



HEDDLU
GWENT
POLICE

OUR PEOPLE STRATEGY

2022 | 2025



FOREWARD

The Heddlu Gwent Police mission statement clearly sets out our primary objective as protecting and serving our communities. Our organisational values are at the heart of everything we do and it's important that our workforce family embodies those values.

As we strive to deliver the highest quality services to members of the public, we rely upon having the right people with the right training, skills, knowledge and equipment in order to do so.

This Strategy sets out the foundations of how we will ensure that our workforce family is ready and able to meet the challenges of modern policing that are reflected within the Office of the Police and Crime Commissioner's Police and Crime Plan and the Chief Constable's Delivery Plan.

The People Services Team and I look forward to working with you to deliver the positive outcomes outlined in the People Services Strategy 2022-2025.

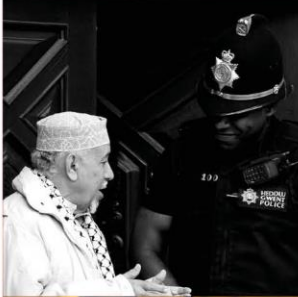


Sandra Connolly
Head of People Services

THE PCC'S POLICE & CRIME PLAN



THE CHIEF CONSTABLE'S DELIVERY PLAN



HEDDLU GWENT POLICE MISSION & VALUES

Everything we do is rooted in our organisational values and mission statement.



BOD YN DOSTURIOL
BE **COMPASSIONATE**



BOD YN FALCH
BE **PROUD**



PARHAU I DDYSGU
KEEP **LEARNING**

BOD YN DDEWR
BE **COURAGEOUS**



BOD YN GADARNHAOL
BE **POSITIVE**



AMDDIFFYN A THAWELU MEDDWL

PROTECTING AND REASSURING

PEOPLE SERVICES MISSION STATEMENT

We will:

Create a positive culture that attracts and retains the right people to deliver high performance

Strive to provide an energetic, healthy workforce that shares our values and is representative of our communities

Collaborate with our communities, partners and each other to drive continuous improvement, learning and development



PEOPLE SERVICES AIMS & OBJECTIVES



BOD YN DOSTURIOL
BE COMPASSIONATE

DRIVE CULTURE & COMMUNICATION

Provide the right **environment** for the force to be successful.



BOD YN DDEWR
BE COURAGEOUS

FOCUS ON TALENT MANAGEMENT

Provide the right **people** for the force to be successful.



PARHAU I DDYSGU
KEEP LEARNING

OPTIMISE ORGANISATIONAL EFFICIENCY

Provide the right **structure** for the force to be successful.



THE CONCEPT & CULTURE OF THE STRATEGY



BOD YN DOSTURIOL
BE **COMPASSIONATE**

We are committed to equality, diversity, inclusion and wellbeing in everything we do.



BOD YN DDEWR
BE **COURAGEOUS**

We challenge others, regardless of position, when policies and procedures are not followed (Speak up and speak out)



BOD YN FALCH
BE **PROUD**

We deliver our role with professionalism and our behaviour is ethical.



BOD YN GADARNHAOL
BE **POSITIVE**

We approach all tasks and decisions with a positive mindset, leading by example and encouraging open and clear dialogue



PARHAU I DDYSGU
KEEP **LEARNING**

We deliver excellence by continually learning



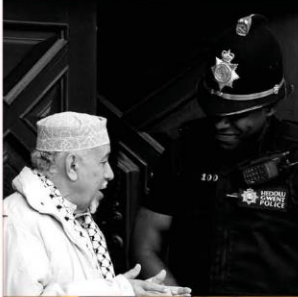
THE EMPLOYEE VALUE PROPOSITION

Alongside the concept and culture of the Strategy, another key element is the new employee value proposition.

The Chartered Institute of Personnel and Development defines an employee value proposition as follows:

“The ‘employee value proposition’ describes what an organisation stands for, requires and offers as an employer.”

It is essentially the psychological contract between employers and workers which addresses and sets the expectations, beliefs and obligations of the employment relationship between the employer and employee.



