

Leadership Strategic Plan 2022- 2025

COT Paper

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Chief Inspector - Leadership

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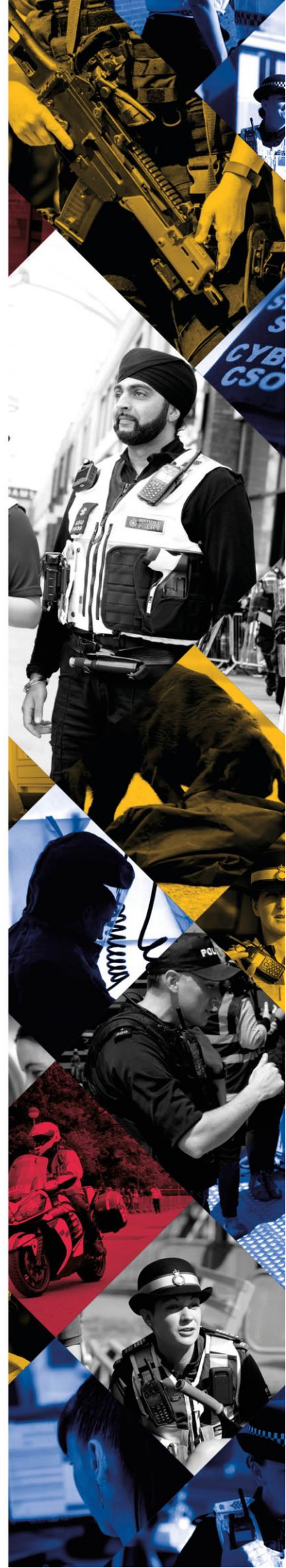


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1. Executive Summary

Gwent Police recognises the importance of investing in leadership at all levels. Our intention is to create a leadership framework that caters for all colleagues and delivers a culture that is underpinned by our values and behavioural expectations.

There is significant scrutiny regarding policing leadership and culture.

Furthermore, there is evidence to suggest traditional leadership approaches are inadequate in addressing modern leadership challenges.

Effective leadership and management is critical. The service needs to create a culture that values difference and diversity and which empowers individuals to maximise their contribution through continuous professional development and the encouragement of reflection and innovation.

NPCC Policing Vision 2025

If we are successful in the aims set out in this report, we can:

Improve leadership capability

We will develop excellent leaders capable of transforming our workforce via their performance and contribution to the right culture that addresses ethical behaviour and behavioural expectations.

Strengthen an inclusive and valued workforce

Improving our organisations approach to equality, diversity and inclusion by developing the way our leaders think and establishing clear pathways for underrepresented groups.

Add value to the force wellbeing strategy

Dovetailing with our wellbeing strategy to improve the health and wellbeing of our workforce through effective leadership thereby reducing sickness levels, absenteeism, attrition, workforce dissatisfaction and improving morale.

Provide effective talent management

Identifying and developing talent and leadership capability at all levels leading to improved performance, organisational capability and succession planning.

Leaders that are ready for the future

Extending our frame of reference to future proof our leadership ability in light of the challenges ahead.

Everyone working in policing deserves the very best leadership and management at all levels, to deliver the highest levels of service to the public

Leadership Review College of Police 2015

2. Introduction

Leadership and culture in policing is an area that is rapidly changing. The introduction of the Police Education and Qualifications Framework (PEQF) in 2019, signalled a significant change in the way Police Services, recruit, train and retain staff. Initially PEQF focussed on initial entry routes into the Police Service. Now the focus is on leadership development.

The aim of this strategy is to introduce an approach to leadership development that aligns with our Vision, Mission and Values and also incorporates national reforms to leadership in policing. The College of Policing (COP) are currently upgrading their leadership support services and are to introduce a 'Leadership Expectations & Behaviours framework' alongside the Competency Values Framework (CVF). Work is underway to create a development programme for first line leaders that will include officers and staff.

The COP, along with key stakeholders, will then work on development programmes for middle and senior leaders. These development programmes are expected to reform the National Police Promotion Framework (NPPF). In the future, the completion of targeted development programmes available for staff and officers will replace current national examinations and the way promotion processes are implemented.

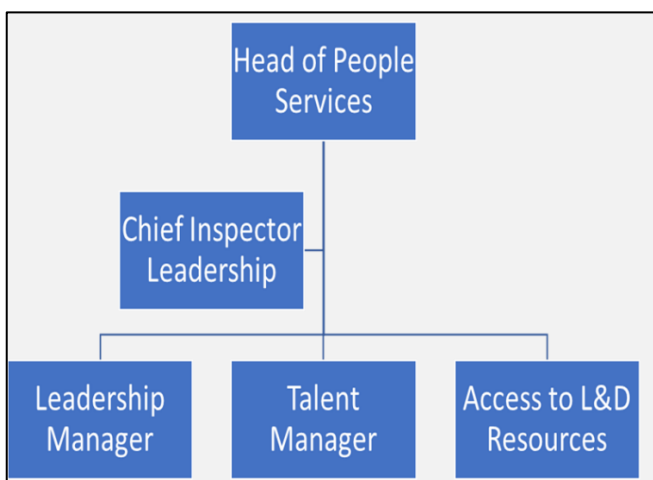
As a result, individual forces are reviewing their approach to leadership development and devising strategies designed to meet modern challenges and deliver on cultural changes where needed.

