

<b>OFFICE OF POLICE &amp; CRIME COMMISSIONER</b>	
<b>TITLE:</b>	People/Learning and Development Strategy 2019-2022
<b>DATE:</b>	5 <sup>th</sup> June 2019
<b>PURPOSE:</b>	For approval
<b>1.0</b>	<b><u>INTRODUCTION &amp; BACKGROUND</u></b>
1.1	<p><b><u>Introduction</u></b></p> <p>The People Plan describes the force people priorities for 2019-2022. It explains what we are going to do with and for our people to enable the successful delivery of the force priorities.</p> <p>It sets out a series of priorities for investment in our people over the next three years. Despite an increase in police officer numbers, we still have to make a number of choices and prioritise, the choices are based on a sound evidence base and are linked to key local and national drivers with aligned measurements of success.</p> <p>The People Plan is one of a number of 'enabling' strategies which outlines how we intend to deliver the force priorities in order to achieve the outcomes of the Police &amp; Crime Plan. The People Plan is only one element of this and there are clear dependencies with the change programme, Digital Policing Programme (including investment in technology), Estates reconfiguration and agile working. The People Plan also outlines our ambitions around Inclusivity and our initiatives here support the overarching Equality and Inclusivity agenda.</p> <p>We promise a lot in this People Plan. It is intended to be ambitious. At the same time, we are balancing this with a realistic assessment of what can be achieved in 3 years, with a primary focus on police officers and areas that will have the greatest impact.</p> <p>The People Plan is intended for both an internal and external audience to inform the priorities, and direct activities. It is important to recognise the uncertainty of the current environment. The People Plan is a living document that will continue to evolve in line with the force priorities and be underpinned by the annual business planning cycle. Although people focused, this is not a plan for the HR function and will be delivered in partnership with all business areas.</p> <p>The environment we operate in is changing rapidly, with new ways for criminals to commit crime, and changing public and political views on the priorities for policing. We need to stay ahead of the constantly adapting environment. During the period of this plan we expect to change the shape and size of the workforce whilst maintaining high quality policing.</p> <p>Working in partnership is becoming more typical. Increasingly our people will be required to operate in integrated teams working with other blue light services, local authorities, health organisations and the private sector, amongst others.</p> <p>Demand for police services is expected to rise. This demand can be grouped into three areas:</p>

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|  | <ul style="list-style-type: none"><li>- Public demand – the traditional view of demand from the public.</li><li>- Proactive demand – More ‘proactive’ work that the police are required to undertake to safeguard the public and often involving work with partner agencies</li><li>- Internal demand – Core demand that exists between and within service areas or between response and investigation. This includes demand around administration activities and internal demand that we want to dedicate more effort on, such as leadership and personal development.</li></ul> |
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Our work relies entirely on our people. It is essential that we are able to respond to changing demands and challenges as effectively as possible. The People Plan will help us to do this.

Crimes are becoming more complex to investigate, so-called ‘traditional’ crimes are declining but there is an increasing trend towards more complex crimes e.g. sexual offences and online crime. To respond to this challenge our people need to develop further specialist capability and work increasingly collaboratively across UK police forces.

We need to have the agility to respond rapidly with different capabilities and more flexible deployment of our people. Some of our structures and ways of working have been unchanged for decades. Where the status quo delivers effective, flexible and value for money policing, those ways of working should stay. At the same time, even greater workforce flexibility on, for instance, location, role and working time is likely to be required in future. This will require changes to ways of working which staff and officers need to be enabled, equipped and empowered to adopt. The Policing and Criminal Justice Bill outlines increased powers for volunteers, bringing new skills and expertise and freeing up police officers to concentrate on core policing.

We aspire to be policing service that looks and feels like Gwent. We need to be able to change our blend of capabilities rapidly as criminals find new ways to commit crime. A new employment framework is required to ensure we can attract, develop, deploy, retain, lead and reward the workforce best able to represent and serve the public.

The current employment model needs to offer better value for money. We need to direct financial resource into the areas where it will have greatest impact. With the wage bill being our biggest spend, we need to modernise practices and assumptions which have not changed for decades. This needs to find savings to re-invest in order to stay ahead of the game and grow the right capabilities for the future.

