sustained period of time
2. Review and align all current change initiatives, simplifying where possible in order to reduce the overall level of initiatives that cross over – simplicity of vision will support understanding and engagement at all levels. This is particularly important in clarifying and understanding impact on individuals.
3. Refine, test and communicate the “World Class Policing” definition and make the entire SLF accountable for delivering it.
4. Provide a support intervention to all 53 leaders involved in the Work Life Motivation Engagement survey to help them understand their team results and to create an action plan
5. Encourage open and critical challenge within the SLF to remove ambiguity and gain commitment.
6. Consider further development of the “non-negotiable” behaviours which will underpin a culture of World Class Policing

Medium Term (3 – 6 months)

1. Incorporating the outputs of the Culture Audit, develop a strong People Strategy with tactical implementation plan which can be operationalised over a three year period that delivers the right culture and employment arrangements to deliver WCP
2. Agree a single definition for “one team” in relation to collaboration around high performance
3. Develop a set of key behavioural performance measures aligned to the non-negotiable behaviours and review the IAMs to be about the ‘how’ as well as the what and to be better balanced between people focus and task

4. Consider a development programme for senior leaders based on creating a culture of high performance and a clarity of the need to balance leadership and management approaches to deliver

5. Consider deploying an organisation wide engagement review (perhaps based on Work Life Motivation and aligned to high performance teams) so that the engagement activity can be identified at a granular team level

**Longer Term (6 – 12 months)**

1. Introduce trained and appointed “workplace coaches” and “activists” to role model and spread non-negotiable behaviours and to support a preventative and problem solving culture

2. Consider a development programme for managers (perhaps based on Work Life Motivation) aimed at improving engagement and performance across the organisation.

3. Continue to develop an approach to talent management (outside the current programme) based on proven contribution to performance and aligned with purpose and values which rewards great contribution and not just ‘promotability’ – to deliver a flexible and responsive workforce at all levels
Evidence matrix by cultural theme

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