The Gwent Police framework will ensure we keep pace with the changes and provide the means to develop our leaders at every level in line with our force values. The framework will incorporate current leadership products, COP support services and new and innovative leadership training opportunities, designed to create a culture where the right leadership behaviours are demonstrated consistently both individually and collectively.

The success of this framework will be wholly dependent of workforce engagement and willingness to embrace a modern leadership approach. Regular workforce consultation will take place at every level of the organisation from practitioners to chief officers. Leadership will also be a key feature in the new Employer Opinion Survey (EOS), due to be launched in 2022/23.

How we use services such as the Learning Management Environment (LME), PDR, Values and Behaviour frameworks will all need to evolve.

The framework will provide a robust governance structure as detailed in the framework proposal (Appendix 1).



- Monthly Meeting – Leadership Group
- Stakeholder Steering Groups
- National and Regional Engagement
- Develop Partnerships
- Collaborate with all leaders to provide tailored development programmes that meet the needs of the individual the organisation and the public we serve.



3. The Vision and Mission of Leadership



Our Vision is,
'To be an outstanding police service trusted by our communities'.



Our Leadership strategy will achieve this by:

Equipping leaders at all levels of the organisation with the professional leadership competence and capability to deliver the highest levels of service to our colleagues and communities.



Our Mission is to:

Empower leaders and promote an ethical culture that incorporates wellbeing & inclusivity thereby delivering the very best service to the workforce and public;

and to,

Anticipate the future policing environment and demonstrate our values of being Compassionate, Courageous, Proud, Positive and to Keep Learning.

4. Aims

Over the next 3 years, leadership development will focus on the key strands displayed below aimed at all employees.



Leadership Priorities:

- Set and maintain leadership standards for police officers and staff at every level, aligned to the national benchmark for leadership performance in policing
- Introduce a Leadership Framework that incorporates current leadership training products, including the support offered by College of Policing.
- Facilitate flexible approaches to leadership delivery, including collaborative local and regional approaches where applicable.
- Develop bespoke programmes to support achievement of leadership standards
- Ensure our leadership framework integrates with our promotion processes and how we identify and develop leaders of the future.



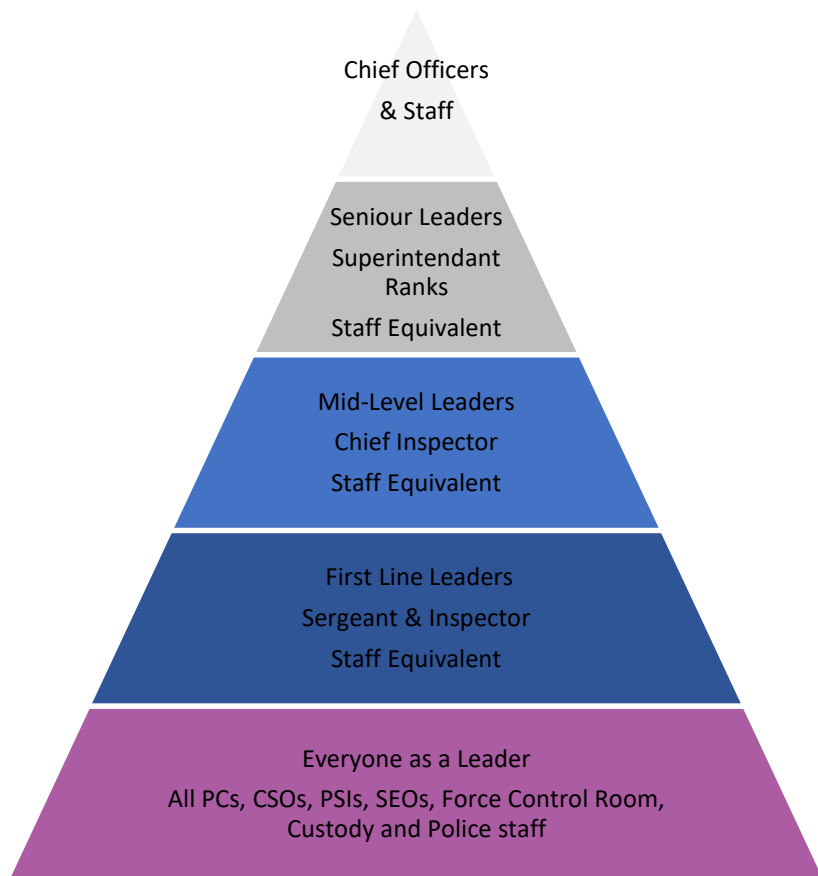
4a. Developing Leaders at all Levels

Everyone is a leader within Gwent Police and we all have the responsibility of being good role models.