The People Plan will need to enable the Police and Crime Plan. Supporting our people through change whilst keeping them engaged, motivated and bought into the vision for the future will be critical. Changes should develop the flexibility, capability and inclusivity required to continuously adapt. Our current employment framework lacks the flexibility that a modern workforce expects, and is needed to retain and attract the best people, enable the cultural change and is required to meet evolving public demand. Most of the transformation activity is technology led and will require all staff to embrace nimble and agile ways of working without compromising policing. Our approach to development will need to move away from a one size fits all approach. Enabling the force to continue delivering business as usual, keeping the

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public safe while implementing significant change. We need to consider the demands of multiple programmes on the capacity of officers and staff, this will place a new set of demands and expectations on managers and staff. Policing is one of the most physically and psychologically challenging careers. We will continue to offer an effective occupational health service and work to describe the services better to our workforce. Wellbeing factors are directly influenced by levers such as quality of leadership, first line manager support and overall engagement. Increasing the sense of wellbeing in our workforce will therefore be delivered across a range of initiatives.

We have made strong progress delivering the current People Plan. This has created the foundations on which this plan to 2022 is built. Our priority areas for 2019 – 2022 are:-

- Embed a learning culture
- Take structured approach to leadership and talent development
- Provide the knowledge, skills and processes needed to do a great job
- Ensure effective, fair and robust recruitment, selection and retention
- Develop strategies and structures that can deliver Policing Vision 2025
- Communicate a clear vision for the future

**1.2 Highlights from final year of Plan 2018-19**

Our previous people plan was ambitious. Progress has been made towards all of the goals set out under the priority areas. Even with the significant successes that resulted from the previous People Plan there are still a number of important targets remaining. Therefore, the updated people priorities for 2019-2022 are a continuation of our work to date, with realigned priorities against the Policing Vision 2025.

People Services is in a fundamentally different place now than when launching our previous People Plan. We have transformed ourselves and continue to do so. The progress we've made against the current people priorities includes:-

- Seven intakes totalling 161 student officers completed their 23 week initial training during 2018/19, providing additional support to front line policing with an increase in BAME and female representation.
- Launched a bespoke development course for our BAME police officers to increase representation in senior policing roles.
- Commissioned an independent review of our promotions framework, we're testing organisational values as part of this approach and implementing far more rigorous testing at every rank, which is all linked to the Competency and Values Framework.
- We have implemented a new Personal Development Review to help drive cultural change through trying to effect more honest performance conversations and drive out disproportionality in line management assessments. We have tried to balance this cultural change with putting managers at the heart of promotion decisions.
- Training has been enhanced and streamlined through the launch of a number of initiatives with a focus on first line managers. Improvement in the ability to book courses as a result of the implementation of a new learning and development system which is integrated to our HR/payroll system has also improved the employee experience. We have reengineered the process for identifying training needs, it is now driven by operational leaders in conjunction with Learning and Development.

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	<ul style="list-style-type: none"><li>- Management training has been enhanced for all newly promoted officers up, we have delivered management training to all newly promoted officers. Redesigned Sergeants and Inspector training with all 1st and 2nd line managers undertaking training in having difficult conversations, managing absence and dignity at work.</li><li>- Undertaken a leadership audit for senior police officers and staff with plans now in place to take forward the findings.</li><li>- Development of different career pathways for external and internal officers (including internal fast track to Inspector), as well as the introduction of new talent management assessments for senior ranks and implementation which is linked to identifying potential for the future. Our Direct Entry Inspector continues to grow and develop and the force is looking at additional opportunities for the future.</li><li>- Development and implementation of a talent management programme, the second cohort is now underway.</li><li>- Implementation of a new wellbeing provision and the identification of gaps that has assisted in integrating wellbeing holistically. We've reviewed our effectiveness in the area of absence management, creating the environment, personal resilience, mental health and protecting the workforce. Ongoing reductions have been made in relation to days lost as a result of sickness absence.</li><li>- Implementation of the Police Education Qualifications Framework for new police officers under the two new entry routes, this training has been developed on an all Wales basis and is being delivered on a collaborative basis with South Wales Police, we're the first forces in the UK to go live with the framework.</li><li>- Significant investment in digital training, with extensive use of virtual reality as a tool to assist in this area.</li></ul>
<b>2.0</b>	<b><u>NEXT STEPS</u></b>
2.1	There has been an extensive consultation process and Strategic Leads have been part of this process. The 'plan on a page' is the key document to roll out across the force, this will take place following the necessary design work. 6 monthly updates will then be taken through the governance structure to review progress against the People Plan.
<b>3.0</b>	<b><u>FINANCIAL CONSIDERATIONS</u></b>
3.1	There are no additional financial considerations as part of this plan.
<b>4.0</b>	<b><u>PERSONNEL CONSIDERATIONS</u></b>
4.1	Resource requirements to deliver the plan have been built into the People Services business case due for sign off at July 2019 Service Improvement Board.
<b>5.0</b>	<b><u>LEGAL IMPLICATIONS</u></b>
5.1	N/A
<b>6.0</b>	<b><u>EQUALITIES AND HUMAN RIGHTS CONSIDERATIONS</u></b>
6.1	This project/proposal has been considered against the general duty to promote equality, as stipulated under the Single Equality Scheme and has been assessed not to discriminate against any particular group.

