

**DRAFT PEOPLE PLAN**  
**GWENT POLICE FORCE**  
**2016 -2019**

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*Priority 3 Support our leaders to deliver effectively, as well as be successful and help them to improve force morale and focus on improving performance against force priorities underpinned by the Code of Ethics.*

*Priority 4 Enable the continued successful implementation of organisational change programmes through effective workforce planning matching resources with finances.*

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*Priority 6 Enable all our staff to realise their potential, through a clear framework for personal development and talent management.*

## **Going from Good to Great – DCC Guildford**

Gwent Police prides itself on being an employer of choice, where employees feel they are treated fairly, they enjoy their work in a welcoming and collaborative environment and where their development is valued.

Our core mission is to 'keep the communities of Gwent safe', underpinning our purpose and mission are a set of clear internal values and principles which will be at the centre of all our policing services. We will be; caring; fair; trusted; responsive; and professional.

All of our greatest successes in delivering our service are about the contribution you make and the leadership behaviours you demonstrate. When we are at our peak we produce the highest-quality work and engage and work with the public and each other in more meaningful, lasting ways.

To be the best we can, we need to focus on developing our professional skills, take personal responsibility for our learning, and as supervisors and leaders in the organisation develop others, challenging standards where needed. Each one of us has a part to play in delivering the commitments and priorities in the People Plan.

## **People Plan 2016-2019**

The Gwent policing area covers 600 square miles bounded by Abergavenny in the North, Newport in the South, Chepstow in the East and Caerphilly in the West. The area itself is a mix of rural and urban populations, with market towns and rural farming areas presenting very different challenges to those of managing the night-time economy of Newport. The road network also carries large volumes of traffic through the M4 link to the East, which incorporates the Second Severn Crossing, and the development of the existing Heads of the Valleys road, adding to the complexity of policing those areas linking into this network.

The population of Gwent has increased by 23,700 since 2001 to 576,700 people, and Gwent has also become more diverse through culture, faith and ethnicity. The Office for National Statistics states that Gwent on average has a 96% white, 0.4% Asian, 0.13% Black and 0.3% Chinese population. In 2011/12, Gwent Police provided services in 40 different languages.

The Force has over 2000 men and women working across the force. Budgeted posts as at 31st March 2016 are 1127 police officers and 153 PCSOs. There are also 573 police staff, 130 Special Constables and 200 volunteers. We have a budget of over £130m with a number of collaborative arrangements with neighbouring police forces and local authorities.

Over the next three years, further savings of £22m will be required from the police budget. Structurally the force comprises two geographical command units policing 10 neighbourhoods and is supported by protective services and service departments. We developed and implemented this new operating model in 2015; it is essential we continue working to keep the public of Gwent safe and feeling safe

Our organisational change programme commits to developing a policing model fit for the future that will allow us to achieve our core purpose; through the support of our working practices, our people and information requirements, and supporting infrastructure such as IT and estates.

People Services has already made significant changes to its operating model and we will continue to review this to meet the future challenges. We are reviewing training delivery from first principles and building HR capability to drive performance and continuous improvement. Chief Officers have high expectations of the outcomes we will deliver and support – including improving how we recruit; how we manage performance and attendance; how we identify and develop talent; how we train and develop our people and; how we recognise and reward our staff.

### **GWENT POLICE: ‘DEVELOPING FROM GOOD TO GREAT’**

We will seek to collaborate with other organisations to provide better value for money and we will build on the capability and capacity of our people.

We must maximise the value from every pound we spend by redesigning our services to work more efficiently and effectively and promote an attitude of continuous improvement within the Force.

### **Delivering More for Less**

Whilst Gwent Police has already achieved some of the highest proportion of efficiency savings of £32m since 2008/09 across England and Wales, we continue with our established

plans to deliver a further savings of £22m by 2020/21. In order to help deliver our plan we need to change the way we work. That is why modernising how the organisation operates is crucial at this time. Our new operating model is helping us to deliver these efficiencies whilst providing a better service to the communities of Gwent.

Our 'Staying Ahead' programme which looks at how we can improve the way we operate, will continue to explore internally and externally generated initiatives underpinned by demand analysis and learning from elsewhere to better align resources to where they have the greatest impact on threat, harm and risk.

Our management and deployment practices will align to the needs of our new Force structure. The mix of our workforce skills will reflect what is needed to match our priorities and the changing operational demands of the service.

### **Changing Policing Through Technology**

The nature of policing is changing and better use of technology will enable the organisation to become more efficient, keep officers on the frontline and provide a better service to the public. We are implementing large programmes of work to enable us to work smarter. Our Digital Strategy includes reducing our paper retention through the digitalisation of records while the implementation of the Criminal Justice Efficiency Programme will enable digital working in the court room, streamlined digital crime files, virtual courts and live links.

