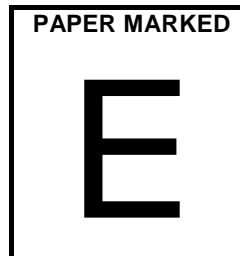


LEICESTERSHIRE POLICE AUTHORITY



Meeting **POLICE AUTHORITY**

Date **28/06/2010**

Report of **CHIEF CONSTABLE**

Subject **YOUR VIEWS STAFF SURVEY**

Purpose of Report

1. This report provides members with information about progress in relation to the implementation of the Your Views Staff Survey and in particular how the issues identified within the results are being addressed.

Background

2. In 2008 the force undertook a Cultural Audit. An external consultant was commissioned to assist the force in designing the questions and reporting the results which were disseminated to staff via the forces intranet.
3. In 2009 the Force announced savings were required in the region of £15m. This changed the landscape, and the emphasis of information required from staff would now be based around organisational culture and how the changes may impact on service delivery.
4. The force has commissioned this revised approach to be carried out on a quarterly basis. The 1st Phase was carried out in March 2010, the 2nd Phase is due to roll out on 22nd June 2010 and thereafter every quarter. This will allow the force to regularly understand the impact and changes occurring in relation to Occupational Health and the positive/negative impact on Service Delivery.
5. The questions have been based around six perspectives of the Organisation Trust Index, developed by the Breckenridge Institute. This is a method for measuring the level of trust in an organisation.
6. The questions were signed off by an over arching group which consisted of the HR Director, Diversity Manager, the Savings Team, Head of Corporate Communications and the Service Improvement Manager.
7. See Appendix A for the questions used for Phase 1.

Future Steps

8. The Service Improvement Unit part of Corporate Services analysed the findings. Within 5 days of the closure of the survey bespoke reports were provided to Area and Departmental Senior Management Teams and disseminated to staff via the forces Intranet.

9. In summary the findings show

1st stage analysis

- **75.3%** of staff and officers are proud to work for Leicestershire Constabulary
- **67.3%** Are happy in their current role
- **37.2%** feel that they **aren't** receiving sufficient information to understand how the changes will affect them with 34.0% giving a neutral response
- **59.7%** understand the reasons for change at this time
- **48.3%** know how to access information regarding the current changes
- **51.2%** know what process they need to follow if they had suggestions for change
- **59.1%** want to be involved with the decision making process
- **45.1%** feel that the current climate **is** adversely impacting on the delivery of services
- **52.6%** feel that police officers and staff are working as one to deliver police services
- **37.7%** feel that communication between staff and managers is open (30.8% made a neutral response and 31.5% made a negative response)
- **53.2%** felt that they are supported by their manager to help them deal with the changes
- **56.3%** said that they are ready to support the changes the force has got to make during this challenging time
- **41.0%** of staff feel positive about their future with the force

2nd Stage Analysis

The data was further analysed by three demographics - BME/White, Gender and Staff Type (Role/Responsibility i.e. Police Officer/Police staff etc). This data was shared and considered by the Strategic Equality Confidence Board. As the results did not show any statistically significant variances they decided that the report did not need to be circulated further. Additionally, as the sample sizes were small they could have identified an individual in a department, when the survey clearly states that the information is given, stored and shared within confidential boundaries.

Recommendation

The results identified three key issues that the force is taking forward:-

1. Staff feel they are not receiving enough information of how the organisational changes will affect them.
2. That the current climate is adversely impacting on the level of service.
3. That communication between staff and managers isn't always open.

Issues that arise out of any of the Your Views Staff Surveys will be captured, analysed and fed back to the organisation in a structured way. It is expected that where

improvements can be made Areas and Departments will take them forward on a local basis.

Implications'

Financial: None.

Legal: None.

Diversity: None.

Risk Management: None.

Background Papers

Appendix A Questions

Officers to Contact

- Mrs Alison Naylor HR Director 0116 248 2247
alison.naylor@leicestershire.pnn.police.uk
- Glenn Brown, Service Improvement Manager 0116 248 2510
glenn.brown@leicestershire.pnn.police.uk

Appendix A

Number	Question	Score type	Trust Index Key is below
1.	I feel proud of working for Leicestershire Constabulary	1 Disagree 5 Totally Agree	Values
2.	I am happy in my current job role	1 Disagree 5 Totally Agree	Recognition
2a.	I say that because: (This box is limited to 200 characters)	Open ended free text	
3.	In relation to the Force's current changes, I feel I am receiving sufficient information to understand how it will affect me	1 Disagree 5 Totally Agree	Integrity
4.	I understand the reasons for change in order to address the challenges facing the Force	1 Disagree 5 Totally Agree	Truth
5.	I know how to access information in relation to the current changes the Force has got to make	1 Disagree 5 Totally Agree	Integrity
6.	I know the process I would need to follow if I had suggestions for change	1 Disagree 5 Totally Agree	Truth
7.	I want to be involved in the process when making decisions about change	1 Disagree 5 Totally Agree	Truth
8.	I feel that the current climate within the force is adversely impacting the delivery of services	1 Disagree 5 Totally Agree	Competency
9.	I think that Police Officers and Police Staff are working as one to deliver a high quality policing service	1 Disagree 5 Totally Agree	Recognition
10.	I feel that communication between staff and managers are open	1 Disagree 5 Totally Agree	Power
11.	I feel adequately supported by my manager to help me deal with any future changes	1 Disagree 5 Totally Agree	Values
12.	I feel ready to support any necessary changes to address the challenges facing the Force	1 Disagree 5 Totally Agree	Competency
13.	I have chosen one of the following words to describe my feelings towards my future with the Force	Negative/Neutral/Positive	Recognition
14.	If you were to make a suggestion to influence change what would it be?	Open ended free text	
15.	Are there any other comments you would like to add?	Open ended free text	

Key

- Truth:** Does the organisation have a deep commitment to establishing "organisational truth" (what's really going on in the organisation), so employees are free to present the unvarnished truth about organisational matters and question the reasoning, assumptions, and attitudes that motivate the organisation's decisions?
- Integrity:** Does the organisation have integrity (does it do what it says), does it practice "fair process" (is it fair and objective) and does it base its evaluations of people and issues on facts and quantitative data, not "politics" and personalities?
- Power:** Do managers in the organisation use their power fairly and effectively to achieve the organisation's purpose and goals and to positively influence people, not out of self-interest?

- **Competency:** Is the organisation competent to overcome the challenges it faces and can leaders make decisions that will ensure the achievement of its strategic and tactical goals (does the organisation know what it's doing)?
- **Values:** Does the organisation have a well-defined set of core values that it communicates to all employees, does it authentically live by those values (even in difficult situations), and are those values consistent with your own personal values?
- **Recognition:** Does your organisation recognize (notice) the contributions that you make in the workplace and does it confirm your own views about your professional abilities? Do you have a future in this organisation?