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6.2	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.
7.0	<b><u>RISK</u></b>
7.1	Non implementation of People Services re-structure to support the delivery of the Plan.
8.0	<b><u>PUBLIC INTEREST</u></b>
8.1	N/A
9.0	<b><u>CONTACT OFFICER</u></b>
9.1	Neil Lewis – Head of People Services
10.0	<b><u>ANNEXES</u></b>
10.1	People Plan 2019 – 2022 (pre-design) People Plan 2019 – 2022 (Plan on a page)



## **1. Embed a learning culture**

- a) Embed on the job learning and assessment
  - i. Interviews, knowledge transfer and sharing; action learning, coaching and mentoring)
  - b. Self-directed learning and CPD become standard practice for all staff and officers
  - c. Provision of alternative methods of learning, particularly those catered to the changing demographic of the force
  - d. Protected learning time becomes integral to developing as an organization
  - e. Adopt and embed organisational processes that show learning is recognised and valued
  - f. Understand and capture a culture of blame with a culture of learning and reflection
  - g. Adopt a connected and future focused approach to learning development and organisational change

## **People Plan 2019 – Our Strategic Actions**

### **2. Take structured approach to leadership and talent development**

- Design, deliver and evaluate leadership and management programmes that prepare the force for PV2025
- a: Ensure leadership programmes focus on the application of learning and the production of tangible output and results
    - i. Use records and evidence of learning and performance to assess effectiveness in role and identify talent
    - ii. HR/OD become key in delivering cultural change and leading best practice
  - b: Understand and remove barriers to developing talent
    - c: HR/OD become key in delivering cultural change and leading best practice

### **3. Provide the knowledge, skills and processes needed to do a great job**

- a. Digital toolkits for staff and managers to access tools, checklists and best practice guidance
- b. Better understand what improves wellbeing and undermines resilience and how to respond to differing needs
- c. Improved utilisation of skills and experience
- d. Consistent approach to performance and absence management
- e. Work collaboratively with other departments to manage the factors that undermine wellbeing (eg hardware, digital support and disciplinary issues)
- f. Use data and analytics to measure and monitor performance

### **4. Ensure effective, fair and robust recruitment, selection and retention**

- a) Ensure compliance with NPPF and agreed CI and above recommendations
- b) Selection processes that value and assess performance, behaviour and learning and their impact
  - c: Use organisation data to make evidence based decisions
  - d: Add critical new skills to the force, by recruiting, promoting and retaining a diverse and representative workforce, particularly those from under-represented groups

### **5. Develop strategies and structures that can deliver PV2025**

- Robust and collaborative workforce planning that allows us to meet the demands of PV2025
- a. Work collaboratively to join up workforce planning with departmental reviews and restructures that deliver PV2025
    - b: Succession planning for business critical roles
    - c: Consideration of equality and diversity and implementation of the NPCC representative workforce toolkit, becomes business as usual
    - d: Skills audit informs decision making on workforce planning
      - e: Adopt and embrace agile working where it makes sense
      - f: Ensure clear communication and engagement with staff and stakeholders

### **6. Communicate a clear vision for the future**

- a. Clarity and leadership of our vision from senior team
- b. Build wellbeing through a shared understanding of what we do, why we do it and the difference it makes
- c. Clearly written, engaging and accessible strategies that articulate future focus and outcomes
- d. Corporate messages highlight progress towards our vision

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## 1. Embed a Learning Culture

We will change the way people learn, value self-directed learning and CPD and take a connected approach to organisational learning

- How we will do it:
- a. Embed on the job learning and assessment (reviews, knowledge transfer and sharing, action learning, coaching and mentoring)
  - b. Self-directed learning and CPD become standard practice for all staff and officers
  - c. Provision of alternative methods of learning, particularly those suited to the changing demographic of the force
  - d. Protected learning time becomes integral to developing as an organisation
  - e. Adopt and embed organisational processes that show learning is recognised and valued
  - f. Understand and replace a culture of blame with a culture of learning and reflection
  - g. Adopt a connected and future focussed approach to learning, development and organisational change