In collaboration with South Wales Police, we are implementing our Fusion Programme. This brings together a number of our projects that look to improve how we share and move relevant and accurate information between ourselves, our partners and members of the public. In addition, Gwent Police has signed up to The Police ICT Company Ltd which has been established to provide PCC's and forces with better value for money for their ICT spend in addition to the services already retained through our SRS IT collaboration.

We are also improving our use of mobile devices to allow officers to record data and look up information while they are out in the community. This means that more time can be spent serving our neighbourhoods.

Social media has become an increasingly significant tool for the police. We are using it to communicate with the public and to help people connect with the Force. Analysis of social media also provides us with intelligence to assist in investigating and cutting crime.

### **Increasing Productivity**

We are keen to promote ideas and suggestions from staff and the public and use established digital communications to facilitate initiatives. 'Dragons Den' continues to facilitate staff suggestions which are regularly brought to life operationally.

The Employer of Choice Board will continue to undertake activities to enable employees to be the best they can be. The organisation recognises and rewards excellent service within the organisation in accordance with the Force Values.

### **Employee Engagement**

It is important we have a workforce that feels motivated and engaged. We continue to improve our internal engagement with officers and staff through Digital Communications and we also monitor feedback through staff surveys. We recognise employees who strive to be the best that they can be through our internal reward and recognition mechanisms and we are also committed to ensuring the health and wellbeing of our employees. This is an important part of ensuring that our staff are valued and supported. We have made excellent progress with our Health and Wellbeing Strategy and achieved the Welsh Government Corporate Health Gold standard which highlights our commitment to the wellbeing agenda. We have also signed the 'Time to Change' pledge demonstrating our commitment to take action to tackle the stigma and discrimination around mental health. The implementation of an employee assistance programme in May 2016 will also provide additional support to staff.

## **Equality and Diversity**

Equality and Diversity is a key aspect of policing with consent. Our equality and diversity objectives, enforced through our established Equality and Diversity Board, demonstrate our commitment to ensuring that we consistently treat our colleagues and the public with fairness, dignity and respect. Our commitment to equality is also reflected in our Force values which act as a central pillar to everything we do. In addition, our Employer of Choice Strategy deals with how our employees treat each other on a daily basis, guided by our organisational values.

## **Ethics Committee**

The overarching role for Committee members is to provide assurance, advice and comment upon ethical issues, including governance and operational issues or any other issue surrounding ethics on which the Chief Constable would like their consideration.

The Committee will seek to provide assurance, advice and guidance, and make recommendations to the Chief Constable around decisions, policies and processes. The committee will operate with openness, honesty and integrity, adhering to the Nolan Principles and good governance principles.

## **PEOPLE CHALLENGES**

- Achieving a step change in our long term ambition of making the force look and feel more like the communities of Gwent
- Achieving a substantial change to the rank-mix within our police officer workforce (reducing managers whilst increasing police constable numbers)
- Creating enhanced flexibility and innovation within our workforce and ensuring we continue to attract the highest quality staff whilst maximising the efficiency of our employment package and responding to the challenges laid down by the Winsor Review
- Embedding our purpose and values across our workforce in everything that we do, tackling head on the feedback from our employee survey about our culture and changes they want to see made
- Delivering and embedding organisational change across the force and getting the design right, managing the transition and developing staff to be effective in the new policing model
- Equipping our leaders and managers to lead their teams in a way that:
  - ✓ inspires trust and confidence
  - ✓ improves engagement

- ✓ shares learning
  - ✓ encourages professional behaviour
  - ✓ builds morale
- Enabling our leaders and managers to operate within a corporate governance model and to manage effectively through flatter structures
  - Think very differently about how we equip our staff with the capabilities, skills and knowledge they need to do their job, with clear opportunities for lateral development, whilst driving substantial improvements across our training department

With these challenges in mind we need to be clear on our top people priorities and continue to provide clear direction to our leaders, managers and staff on those which we will tackle together. Whilst the People Plan will be led by People Services with many of the activities specific to the service, to enable its successful delivery there needs to be a wider corporate responsibility that must be shared and embraced.

### **The Purpose of our People Plan is ...**

**To develop people with the skills and abilities to provide excellent policing services that meet the needs of the community, the organisation and the individual**

### **PEOPLE PRIORITIES**

*Priority 1 Maximise capability, capacity and resilience through the wellbeing agenda and the management and reduction of sickness absence.*

*Priority 2 Ensure the workforce is more representative of the communities we serve*

*Priority 3 Support our leaders to deliver effectively, as well as be successful and help them to improve force morale and focus on improving performance against force priorities underpinned by the Code of Ethics.*

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### **PEOPLE PLAN TIMELINE**

The People Plan is a three year document, as successful outcomes for some of the people priorities will take longer than one year to realise. However, the environment within which the force operates during this period will change and for this reason the objectives are reviewed annually, cognisant of the factors that influence successful delivery. Each year will see the development of delivery plans, based against our position in achieving the priorities and the external determining influences. Throughout this time there will be engagement with the business through staff associations, governance groups and through our business partnering

style and approach which will ensure we remain in tune with developments and that we are responsive to the organisational needs.