Our strategy identifies leaders in 5 groups; (Aligned with COP 1-5 levels)

1. Everyone as a Leader
2. First Line Leaders
3. Mid-Level Leaders
4. Senior Leaders
5. Chief Officers & Staff

Development products will incorporate the key leadership strands and will be tailored to match the individual and the role they hold within our organisation.



Development Programmes

A leadership foundation event will be continuously available with the aim of reaching all employees.

Leadership development pathways will be introduced for:

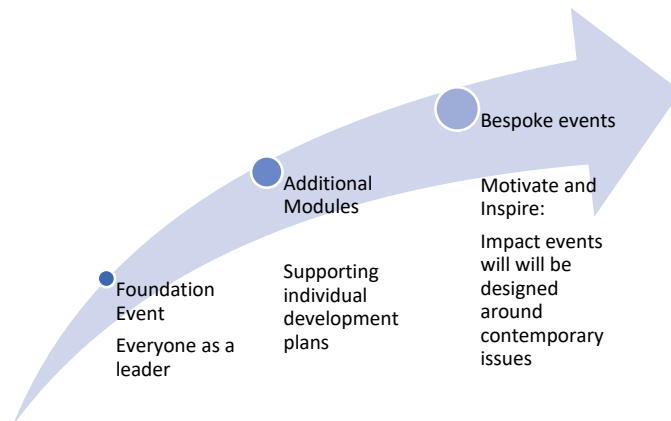
- Everyone as a Leader
- First-Line Leaders
- Mid-Level Leaders
- Senior Leaders
- Chief Officers and Staff

Everyone as a Leader

Foundation Event

It is recognised that the whole organisation must be included in the leadership agenda, in order to achieve positive and sustainable change. Everyone who works in policing is considered a leader and therefore will receive leadership training.

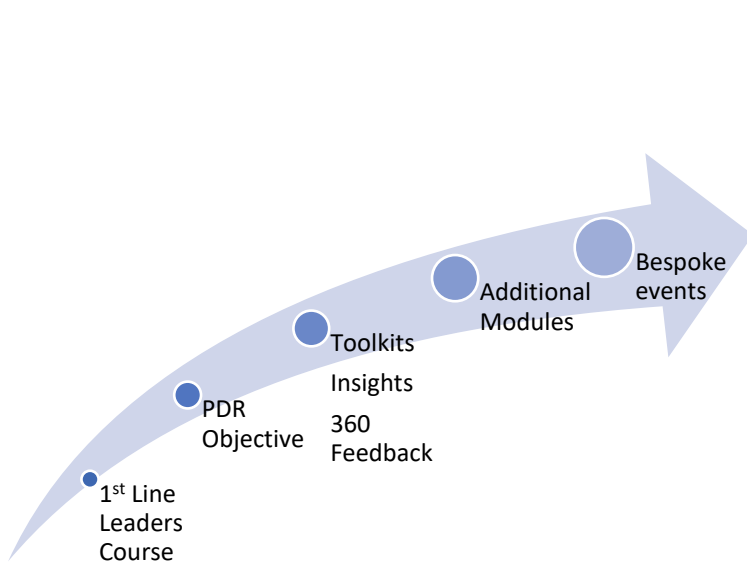
The foundation event will be rolled out to all officers and staff and will include an introduction to leadership strands, the challenges we face, our strategic plan and how we can all influence and impact to make a difference. (Continuing Rolling Delivery Plan)



First Line Leaders

In the first year of the leadership strategy, we will focus on First Line Leaders.

Learning and Development have already made progress in building a blended development programme.



1 Week Theory Course

Will address leadership theory and examine personal and organisational leadership. Will include key strands such as Inclusion, wellbeing, ethics & values

PDR Objective

PDR will be used to demonstrate dialogue with first line manager and capture a development plan, that includes the use of available toolkits as well as additional modules (E.g. coaching/mentoring, managing change, emotional intelligence, reflective practices).

Standalone Modules

Learning Modules will develop leadership skills and can be selected by learners who will be empowered to choose a bespoke development plan by taking a blended learning approach.

The aim here is to ensure first line leaders develop practical skills and perform from a high standard from day 1.

E.g. A newly promoted Sergeant no first line supervisory experience, will be equipped to deal with key duties such as managing absence, performance and difficult conversations.

Bespoke Events

Impact events will include inspirational guest speakers and examine contemporary issues in policing.