EMPLOYEE VALUE PROPOSITION

ENGAGE | Be open, be honest, keep listening, give feedback.

EMPOWER | Behave with integrity and respect, keep learning.

ENABLE | Be positive, be flexible, play your part.



THE SIX PILLARS OF THE STRATEGY



THE FOUNDATION & PILLARS OF THE STRATEGY

A high performing
representative,
engaged, healthy, workforce

Employer branding

Communication

Culture
(Compassionate & Ethical
Leadership)

Talent Management

Strategic workforce
development

Celebrating Success

Equality | Diversity | Inclusion | Wellbeing



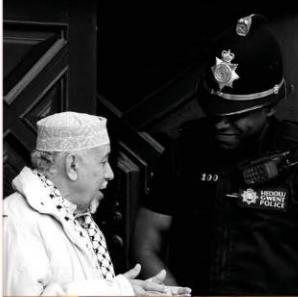
EMPLOYER BRANDING

We will:

- Enable high performance by having family friendly, welfare, career progressive policies and procedures expected of an employer of choice.
- Ensure an effective induction and probation program.
- Empower our workforce family through the Employee Value Proposition (EVP), Empower, Engage, Enable, (EEE) in order to achieve a high performing healthy workforce.
- Align all internal and external People Services communication to our Employer Brand and EVP.
- Establish excellence based on performance indicators, internal and external best practice and benchmarking.

How we will measure success:

- Data from our Employee Opinion Survey (EOS) reflects the success of these policies.
- Data from the survey for probationers and new starters evaluates and informs the process for incoming talent.
- Our Employee Value Proposition is referenced throughout organisational communications, policies and procedures.
- The integrity section of our EOS shows evidence of internal and external best practice.
- Data from performance indicators and benchmarking confirms best practice.



CULTURE & COMMUNICATION

We will:

- Engage with internal and external stakeholders to undertake programs of activity which enrich the diversity of our workforce family and promote our organisational values.
- Deliver the Leadership Strategy to create compassionate, ethical, skilled leaders at all levels of the organisation who embody the organisational mission and values and actively inspire public confidence.
- Enable an inclusive workplace environment by promoting business practices and procedures based on organisational procedural justice and ethical behaviours.
- Enable impactful partnerships in the community and within force, e.g. staff support networks.
- Empower others by strengthening positive and inspiring internal communication that tells the stories of our values.

How we will measure success:

- Monitoring data from our Joint Strategic Equality Action Plan, Confidence and Culture Strategy and Welsh Language Standards Action Plans will evidence where activity has been successful and where improvements are necessary.
- Data from our Employee Opinion Survey (EOS) shows that leaders are effective, make ethical decisions and achieve buy-in.
- Data from the EOS shows high satisfaction with regard to organisational procedural justice amongst employees and we would expect to see an increase in the number of disciplinary processes conducted.
- Data from our EOS shows confidence in professional and ethical leadership, culture, policies and procedures.
- Positive feedback is generated from various sources, e.g. organisational recognition mechanisms, partnership working, public engagement activity.
- Internal and external People Services communications showcase diversity, inclusion and organisational values as well as operational success.



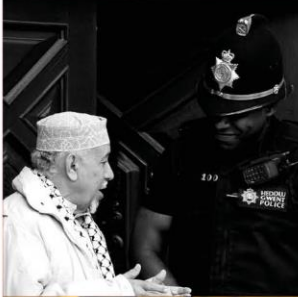
TALENT MANAGEMENT

We will:

- Enable our workforce family to achieve their potential by ensuring that we have enough skilled, well-prepared successors to fill leadership, expert and manager positions.
- Empower and enable the workforce family to share and develop their talents by promoting opportunities to contribute to strategic assignments across the organisation.
- Enable and empower leaders to lead by providing them with high quality, dynamic leadership skills training and personal development opportunities.
- Establish an environment that delivers growth of our workforce family to reach their potential through key talent management and development programmes.
- Provide the structure that enables and empowers our workforce family to identify career path opportunities.