### **PRIORITY 1**

Maximise capability, capacity and resilience through the wellbeing agenda and the management and reduction of sickness absence.

### **WHAT IS THE CURRENT SITUATION?**

Given a reducing headcount, the role of supervisors and managers is ever more important. Line managers have a significant impact on whether staff feel engaged and motivated, something some line managers do not always realise the extent of their influence. Frontline managers spend a considerable amount of time on incident management when compared with people management. This has evolved over time with less emphasis being placed on the development of first line managers training, leaving a gap in the skills and confidence to address some of the key people issues. This is no different to the situation in many forces and public sector organisations; however it is our very clear intention to radically shift our position. Good people management will lead to effective incident management taking place at the right time and at the right level.

The influence of the line manager cannot be underestimated in leading change - coaching, encouraging staff and providing them with an environment to work productively is crucial.

### **WHAT WILL WE DO TO ADDRESS ISSUE**

We want to enable managers to feel more confident and for them to build good relationships based on honesty and trust with their staff, with core values and behaviours recognised and role modelled across the organisation. Successful managers will increase engagement and motivation and therefore performance and productivity. They will create opportunities for learning in line with organisational needs and know their staff well, recognising changes and when motivation has dipped or resilience is low.

We want managers to regularly use data available to understand the performance of their staff and monitor attendance and activity. This will be supported by effective occupational health provision and the implementation of an Employee Assistance Programme. Managers will use their knowledge of people and data to coach staff and inform performance discussions, giving feedback on areas going well or that may require more work.

### **HOW WILL WE KNOW IT HAS WORKED**

In order to support managers we will simplify our processes and policies and provide 'bite size' sessions to improve understanding of the procedures and learning around absence and performance management. We will engage with managers on any key policy changes and ensure effective communications with them so they are empowered to make decisions.

We will also review managers' needs around the PDR appraisal and ensure guidance is available and that links to the Code of Ethics and values and behaviours are clear. PDR will be a key link in improving our capability through an effective understanding of attendance management, recognising the link with good leadership and honest performance assessment.

All supervisors and managers will attend our leadership and management programmes, with all newly promoted officers and staff attending on promotion, this will provide them with the skills and tools for their role and help nurture a supportive and high performing environment.

There will be an emphasis on 'coaching for performance' to assist with giving feedback, having difficult conversations, sharing knowledge, thinking collaboratively and maximising potential.

We will make it clear what the standards are for good management and ensure we recruit, and assess against these through appraisal. In addition, a pathway for continuous professional development will be provided, and managers encouraged to seek feedback and learn to develop in line with the organisational needs.

## **MEASURES**

There are existing measures of sickness that are reported on locally and nationally. These have also been developed in Qlikview to allow managers to see patterns of sickness, identifying where there may be areas for concern regarding the working environment or the adequacy of the local and area management. Staff survey results will be used to monitor levels of well-being and morale, measures that will indicate whether the force is a place where employees want to work.

Where there are concerns and poor attendance the proportionate use of support plans, and the escalation to Unsatisfactory Performance Procedures (UPP) and Managing Performance Procedures (MPP) will be implemented. We will also monitor the number of managers engaged with evaluations and programmes.

## **NEXT STAGES**

- Streamlined HR policies to reduce ambiguity and bureaucracy
- HR working as business partners with managers to advise on how to identify disengagement and advising on best practice to minimise attendance cases
- Planned and regular policy and guidance reviews with changes systematically implemented
- Ensure all supervisors and managers have access to a leadership programme
- Make it easier for managers to recognise good performance and develop staff against behaviours and values of the force and in addition manage those not performing to the required standards
- Managers who have the skills and knowledge to work with data, systems and policies and confidently implement key people procedures
- Fewer complex cases, as roles and responsibilities are clear and managers deal with issues quickly and more confidently
- Revised policy and guidance for managing attendance and more effective support/referral systems through Occupational Health
- Implementation of an Employee assistance programme and 'wellbeing champions' throughout the force

## **PRIORITY 2**

Ensure the workforce is more representative of the communities we serve

## **WHAT IS THE CURRENT SITUATION**

In Gwent, we have an ethnic minority population of around 3.9%, rising to around 10% in Newport. The current proportion of BAME people employed by Gwent Police in a police staff capacity is 0.92%, and BAME police officers equate to 1.28% of the workforce. Nationally, the average proportion of BME officers serving in Forces across England and Wales is 5.5%. This figure is 7.1% for police staff and 9.1% community support officers.