How we develop first line leaders is the most critical issue facing Gwent Police leadership challenges.

The Frontline Review (2019) identified a range of long-standing, progression-related issues, including:

- failure to identify potential early on in people's careers and develop them into leaders
- lack of clear pathways for lateral and career progression
- lack of professional support for those newly promoted into role.

Gwent Police will likely experience the same national pressure for additional capacity at supervisory ranks as a consequence of the Police Uplift Programme (PUP).

By 2023, more than a third of all officers will be new in service, increasing the requirement for effective supervisors, particularly sergeants and inspectors. In addition, by July 2022 all new officers joining the police service will be recruited via one of the new (PEQF) initial learning programmes. Promotion pipelines should reflect this improved capability, enabling timely and appropriate opportunities for progression and supporting the development of those aspiring to leadership roles.

Review of police promotion and progression 2021

The First Line Leaders programme will deliver practical development by providing the skills, knowledge and understanding required to perform the role.

The framework will be flexible and focus on the core skills that need improving within the organisation.

- How first line leaders manage performance, absence and how to utilise force processes and systems correctly.
- Coaching and mentoring skills required to care for a young in service workforce.



Mid- Level Leaders

Nationally there is recognition of gaps and an inconsistency in the development of mid-level leaders within policing. Therefore, this will be an area requiring innovation and new approaches. The leadership strategy will look to make more use of the resources that are currently available and develop networks with a view to improve and expand this space.

Mid-Level leaders will be required to actively engage with PDR in order to design personal development plans and CPD activities relevant to their current role and future aspirations.

Again, the aim here will be to develop functional skills applicable to leaders at this level. This will include developing Business acumen, financial management skills and understanding of force governance.

What will be on offer:

Courses	Modules	Experiences
<ul style="list-style-type: none"> • Senior Leaders Development Programme (Chief inspectors, superintendents and police staff equivalents) • Aspire Leadership Development Programme (Underrepresented groups) • COP Second Line Leaders Programme (In development) • SIO (PIP 3) • Tactical Firearms Command 	<ul style="list-style-type: none"> • Principles of Professional Leadership and Management Practice in an Organisational Context • Leading through change • Self- awareness and emotional intelligence • Developing, managing and leading people • Coaching Skills • Wellbeing and resilience 	<ul style="list-style-type: none"> • Secondments (Acting/Temporary at the next level) • Shadowing • Promotion Board Briefing Exercise • Coach and Mentor (Inspire Mentor Programme) • Reflective Practices <p>Understanding Motivation to Lead</p> <p>Psychometric Assessment</p> <p>360 Feedback</p> <p>Reverse Mentoring</p>

Senior Leaders

Senior Leaders will be required to actively engage with PDR in order to design personal development plans and CPD activities relevant to their current role and future aspirations.

Where appropriate, the use of specialist coaches, external training providers and high-level leadership specialists to support and develop our most senior leaders.

We will seek to remove barriers and introduce effective talent management to support underrepresented groups in senior leader positions.

What will be on offer:

Courses	Modules	Experiences
<ul style="list-style-type: none"> Senior Leaders Development Programme (Chief inspectors, superintendents and police staff equivalents) Aspire Leadership Development Programme (Underrepresented groups) COP Second Line Leaders Programme (In development) SIO (PIP 4) Strategic Firearms Command Gold public order public safety command Multi agency gold incident command Strategic command course (SCC) 	<ul style="list-style-type: none"> Principles of Professional Leadership and Management Practice in an Organisational Context Leading through change Self- awareness and emotional intelligence Developing, managing and leading people Coaching Skills Wellbeing and resilience Career pathway Workshop Public Health Leadership Effective communication for policing Strategic influencing The Value of Independent Inspection <p>Leadership: Part 1 – Collective Leadership and Fatal Flaws</p> <p>Leadership: Part 2 – Leadership Styles and Emotional Intelligence</p>	<ul style="list-style-type: none"> Secondments (Acting/Temporary at the next level) Shadowing Promotion Board Media Exercise Coach and Mentor (Inspire Mentor Programme) Climate and Culture Survey Leadership Expectations Diagnostics Tool Superintendents Toolkit and Handbook Media Training Reflective Practices <p>Understanding Motivation to Lead</p> <p>Psychometric Assessment</p> <p>360 Feedback</p> <p>Peer Assessment</p> <p>Reverse Mentoring</p>



Chief Officers & Staff

Nationally there is a recognition of low pass rates in the Senior Police National Assessment Centre.

Our aims are to:

- Provide more support for Senior Leaders destined for Chief Officer positions.
- Early identification of senior leadership potential via talent management programmes
- Adapting Police Promotion Processes from Chief Inspector and above in preparation for future Chief Officer selection.
- Chief Officer CDP support
- PNAC/SCC Support

The leadership development team will work with Chief Officers to understand their developmental needs and provide those CPD opportunities.

