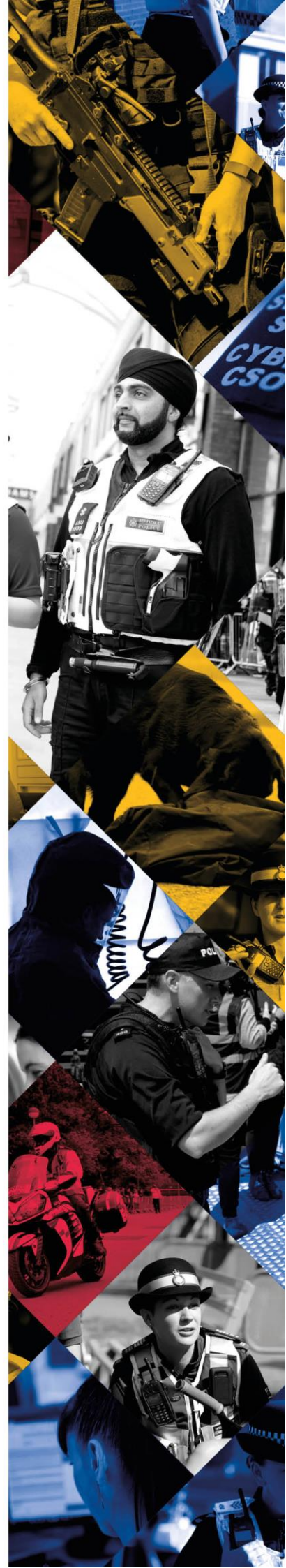




# People Services Strategy 2022-2024

## Strategy Performance Board



# 1. PURPOSE AND RECOMMENDATION

- 1.1 The purpose of this report is for decision.
- 1.2 The recommendation made is to adopt the Draft People Strategy 2022-2025, subject to any amendments required by COT.

# 2. INTRODUCTION & BACKGROUND

The current People Services Strategy (the Strategy) comes to an end in 2022. The new Strategy has been designed to complement and support wider organisational and national objectives as follows:

Policing and Crime Act 2017  
Equality Act 2010  
Welsh Language (Wales) Measure 2011  
NPCC Policing Vision 2025  
Operation Uplift  
Chief Constable's Delivery Plan 2022 - 2025  
Police and Crime Commissioner's Police and Crime Plan 2022 – 2025  
Heddlu Gwent Police and Office of the Police and Crime Commissioner's  
Joint Strategic Equality Plan 2020 – 2024  
Heddlu Gwent Police Leadership Strategy 2022 – 2025  
Wellbeing Strategy  
Welsh Language Skills Strategy  
Force Performance Framework

# 3. ISSUES FOR CONSIDERATION

- 3.1 Heddlu Gwent Police is constantly evolving to meet the needs of those it serves and protects. There are some critical drivers to change that continue to have a major impact on service delivery to the public and it's essential that our workforce family, working environment and organisational infrastructure enables those communities we serve to receive our best service, every day.
- 3.2 The Covid-19 pandemic has created a once-in-a-generation paradigm shift for accepted working practices. The introduction of the agile working programme has been super-accelerated and this has led to significant changes in how we work and interact with members of the public, each other and partner agencies. For example, video calling has reduced the need to travel for meetings and briefings, it has also facilitated new opportunities for us to engage with the public and other partners more directly.
- 3.3 The Policing Vision 2025 is driving through efficiencies and improvements including in how we attract, train and retain a workforce family that is representative of Gwent and all its different communities. These changes



are driven locally by our Force Performance Framework, Joint Strategic Equality Plan, Welsh Language Standards Compliance Notice and our Leadership Strategy, including the talent management programme.

- 3.4 Operation Uplift provides an opportunity to further develop and drive a values-based bilingual culture and representative workforce family, alongside the primary objective of securing an increase in the number of police officers to deliver essential policing services.
- 3.5 The Chief Constable's Delivery Plan 2022-2025 and the Police and Crime Commissioner's Police and Crime Plan require that the workforce family is healthy, knowledgeable, skilled and appropriately equipped in order to provide the best possible services to those we serve.