In order to successfully police we believe that we need a workforce that reflects the diversity of Gwent across all levels and which will bring benefits from the skills, creativity and the understanding that mix brings. Whilst we are proud to be an equal opportunities employer, with a downturn in recruitment little progress has been made to increase our level of representation over the last 24 months.

The latest 2015 staff survey clearly shows that staff do not always perceive that the current promotion procedures are fair. Any move therefore to consider positive action needs to be introduced in a manner which is transparent and has an understanding across the organisation, as part of a fair system of selection and promotion.

## **WHAT NEEDS TO BE DONE TO ADDRESS THE ISSUE**

This priority is closely aligned with the Strategic Equality Plan. We want to recruit and promote people with the right skills and behaviours to meet immediate and future demand in order to maintain a fair, respectful, diverse and high performing organisation.

To do this we want to increase the proportion of female and BME recruits joining the Force. With less promotion opportunities we want to support our underrepresented groups with role models, action plans and opportunities to develop and provide them with the best opportunity for promotion based on merit.

We have already changed our approach with Inspectors and Chief Inspectors with Staff Association Support. We will continue to support the existing High Potential Development Scheme officers and continue to promote Fast Track entry routes as methods to improve female and BME representation. In 2015/16 we plan to recruit 100 police officers and will further work towards increasing the police officer establishment following the implementation of the voluntary exit scheme.

We want to increase our knowledge and experience from Gwent people and aim to increase our volunteers and Special Constables. We want to develop leadership pathways for all members of staff that support lateral development, but also support those who seek promotion. These will support individual development plans and facilitate proportionate positive action to improve female and BME representatives across all ranks with assistance from staff networks.

## **HOW WILL WE DO IT**

During 2016/17 we will focus our efforts on promoting the Force as an employer of choice from underrepresented groups. We will increase our pool of potential applicants for police officers, PCSOs, special constables and volunteers. Through this promotion we will redress the balance in underrepresentation and build on skills and experience for those groups improving the opportunities for female and BME staff to progress across the force. At the same time we will develop a positive action plan to help us focus our efforts and we will consult with independent partners to make this a rich source of ideas. Our plan will take 3 parts:

**Join us** - we will strive to recruit a workforce which represents the diverse communities of Gwent

**Stay with us** – we will build a working environment where all staff are supported

**Develop with us** – we will empower individuals to develop and ensure that we have the mechanisms in place which allow all staff from any protected characteristic group to develop to the best of their capability.

Through the introduction of the Ethics Committee and the growth of lay assessors, community members, young people and key stakeholders in our selection and assessment processes, we will gain a rich picture of views to assist in achieving a more representative workforce. This process will be used to develop future policies, promoting fairness and equality, with opportunities for all staff to achieve their potential and the public of Gwent to have a police service which understands their concerns. We will develop a programme of familiarisation events and briefings which will help to support potential applicants through the recruitment and development processes, ensuring that staff associations, unions and lay assessors ensure that all our processes are fair and transparent. These will include:

- Dedicated events for our education partners which will help to create a pipeline of applicants and build future recruitment pools
- On-going support to be provided for candidates through a range of methods including dedicated 'live' Q&A sessions plus a specific mailbox managed daily for candidates to access expert support with application processes and eligibility
- Support events working in partnership with representatives from our staff networks who will be used as critical friends, supporting candidates as 'buddies' through the process if required
- Ensure the annual staff survey includes appropriate questions relating to individual experiences of discrimination and effectively monitors Protected Characteristics
- Develop a comprehensive Positive Action Strategy which sets out the Force's strategic aims in relation to recruitment, progression and retention
- Better understand the Force's current gaps in representation, across all Protected Characteristics, rank and departments and work to address these

### **PRIORITY 3**

Support our leaders to deliver effectively, as well as be successful and help them to improve force morale and focus on improving performance against force priorities underpinned by the Code of Ethics

#### **WHAT IS THE CURRENT SITUATION**

Leaders are responsible for budgets and people and during periods of significant change and austerity these individuals require a continued and clear sense of direction and high resilience. Often required to make quick time decisions and manage high risk decisions both operationally and organisationally there is already a strong platform from which the force can build in further enhancing our leadership skills. The staff survey in 2015 showed morale was in need of improving, however recent 'back to the floor' sessions highlighted that progress is being made and morale appears to be improving during 2016. Survey results showed that staff wanted visible, accountable leaders and that communication could be improved.

It is clear our Leadership programme and associated activities needs to be reviewed with an increase in engagement with managers during 2016/17. Work with our partners on collaborative leadership programmes, as well as ensuring newly promoted sergeants receive the appropriate support and development is a priority.