4b. Valuing Difference

Our leadership strategy will focus on activities that are directly aligned to the Gwent police Joint Strategic Equality Plan 2020 – 2024 and our Confidence and Culture Strategy.

Gwent leadership development programmes will enhance inclusive leadership behaviours within our organisation.

Leaders will examine relevant legislation, policies, procedures, standards and guidance: Equality Act 2010 and Public Sector Equality Duty, Lammy Review: Final Report 2017, NPCC Publications e.g. National Strategy on Policing and Mental Health, The Diversity Equality Inclusion Strategy 2018-2025, The Plan of Action on Inclusion and Race, The Macpherson Report: Twenty Years On Inquiry 2019.

We will prepare colleagues to take responsibility and lead the evolution of an inclusive workplace by, advancing equality of opportunity, eliminating discrimination, valuing difference, and embedding organisational and procedural justice in everything we do.

Leadership programmes will also examine culture and the benefits of cultivating and environment that is inclusive.

Cultivate	Enable	Challenge
Building inclusive teams Equity versus equality Inclusive approach to diversity Integrity Intersectionality Irrespective of circumstances, background, rank, role, or position, share ideas, debate and challenge non-inclusive language, behaviour and practices Moral obligations Positive action versus positive discrimination Psychological safety Understanding and addressing bias	Building relationships with marginalised individuals or groups to promote equity: <ul style="list-style-type: none"> Allyship diversity of thought and experience Ethical decision-making Inclusion of staff networks Integrity, fairness and consistency in decision-making Promoting ethical behaviour throughout the police service Promoting respect for equality, diversity and human rights Providing equal access to services and information from a range of environments e.g. agile, virtual Having the confidence and skill to challenge inappropriate language and behaviour	Challenging inappropriate language and behaviour, particularly in relation to: Bullying and harassment Use of non-inclusive language and behaviour Direct discrimination Discrimination by association Discrimination by perception Indirect discrimination Institutional discrimination Sexual harassment Victimisation



Underrepresented Groups

The leadership framework when fully established will support underrepresented groups by:

- Utilise/Establish bespoke development programmes for underrepresented groups

This will include access to the Aspire Leadership Development Programme aimed at senior police leaders from underrepresented groups.

Access to the fully funded (COP) Leadership and Management Msc

Protected Learning Time to attend Senior Leader Workshops and the Senior Leader Development Centre

- Talent Management – A talent management programme will be available to underrepresented groups
- Align Gwent Police leadership level with the national Leadership Expectations and Behaviours Framework

Leadership Expectations and Behaviours Framework



Analysis – Five levels

Working together
to share knowledge

Building an inclusive workplace				
Police leaders engage positively with difference – in ways of thinking, skillsets, personal and professional background and protected characteristics. They create an environment where everyone, irrespective of their circumstances, background, rank, role, or position in society, is able to share ideas, debate and challenge openly in pursuit of common goals. In this way, they build a service that reflects the community it serves.				
Level 5 – Chief Officers and staff	Level 4 – senior leaders	Level 3 – mid-level leaders	Level 2 – first-line leaders	Level 1 – everyone as Leader
Understand and model valuing diversity and its organisational benefits and demonstrate a genuine belief in inclusive leadership	Understand and model valuing diversity and its organisational benefits and demonstrate a genuine belief in inclusive leadership	Understand and value diversity and its organisational benefits and demonstrate a genuine belief in inclusive leadership	Understand and value diversity and its organisational benefits and demonstrate a genuine belief in inclusive leadership	Understand and value diversity and its organisational benefits and demonstrate a genuine belief in inclusive leadership
Create a culture in which equality, diversity & inclusion are championed and discriminatory behaviour is always challenged and never tolerated	Support a culture in which equality, diversity & inclusion are championed, and discriminatory behaviour is always challenged and never tolerated	Champion equality, diversity & inclusion always challenging discriminatory behaviour of any kind	Champion equality, diversity & inclusion always challenging discriminatory behaviour of any kind	Champion equality, diversity & inclusion always challenging discriminatory behaviour of any kind
Create opportunities for you, your officers and staff to educate yourselves about the experience of minority groups	Create opportunities for you, your officers and staff to educate yourselves about the experience of minority groups	Take responsibility for educating yourself and your team about the experience of minority groups	Take responsibility for educating yourself and your team about the experience of minority groups	Take responsibility for educating yourself about the experience of minority groups

4c. Improving Wellbeing

The leadership strategy will dovetail with the force wellbeing strategy in adopting a whole of force approach to wellbeing and mental health.

Leaders at all levels will be encouraged to commit to the wellbeing agenda.

As an organisation we will develop leaders with the right skillset, emotional intelligence and motivation to safeguard the wellbeing and mental health of our colleagues.