## **4. COLLABORATION**

- 4.1 There are internal and external collaboration implications arising from this Strategy. The positive outcomes we seek to achieve via the Strategy cannot be achieved by the People Services Team alone, or indeed by the organisation alone.
- 4.2 All members of the workforce family have a responsibility to uphold and promote the organisational values in the interactions that they have with others and in the professional decisions that they are making. The Employee Value Proposition is in essence a moral contract to this effect, between the organisation and the individual employee.
- 4.3 Working in partnership with unions, staff support networks, third sector organisations and members of the communities that we serve will be a key factor in the success of the Strategy. Maintaining and further developing public confidence and trust will provide the platform for us to be successful in achieving the representative workforce elements of the Strategy.
- 4.4 Securing productive and responsive professional working relationships with training providers will enable the workforce family to develop the skills required in a constantly changing service delivery environment.
- 4.5 Collaborative working between supervisors, managers and senior leaders across the organisation will be key to ensuring the success of the talent management programme.

## **5. NEXT STEPS**

- 5.1 COT to consider the Strategy and authorise amendments as necessary to ensure that it's fit for purpose.
- 5.2 Subject to approval by COT, the Strategy to be publicised and rolled out with immediate effect.

## **6. FINANCIAL CONSIDERATIONS**

- 6.1 All aspects of the Strategy are contained within existing budgets.



## 7. PERSONNEL CONSIDERATIONS

- 7.1 There are no changes to establishment required in order to achieve successful implementation of this Strategy.

## 8. LEGAL CONSIDERATIONS

- 8.1 All aspects of this Strategy are in compliance with Employment Law, Health and Safety Legislation, the Equalities Act 2010 and the Welsh Language (Wales) Measure 2011.

## 9. EQUALITIES & HUMAN RIGHTS CONSIDERATIONS

- 9.1 This report has been considered against the general duty to promote equality, as stipulated under the Joint Strategic Equality Plan and has been assessed not to discriminate against any particular group.
- 9.2 In preparing this report, consideration has been given to requirements of the Articles contained in the European Convention on Human Rights and the Human Rights Act 1998.

## 10. RISK

- 10.1 This Strategy has been designed to minimise all reasonably foreseeable risks and it can be adapted appropriately should national or local events trigger the introduction of Business Continuity plans.

## 11. PUBLIC INTEREST

- 11.1 In producing this report, has consideration been given to 'public confidence'? **Yes**
- 11.2 Are the contents of this report, observations and appendices necessary and suitable for the public domain? **Yes**
- 11.3 If you consider this report to be exempt from the public domain, please state the reasons: **N/A**
- 11.4 Media, Stakeholder and Community Impacts:
- 11.4.1 Media: An internal communications input will be required to publicise the launch of the Strategy and raise awareness throughout the organisation. Consideration to be given to a public facing initiative to encourage awareness of the Strategy via our website, stimulate community stakeholder engagement and to generate ongoing meaningful feedback.



This would allow the opportunity to adapt ongoing initiatives to better reflect the needs of service users and colleagues.

- 11.4.2 Stakeholder: Engagement with internal and external stakeholders will be ongoing across all aspects of the Strategy, via internal Boards, Independent Advisory Group meetings, consultation with unions and staff support networks, PDR processes etc.
- 11.4.3 Community Impacts: The Strategy impacts upon everyone in the communities we serve, either as service users, partners or members of the workforce family. Opportunities to gather feedback on this impact will be maximised by means of an employee opinion survey, positive action initiatives, exit interviews, one-to-one meetings with line managers, public facing surveys and any other appropriate methods.





## 12. REPORT AUTHOR

- 12.1 Head of People Services, Sandra Connolly

## 13. LEAD CHIEF OFFICER

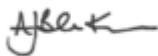
- 13.1 DCC Amanda Blakeman

## 14. ANNEXES

- 14.1  Gwent Police Leadership Strategic F  
 Wellbeing Annual Strategy 21-04-2021.  
 Heddlu Gwent Police Welsh Language Skill:  
 Health and Safety strategic plan 2022-20

## 15. CHIEF OFFICER APPROVAL

- 15.1 I confirm this report has been discussed and approved at a formal Chief Officers' meeting.
- 15.2 I confirm this report is suitable for the public domain for the reasons stated in 11.3.



Signature:

Date: 10.05.2022