Over the past few years the force has sought to develop a system thinking methodology and an improved understanding of demand, however there is recognition that there is a lack of understanding as to what is considered successful performance. This is entirely natural as we have moved away from binary statistical output measures towards an outcome based framework.

The Code of Ethics was introduced nationally and locally during July 2014. Further senior level briefings will be followed by sessions as part of the force training day in order to help cement its underpinning presence across the way we do business.

## **WHAT WILL WE DO TO ADDRESS THE ISSUE**

Our culture defines who we are in Gwent. It is based on our core values and the positive behaviours that we want to promote, recognise and role model across the force. We need to identify what are the key aspects of our culture that support high performance in policing and develop these consistently through the way we work and learn in the organisation. Equally we need to identify aspects we wish to change, guided by our professionalism and the Code of Ethics.

We want to create an environment where staff are motivated, engaged and empowered to act responsibly in achieving results and where high performance is the norm and we challenge each other when those high standards are not met. We want working with other agencies and partners to be second nature in the drive to improve services and ways of working.

Extensive research shows an engaged workforce is one that feels valued and is motivated to perform which leads to high performance to achieve results for the public. This ethos starts from the top of the organisation with a strong bond with the Police and Crime Commissioner and the Chief Officer team and then cascading through the organisation making it a place people want to work, that they feel part of and are attracted to join.

Key to this is creating an organisation in which our leaders can grow. They need to develop the skills needed to be successful in fulfilling their role in the force whilst recognising the complex landscape of policing and the difficult challenges they face. We want leaders to feel confident and for this we need to have trust which fosters a culture where feedback is sought and helps to support our aim to continuously improve. Leaders need to be empowered within a clear governance structure which enable timely decisions to be made and recognises the impact they have individually and collectively as a team on the delivery of performance. We will actively listen to staff and develop an effective model of staff consultation. Above all leaders need to have a clear sense of direction and clear priorities to work towards so they can be held accountable for their performance.

A key development will be an agreed Performance Framework that will give clear priorities for all staff and demonstrate the expected performance levels for a successful organisation, team and individual.

## **HOW WILL WE KNOW IT HAS WORKED**

Clear leadership standards and behaviours will be defined and used to support recruitment, selection, development and performance appraisal.

Senior management events for continuous professional development will be held to build momentum for change. Such events provide an opportunity for sharing learning and create a trusting and empowering environment.

Leadership pathways will be in place providing a step by step view for staff to support them through both progression or lateral development. Pathways will be available for:

- Collaborative leadership
- Professional development

- Specialist capability, talent and personal development options for continuous professional development

Through all the pathways, staff must feel valued and engaged and ensure they understand the role they have in shaping the force in making it a better organisation and improving outcomes for the residents of Gwent.

We will have clear expectations of our managers and expect them to be more open, having effective and meaningful dialogue with their staff through regular meetings and appraisal. We need to make sure our values truly lie within the organisation and we will centre this through the appraisal discussion and also during our recruitment and induction processes.

We must be able to demonstrate improved performance against the Performance Framework with managers confidently using PDR as a tool to recognise and share success and develop under performance.

The Code of Ethics will be used as a reference through all stages of performance management and be intrinsic to all management and leadership decision making.

## **MEASURES**

We will measure success through monitoring the employee survey results and seeking views as part of the 'back to the floor' engagement sessions. The 'Ask the Chief' process will also provide 'real time' feedback on improvements around leadership and morale. Ultimately successful leadership in performance management can be measured through the Performance Framework and the overall force performance improvements.

## **WITHIN 3 YEARS WE WILL HAVE...**

- Embedded the Code of Ethics, behaviours and values through our senior leadership teams and into the wider organisation
- An embedded performance management framework that forms part of the culture for high performance
- An ethos of continuous learning where natural mentoring arrangements are in place
- Coaching for improved performance and personal development becomes embedded as a familiar leadership model and key skills routinely displayed across the force
- Embedded the staff survey findings as part of an engagement strategy where staff recognise how their contribution supports the community
- Provided corporate leadership opportunities for leaders to engage with staff beyond their business areas e.g. opening learning events, awards evenings, focus groups, and familiarisation sessions
- Managers with the tools they need to do their job effectively to meet the organisations' priorities, whilst understanding the impact that they have on their teams and how to achieve higher levels of motivation and performance
- An environment where peer reviews are encouraged and independent reviews invited to find ways of continuous improvement
- Staff who are not performing to the required standards are performance managed with action planning in place
- Workplace mentoring scheme embedded and fully utilised

## **PRIORITY 4**

Enable the continued successful implementation of organisational change programmes through effective workforce planning matching resources with finances

## **WHAT IS THE CURRENT POSITION?**

We have introduced key elements of priority based budgeting as part of our methodology to review services and structures. This provides us with the opportunity to build upon the change programmes of the past and further develop in line with policing and public needs. We have worked hard to achieve the savings required as part of the spending review, but still have a further £22 million to deliver. This will require further examination of work structures, services and budgets and the on-going development of a workforce plan (protecting front line constables with fewer managers). The future scale of the change is clear but through our approach, which works on a bottom up principle, staff will be engaged in shaping future services and contributing ideas. This has been particularly positive from a personal development perspective for those who have been rotated through the change programme and those who are charged with delivering the change in the workforce.