50% of workplace wellbeing comes from line management, however Mental Health at work, (2019) found that only 24.7% of emergency service personnel would always or nearly always seek support from their line managers. Out of all the emergency services, police personnel were the second least likely to seek support from their managers out of all the emergency services, and the only service where respondents indicated that they would be more likely to seek support from occupational health than a manager.

A new half day management input will be incorporated into leadership development products. In addition, wellbeing and mental health will appear as a cross cutting theme in leadership development activities. The aim is to provide leaders with the competence and confidence to:

- Take care of individual and team wellbeing
- Recognise the symptoms of declining health and build resilience within their departments.
- Develop a wider understanding of wellbeing matters to reduce stigma and to sign post effectively, thereby reducing the pressures on the Occupational Health department.

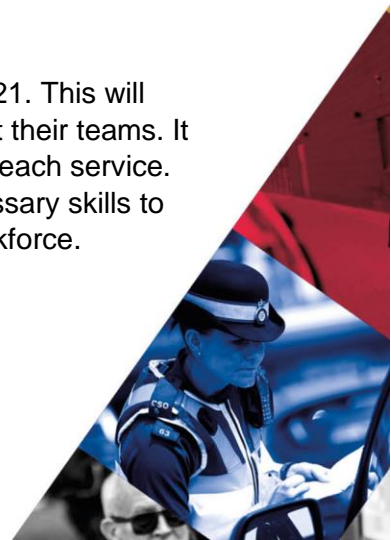
Annual Review

Wellbeing will remain an area to cover during the annual review process. However greater emphasis will be placed on regular 1-2-1 discussions with staff that are authentic, and less process driven.

We will prepare leaders to be curious about the wellbeing of their staff, translating to quicker responses to declining health. Leaders will be equipped with the know how to support individuals with coping strategies, available needs and support networks, while giving them the opportunity to ask for additional support or referrals.

The Wellbeing Toolkit

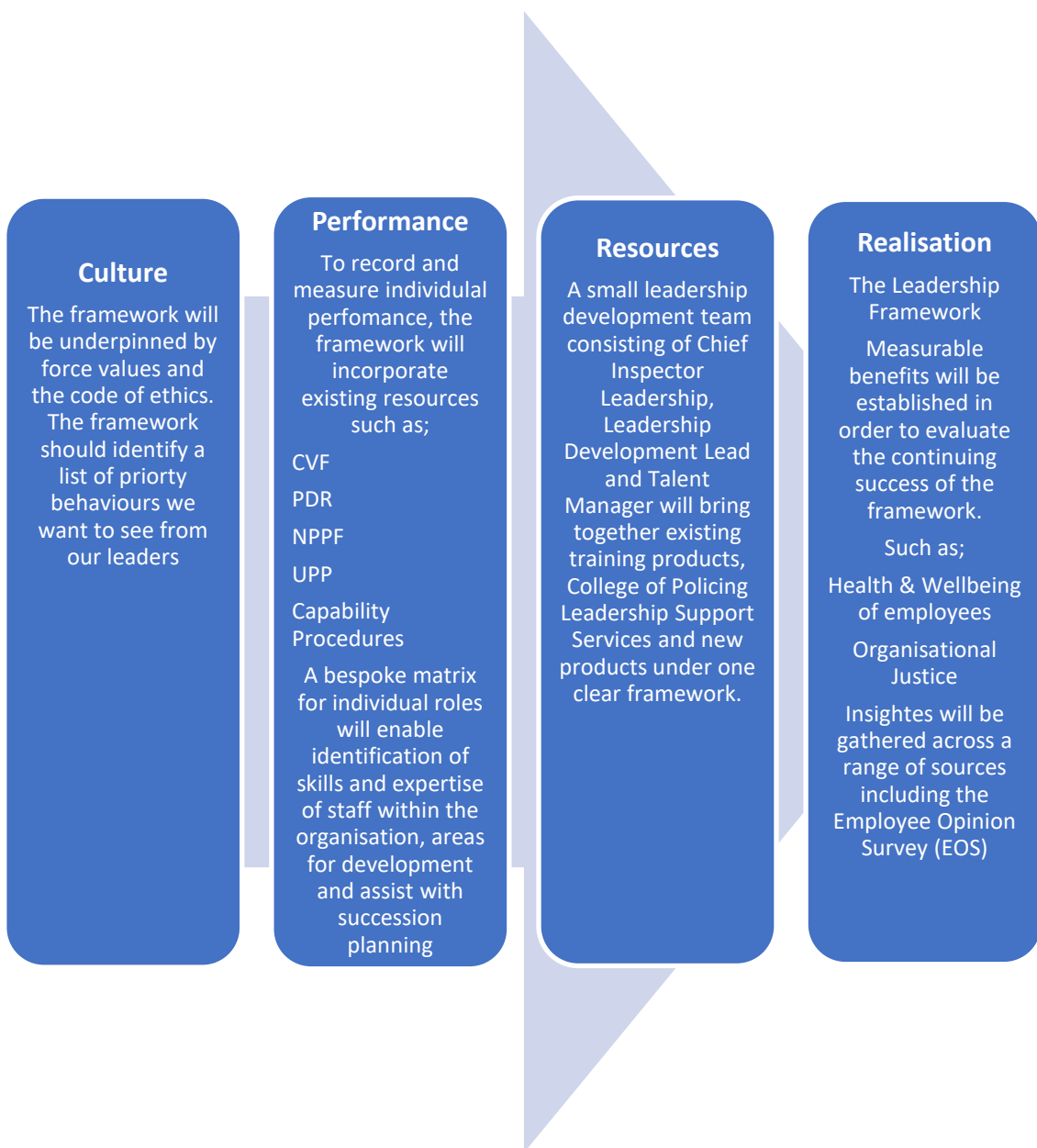
The Wellbeing toolkit will be pushed out to all desktops by the end of April 2021. This will include sections for individual wellbeing, and tools for management to support their teams. It will include a full list of support available and when it is appropriate to access each service. This toolkit will help to create more approachable leaders who have the necessary skills to support appropriately and will increase wellbeing governance to all in the workforce.