How we will measure success:

- Each department has a succession plan for key leadership roles.
- Personal Development Reviews (PDRs) evidence mobility across the organisation and diversity of opportunities.
- Leaders have a bespoke development plan that tracks their progress.
- Data from our Employee Opinion Survey shows that career development leadership is visible and understood across all business areas.
- Data shows participants from across the workforce family attending talent management programmes to achieve future senior leaders, high performing practitioners and under-represented groups.



STRATEGIC WORKFORCE DEVELOPMENT

We will:

- Enable our workforce family to become more reflective of the communities we serve by implementing the Joint Strategic Equality Plan.
- Develop an effective Retention Strategy that has the most effective ways in which we retain highly effective and valuable corporate knowledge and key skills within the organisation through:
 - Our EVP
 - Career Path development
 - Recognition and reward system
- Empower our workforce family and potential employees to understand their opportunities to progress and develop themselves by creating job family structures that consistently reflect skills, knowledge experience and level of responsibility.
- Implement the People Services digitisation program.
- Embrace innovation and creativity through workforce family engagement by holding regular team and individual meetings.

How we will measure success:

- All JSEP actions are implemented and workforce equality monitoring data demonstrates an increase in diversity across the workforce.
- A Retention Strategy has been developed and is in place; data from the EOS, exit interviews and promotion processes validates the effectiveness of the Strategy.
- Job family structure is consistent across the whole organisation, reflects specific service delivery requirements and demonstrates clear career path opportunities for all.
- Data from our Employee Opinion Survey shows how digitisation has improved the user experience across a range of People Services systems, e.g. Be Safe, new learning management system, talent management system and new patient management system.
- Smart reporting utilising available systems to deliver real-time information at the click of a button will be used for strategic analysis and forecasting.
- Data from the EOS shows that individuals feel engaged with the organisation and its objectives and feel valued by their line managers.



CELEBRATING SUCCESS

We will:

- Consider the feasibility of introducing an appropriate reward system.
- Engage with our workforce family and others towards building a recognition program that builds on existing provisions.
- Ensure organisational justice through recognition processes.
- Engage with our workforce family to further develop and promote a feedback culture that systematically acknowledges great behaviour, effort and accomplishment.
- Engage with our workforce family to ensure the consistent and correct use of Perform, the personal development review process.

How we will measure success:

- A feasibility study and employee engagement data will allow us to decide if an appropriate reward system can be implemented.
- Our Employee Opinion Survey and other staff engagement exercises provide data to establish the perception of:
 - organisational justice through recognition processes
 - a feedback culture that systematically acknowledges great behaviour, effort and accomplishment
 - the regularity and consistency of team meetings (whole team and individual)
- Data collection confirms the consistent and correct use of Perform.
- Data collection shows a sustained increase in the number of teams and individuals being recognised for good work.



WELLBEING



We will:

- Engage with and enable our workforce family to promote self-care by designing and implementing annual plans of effective activity through meaningful wellbeing education and preventative programmes.
- Enable our workforce family to access the most relevant support packages available which meet their personal needs by expanding and promoting the range of employee support initiatives across the organisation.
- Enable our workforce family to receive the most up to date wellbeing services by transferring the researched approach into other wellbeing activities.
- Engage with our workforce family and other stakeholders to conduct an annual review of digital wellbeing tool kits.
- Engage with a range of internal and external partners to embed wellbeing within organisation practices and procedures.

How we will measure success:

- Data collection shows that sickness absence levels are reduced across the whole organisation and peer review evidence shows good practice.
- Data from the Employee Opinion Survey shows that colleagues know where to find help and support for their wellbeing.
- Data collection shows that wellbeing programmes and facilities are fully utilised.
- Data from the Management Pack will evidence that Wellbeing and Occupational Health Key Performance Indicators and Occupational Health Standards have been met.
- Evidence of engagement with internal and external partners is present in the range of wellbeing support initiatives available and visible within organisational policies and procedures.