## **WHAT WE WILL DO TO ADDRESS THE ISSUE**

We will collaborate with partner agencies and adapt leadership styles to ensure the successful implementation of shared projects and initiatives. We will facilitate the changes proposed through the change management approach through robust processes and communication. Keeping staff engaged during and throughout the process is of great importance to us. Also engagement with Unison, the Superintendent Association and the Police Federation will ensure there is understanding of proposals for change and ensure that protecting front line services is kept at the forefront of the changes. Dedicated HR resources will be made available to support the approach from initial review to implementation.

A review of our own HR services and end to end processes will highlight transactional activities and enable us to consider best value methods of delivery, sharing lessons learnt and implementing best practice.

Short and long term planning between HR and Finance must be as effective as possible. We will continue to work together to ensure that longer term financial and people succession planning and forecasting is complemented with targeted recruitment activity which results in more officers being deployed into front line policing roles.

With a more service-based structure we will ensure the right resources and skills are aligned to needs and priorities. Processes for organisational movement and changes to posts will be reviewed to ensure they are as efficient as possible, this will continue to be controlled by the Force Resource Board process centrally with parameters given to local areas for development opportunities.

## **HOW WILL WE KNOW IF IT HAS WORKED**

Successful partnership arrangements and less silo working will be key indicators. Workforce planning will also be integral to organisation development to ensure we provide better insight to the business of how workforce changes will impact on service delivery, ensuring we have robust plans across the medium term addressing both capacity and capability gaps.

As a result of a developed workforce and sound financial planning, we will maximise our workforce capability, making the most effective use of the finance/resources available. This will ultimately lead to reduced underspend in relation to vacancy costs and improved contingency planning for future recruitments. Linked to this aspect is our commitment to investing in talent and succession planning for the future.

Communication and consultation in relation to future delivery models is of significant importance, options for delivery will be developed with meaningful consultation and HR support provided to business areas to support and assist through this substantial change period.

We will work with senior managers to understand the remodelling and structures and align new recruits accordingly. Through a review of staff on restricted duties we will have links with attendance management, fitness testing and occupational health which enable maximum numbers on the front line.

## **MEASURES**

We will measure against the delivery of planned recruitment to vacancies and planned structural changes within time frames. As a consequence, a measure of success will be reduced unplanned under spends, owing to staff vacancies. The implementation of change will also be monitored through the staff survey and feedback through exit interviews.

### **WITHIN 3 YEARS WE WILL HAVE...**

- More collaborative arrangements and less silo working
- The production of an annual workforce development plan provided in line with the budget
- Recruited and trained additional Constables on the frontline
- Promotion processes held with independent input and feedback for development
- Managed headcount reductions to time and budget with maintained confidence from Unison, Superintendents' Association and the Police Federation
- Improved numbers of staff available for the front line through improved ways to assess, monitor and manage restricted duties
- Managers better equipped to understand and contribute to change
- Workforce capability and capacity planning tools, implemented to enable operational leaders to make more timely resource decisions including succession planning for business critical and pivotal roles
- Strategic succession planning reported and published on an annual basis
- An apprenticeship scheme providing an identified route into the force
- Pre-retirement courses and other initiatives for staff
- Implementation of an intern and apprenticeship scheme

## **PRIORITY 5**

Build professionalism and equip our officers and staff with the skills and knowledge they need to be successful in their roles to move from 'good to great'.

### **WHAT IS THE CURRENT POSITION?**

A high performing organisation is founded on the capabilities of those who work within it. Staff need to be appropriately trained and capable to undertake the roles asked of them now and in the future and be equipped with the necessary skills, knowledge and behaviours required. Equally we know from research that 70% of learning is achieved by on-the-job experience, 10% from formal training courses and 20% from informal or formal feedback, mentoring, coaching from others. It is with this in mind that we need to review our

organisational development strategy to improve our training methods in order to maximise organisational learning and sharing experience far more.

Whilst we have placed great effort in establishing a competency based framework for police staff and officers, our efficiency in training arrangements can still be much improved. The wastage rates on some courses can be high. Managers do not reflect the cost of training in their deployment decisions thereby not always securing us the return on the investment in training required. In addition training can be seen by some as an extra activity to do rather than a fundamental part of their role to retain competence and professionalism and often attendance on training days can be seen by some as a low priority. In addition the changing landscape in policing means curriculum changes or policy changes are often frequent and sporadic and are sometimes difficult to embed and translate into training design.