4d. Evolving Culture

Theorisation of learning domains focuses on, Cognitive (Knowledge), Psychomotor (Skills) and Affective (Attitudes and Behaviour). Traditionally, police training has mainly focussed on developing knowledge and skills. Nowadays there is equal emphasis on developing the way our people think and behave. New leadership products will be designed to target the affective learning domain.

Cultivating and maintaining the right culture can be viewed as a continuous process. Therefore, the leadership strategy will adopt a cycle that involves self-assessment to measure if it is working. Leadership development activities will be mapped against the Gwent police Joint Strategic Equality Plan 2020 – 2024 and our Confidence and Culture Strategy.



4e. Talent Management

Until now talent management has been one of the business areas allocated to the L&D Inspector. Talent management activities included the “My Runway” programme (Introduced in 2017), Police Officer Fast Track Promotion Scheme, and a trial of the Direct Entry Inspector programme.

Under this leadership strategy, talent management will evolve with the onboarding of a talent management specialist.

COP Review in response to the benchmark question of how the service identifies and develops talent, the majority of respondents to the original survey flagged local PDR processes (or similar) as the primary strategy within their organisation. However, a number of respondents reported limited, or no, strategies in place at local level, to support identification or development of talent.

The COP issues a recommendation to work with the service to agree a national strategy for talent development initiatives in policing.

The focus moving forward will be on programmes aimed at:

- High Potential Future Senior Leaders
- Underrepresented Groups
- Fast Track Promotion Candidates

A separate talent management strategy will be developed early in 2022 in consultation with the Talent Management Lead (A new post).



5.Resources

Additional Modules

Additional Modules will cover essential management processes and will include cross cutting themes of Wellbeing, Valuing Difference, Ethical Leadership and developing others.

Modules will be available for selection by colleagues and assist in building bespoke leadership development plans for leaders at all levels (List Not Exhaustive).



Toolkits (Self Directed learning aimed at career path planning)

The COP Leadership Learning website has on offer free leadership toolkits.

They Include:

- Aspire (Underrepresented Groups)
- Coaching and Mentoring
- First Line Leaders
- Leadership for Everyone
- Middle Leaders
- Study Skills
- Superintendents Toolkit
- Diagnostic Toolkit

The leadership development team will promote the use of available resources and explore opportunities to provide a Gwent leadership Toolkit and App.

Diagnostics

Our leadership strategy will include an evaluation of our current leadership capabilities and gaps.

We will utilise expert consultancy services to conduct a climate and leadership survey and gain greater insights into our leadership journey.

In addition, we will review the college of policing Leadership Expectations diagnostic tool to:

- Identify gaps in our leadership levels
- Access feedback and development reports
- Utilise the 360 diagnostic tool that is aligned to the policing leadership competency and values framework
- Explore suggested development opportunities
- Provide coaches and mentors for feedback and creation of development plans
- Access relevant benchmarking information/measures, increasing levels of self-reflection and self-awareness.



Annual Review

The annual review process will be a key tool to monitor performance and identify skills gaps and unlock the potential in our staff. Workforce engagement with PDR will be crucial to leadership development activities.

Currently there is low engagement with the annual review process. A consultation process has informed a separate options paper to address the issues ([Appendix 2](#)).

Subject to approval, a new process will be implemented in Apr 2022 which will be accompanied by a communication effort and improved guidance on how effective use of PDR can support promotion, progression, and development.