We are also finding that due to previous changes in policing models some staff require some basic aspects of policing. This issue along with the new areas of policing knowledge and training makes this area a short term challenge.

Initial training for police officers has been delivered internally. We are currently exploring partnership opportunities with Universities and reviewing the changes made through the College of Policing in relation to the Certificate of Knowledge in Policing. This is currently a 13 week accredited programme but it is expected that this will reduce in length once the CKP is more embedded and confidence has been gained in the standard of learning provided.

## **WHAT WILL WE DO TO ADDRESS ISSUE**

We will continue to learn from each other and other organisations. We will revise our understanding of the capabilities required for roles across the force now and in the future. We will seek to evidence policing against national standards wherever possible. Importantly we will seek to understand the critical areas of policing and the number of individuals who need to be trained to maintain our resilience and effectiveness.

Our annual training needs analysis (TNA) will be further embedded with managers to gain buy-in and develop an understanding of the requirements for planning and prioritisation and those areas of the greatest impact to operational performance.

All training will reinforce equality and diversity and the Code of Ethics as a golden thread throughout. Case studies will be refreshed to ensure currency and independent advice will be sought wherever possible to enhance design and delivery from staff networks, representatives from the community, partners, young persons, academic partners etc. wherever possible to enhance our understanding of public views and innovative developments

Methods of delivery will be reviewed to determine if local delivery, e-Learning, bite-size sessions etc. can be utilised to minimise abstraction but not affect the quality of the learning. The structure and content of the training day will be reviewed and this model also rolled out to police staff to ensure consistent messages and good practice is being shared. In addition, technology will be exploited to see if better ways can be adopted to deliver. We want training to be made easy and booking processes simplified. We want to ensure all training is recorded and reported so we can monitor and continuously improve in line with the business. At the same time we want staff to take control of their own personal development and maintain their professionalism.

## **HOW WILL WE KNOW IT HAS WORKED**

All new recruits (officers and staff) will have received the training required to match the requirements for their roles. Future staff requirements will be captured through the annual PDR process but they will have a clear view on what is required of them through a published and embedded technical framework. Staff will recognise the importance of their professional development and take accountability for this.

Capability and competence in the role will be reviewed annually as part of the PDR process and it will be seen as an individual responsibility to ensure all training is maintained and kept up to date.

Professional development opportunities for police staff will be linked to performance and organisational needs. Senior management opportunities will be progressed in line with provision from the College of Policing and also in association with partners wherever possible to share experience, learning and costs.

## **MEASURES**

The baseline measure will concern the capability of individuals, their team and the organisation against the agreed competencies (as directed by the TNA). Evaluations from courses will be monitored and the number of staff with PDR training and development plans will be dip sampled and monitored. Consultation with senior managers at a quarterly review meeting will provide feedback on gaps and emerging trends.

## **WITHIN 3 YEARS WE WILL HAVE**

- The ability to review return on investment and more effective evaluation of the impact of training
- Skills and learning needs for each role
- New recruits will have been trained and inducted
- The annual cycle of TNA and consultation with partners and stakeholders will be embedded and mainstreamed into activity for managers. Links between training and operational practice strengthened
- A published quarterly costed delivery plan with easy access to training and booking
- A programme catalogue published and maintained with signposting to further areas of learning e.g. NCALT  
Professional development opportunities with academic study linked to research for policing
- Validation and quality assurance of core programmes will be published
- Clearly established links made between evidence based policing, research and design, input into programmes
- Where possible, joint delivery and collaboration in training will be provided
- Accreditation and funding opportunities will have been explored and maximised for all relevant programmes

## **PRIORITY 6**

Enable all our staff to realise their potential, through a clear framework for lateral development and progression.

## **WHAT IS THE CURRENT POSITION?**



During periods of change, staff are vital to organisational success and need to be as good as they can be. We need our best people in the most demanding and pivotal roles and nurturing talent is essential for continued high performance and for the longer term challenges ahead. However, we do not currently have a really meaningful way to consistently track talent and identify potential at all levels and our talent management is confined to the high potential development scheme and fast track entry routes with pockets of local practice.

Organisational needs create development opportunities and the identification of staff suitable for such opportunities is often perceived to be a protracted process. In addition, opportunities for routes to develop are not clear to staff or visible with a strong reliance on individual line managers knowledge and personal experiences.

The introduction of a talent grid as part of PDR is seen as a solution and something we will further explore.

## **WHAT WILL WE DO TO ADDRESS ISSUE**

We need to ensure that all staff reach their full potential, through continuous professional development and clear pathways. This may mean lateral development, promotion or development to maximise performance in the role. To do this we need to track development from joining and then through the annual PDR to record performance. The primary aim of effective development is to accelerate the progression of the individual to achieve their optimum performance in their role – in short make them competent and capable as quickly as possible.

Through a mature framework of development, this widens the opportunity to identify and nurture those with high potential through the use of a talent matrix. Through a matrix, options for progression, development, training and support are clear to individual staff members and provide an aspiration to colleagues to progress and achieve the support they need to achieve their full potential.

With improved application of PDR for performance management the talent matrix can be initially introduced at senior level positions and then cascaded through the organisation. With wider use and greater familiarisation the talent matrix can be used to identify talent pools and also be used to support the posting process and access to development and temporary promotion opportunities.

Also we want to ensure that clear pathways exist for all staff to reach their true potential whether that is talent, progression, continuous professional development, specialist leadership development or collaborative leadership.

## **HOW WILL WE KNOW IT HAS WORKED**

PDRs will be used with confidence and the talent matrix will form an annual part of that exercise. Performance and potential information from the matrix will be used to identify talent and ensure that opportunities are aligned. To support the talent pools, mentoring and coaching will be provided from both internal and external sources. Psychometric assessments, 360 appraisals can also be used to raise self-awareness.

The information from the matrix will also be used to inform postings, access to development, temporary development, for succession planning for critical roles and to identify candidates for fast track and the Senior Police National Assessment Centre.

Leadership pathways will be in place providing a step by step view for progression or lateral development in collaborative leadership, professional development, specialist capability, talent and personal development options for continuous professional development. Through

all the pathways staff must feel valued and engaged and feel they can influence the role they have in shaping the Force and their personal development ambitions.

Recognising that the solutions will not always be with our current staff, and that the traditional methods of development are restrictive in bringing talent quickly to a position of influence, the Force is supporting the Fast Track process. High calibre candidates, internally and externally will be supported to enter the Fast Track scheme and progress quickly to the Inspector rank.

## **MEASURE**

Priority 2 and 6 are closely linked and some of the measures will apply to both priorities. The quality and quantity of PDRs will be monitored and reported on, measuring their effectiveness. As of 2016/17 this will also form a part of the new National Police Promotion Framework (NPPF), which will create an accredited process for development through promotion to Sergeant and Inspector levels. We will measure the performance and number of our talent pools over a 3 year period. Results for the survey will show if staff feel they have greater opportunity to contribute.

## **WITHIN 3 YEARS WE WILL HAVE...**

- Implemented leadership pathways providing standards and clarity for all ranks and grades that are clear and accessible for all staff
- Implementation of the National Police Promotion Framework
- Critical and pivotal roles identified with skills known for future delivery with robust succession plans in place
- Aligned professional and leadership development activity to support high performance productivity
- Aligned promotion processes to leadership pathways
- PDR used with confidence along with a talent matrix
- Talent pools and regular corporate and local talent discussions to utilise skills in critical areas
- Recognised tools to support development - 360, psychometrics, coaching, mentoring
- Flexibility and movement in force through a recognised, accepted methodology

## **YEAR ONE OBJECTIVES AND PLAN**

For each objective we will develop detailed plans with activities, leads and timescales so we can report against and be held to account for delivery. The main objectives for 2016/17 are:

### **Objective 1**

Agree a framework to improve the capacity on the frontline through management of attendance and reducing sickness, ill health retirement linked to fitness testing and review of restricted duties.

### **Objective 2**

Implement an Employee Assistance Programme which is accessible to all staff 24/7, 365 days a year and have 'wellbeing champions' throughout the force.

### **Objective 3**

Recruit at least 100 police constables improving resilience on the frontline and develop a transition plan to ensure we further utilise specials and volunteers.

### **Objective 4**

Implement positive action attraction, recruitment, retention and progression plans.

### **Objective 5**

Conduct the employee survey with analysis of the results and ensure corporate plans are in place.

**Objective 6**

Support the change programmes assisting managers with communications, consultations and leading on employee related matters.

**Objective 7**

Embed the agreed values, behaviours and Code of Ethics into a recognisable Gwent leadership brand.

**Objective 8**

Drive the use of PDR in performance management and introduce a talent matrix.

**Objective 9**

Design and implement leadership pathways.

**Objective 10**

Reshape People Services and review resources in order to respond to the priorities of the Force.

**Objective 11**

Establish training priorities for 16/17 and produce capability reporting for key skills.

**PEOPLE PLAN - NEXT STEPS**

- Feedback from key stakeholders on priorities – March 2016
- Chief Officer Team - People Plan presented and agreed - May 2016
- LPA Commanders/Heads Of Dept - People Plan presented - August 2016
- Leaflets highlighting priorities/expectations circulated to all staff – September 2016
- PCC Scrutiny - Publish People Plan progress – July 2016