In 2023, pay progression will no longer be automatically awarded and instead linked to a set criteria. The criteria will include and active PDR and completion of mandatory training. A Gwent PDR system will capture this information in a generated report format and will assist in the administration of this pay reform item.

There is an opportunity to utilise our annual review process to;

- Create Personal Development Plans & Identify Talent

Managers will have the opportunity to assess the potential of their staff and provide a grade that could be used as a promotion eligibility step.

- Succession Planning

Meaningful reviews will feed into force succession planning. This can include vertical and lateral development opportunities as well as forecasting when key individuals are leaving our organisation. It is the intention to source a new LME that will offer greater functionality with these tasks.

- Training Needs and Gaps Analysis

Colleagues will be able to select appropriate training courses and development programmes directly from PDR. This will provide a valuable source of information to managers who are engaged in training needs and gaps analysis and will assist the learning and development department in setting a costed training plan.

- Maintenance of Wellbeing and Ethical Behaviour Standards

Our organisation is soon to establish a board that will lead on Culture. In addition to having leadership development programmes that evolve to keep pace with current affairs, the annual review process could include a monthly 1-2-1 section. Monthly 1-2-1 meetings can be used by our organisation to direct the themes we want leaders to discuss with their staff in a flexible and dynamic response to emerging themes.

6. Prepared for the future

The NPCC's Strategic Assessment of Workforce aims to establish where the capability gaps in policing are, both now and in the future Officers and staff.

As a result the COP are focussing on leadership in policing and their overall goal is to develop 'an "end-to-end" framework (i) defining, (ii) supporting and (iii) enabling leadership development, promotion and progression at all levels within the police service.' (Appendix 3).

In addition, the National Policing Board (NPB) has recently agreed the development of a (joint) Plan for Policing Leadership, with the Centre for Police Leadership as the delivery arm for this work, working with sector partners. The NPB initiative incorporates the findings of the Fundamental Review, and sets as specific challenges for the service:

- Improving leadership at all levels
- Developing future leaders
- Ongoing chief officer vacancies: the need for a consistent, fairer and transparent chief officer appointments service.

This review of police promotion and progression forms one element of the wider Centre for Police Leadership work. It sets out the principles upon which short-term changes and longer-term reform will be based, and presents specific recommendations in four principal areas:

- Short- and long-term reform of the current process for promotion to sergeant and inspector
- Development of a revised strategy for delivery of national fast track and direct entry programmes
- Development of a new promotion framework for ranks beyond Inspector, up to Chief Superintendent
- Review of the Competency and Values Framework (CVF) (the values and behaviours against which candidates are assessed for national recruitment and promotion processes).



The COP are currently working on a first line leaders programme that is intended for officers and staff and will form part of a new promotion framework that is vastly different to the one we know today.

Although there are national standards and processes in place for promotion to sergeant and inspector and, also, for appointments at Chief Officer rank, there are currently **no national standards for promotions taking place between the ranks of inspector and chief superintendent.**

The lack of a common standard at these senior levels in policing:

- Creates perceptions of inconsistency and lack of transparency in promotion practice at these ranks
- Is a block to development of a consistent strategy for professional development, that would not only assure competence at each rank in question, but also lay the foundation for achievement of future promotion.
- Is potentially a factor in the limited size and diversity of the pipeline for Chief Officer ranks.

A Gwent Police Leadership Framework will represent the force at a national and regional level and ensure preparedness for these short and long term reforms.

Leadership Curriculums will contain corresponding standards – **Personal Leadership, Operational and Work-based Leadership, Organisational Leadership, Inclusive Leadership, Leading Stakeholder and Multi-Agency Partnerships, Coaching, Mentoring and Assessment.**

7. Financial Considerations

A formal budget has been created under the L&D business planning process and submitted for review.

8. Human Resource Considerations

Support Expectations: The small leadership team will be responsible for design and delivery. Support will be provided by L&D staff, Subject Matter Experts from People Services (HR Business Partners, Wellbeing Lead's, EDI Team) as well as inputs from accomplished organisational leaders.

9. Legal Implications

None

10. Equalities and Human Rights Considerations

The strands of leadership are relevant to all employees and are to be considered for all Staff and Officers throughout the Force promoting Equity and Diversity and this paper has been assessed not to discriminate against any group.

This strategy is mapped to the requirements of JESP and the C&C Strategy.

11. Risk

The risk to the force would be not to act and provide leadership development to drive the performance of the force leading to public confidence.

12. Public Interest

This is a consultative paper and not for public release.

13. Contact Officer

Gareth Jenkins



14. Appendices

Appendix 1 – Leadership Framework



Leadership%20Framework%20(Proposal)

Appendix 2 – Annual Review Paper



PDR%20Option%20Paper.docx

Appendix 3 – COP Review of Police Promotion & Progression Report Dec 2021



171221 CoP Review of Police Promotion