- a) Launch and promote Building Capability CVF modules, in F2F and online format – L&D
- b) PDRs and 1:1s (check-ins) in a coaching style become embedded and the norm – L&D
- c) PEQF tutors and key support staff to become accredited tutors – L&D
- d) Design and pilot manager's toolkits - Digital coaches/mentors can be accessed by staff and managers via The Beat - Digital
- e) Develop and implement protected learning policy – L&D
- f) Track attendance and consult to improve if needed – L&D
- g) Scoping of core courses for blended learning and upskilling of L&D staff - Digital
- i) Appointment of Digital Learning Transformation lead
- j) Development of suitable LMS to host content, track and reward self-directed learners - Digital
- k) Consult and report on learning expectations of younger workforce – L&D
- l) Use maturity matrix approach to focus on outcomes and measure progress – L&D
- m) Consistent approach to quarterly TNA and provision of learning – L&D
- n) Provide clarity around what CPD is and how to do it – L&D
- o) Evaluate impact and retention of learning provided and review options to further increase

Year One Plan

Year Two to Three Plan

- a) Core training courses, including induction are offered through blended learning and preferred formats for younger, agile workforce - Digital
- b) Develop structured opportunities to gain experience/learning in PV2025 priority areas - OD
- c) Shared action learning sets for Inspectors and Chief Inspectors - OD
- d) After action reviews and knowledge transfer techniques are piloted - OD
- e) HRBP role developed to support and ensure embedding of processes – HR
- f) Work with business change team to develop and embed effective team/organisational learning approaches - OD
- g) Implement consultation findings to improve attendance – L&D
- h) Work with business change to rollout knowledge sharing/team learning approaches that increase organisational impact - OD
- i) Coach mentor network professionalised, promoted and well used, with impact assessed - OD
- j) Fully developed LMS and manager toolkits that provide access to social learning - Digital
- k) Evaluate and share learning from PQF – L&D
- l) Evaluation of progress towards a learning culture, using maturity matrix – L&D
- m) L&D scoped, sourced and delivered in line with PV2025 requirements and organisational vision – L&D
- n) Senior leaders use coaching approach in their leadership style - OD

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## **1. Embed a Learning Culture - Context for Change and Measurements of Success**

We will change the way people learn, value self-directed learning and CPD and take a connected approach to organisational learning

1. PwC 2015 Workforce - Developing our staff and working with our statutory regulators to define a better balance between personal accountability and a bureaucratic fear of making mistakes; Supporting the workforce through change so that they feel valued and retain their commitment and sense of vocation while adapting to meet the new challenges; Creating a leadership and management development model which equips leaders at all levels to meet the challenges of the future and, by empowering policing professionals, allows levels of supervision and checking to be reduced; Effective CPD and the encouragement of reflection and innovation
2. NPCC Guiding Principles for Organisational Leadership (2017) - 9 guiding principles that includes a shared force responsibility for leadership development with individuals talking responsibility for their own CPD
3. PEEL Police Leadership 2017 – create a supportive culture where the workforce are more likely to feel empowered, valued and motivated, and the force will be more efficient and effective
4. National HR Review NPCC 2019 – Demands of Police Workforce Agenda show need for a connected approach to workforce development, including embedding PDRs, and assessment and recognition of competence
5. MOPAC Feedback to Gwent Police 2018 - some leaders looking for simple solutions to complex problems, which can lead to transactional L&D ; L&D focused on doing skills more than thinking skills at the moment
6. Gwent Police and Crime Plan 2017 – Efficient and Effective Service Delivery best practice and continuous improvement being used; digital leadership and new ways of working are utilised efficiently
7. College of Policing Blue Light Wellbeing Framework 2017 - line managers demonstrate regular joint working and shared decision making with employees and empower employees to work in an independent way; employees are offered learning and development opportunities to maximise their potential and this is included in their annual review Wales Future Generations Act 2015 – Prosperous Wales, an innovative, productive and low carbon society which recognises the limits of the global environment and uses resources efficiently and proportionately and which develops a skilled and well-educated population
8. Gwent Leadership Capability Assessment 2019 - Supts feel they could better provide space and encouragement to help others stand back from day-to-day activities in order to review their direction, approach and role; Senior managers feel they could improve how they implement, test and communicate new ways of working that change culture, attitudes and performance
9. Gwent Leadership Capability Assessment 2019 - Development priorities identified around action learning and continuous improvement; few senior managers take time for self development
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### **Measurements of Success**

- a. 90% completion of all eligible PDRs
- b. 50% year on year increase in the quality of completed PDRs (defined by compliance with guidelines in managers toolkit and dip sampling)
- c. Year on year increase in the reported quality of learning provided
- d. 75% of all staff undertake CPD
- e. Overall learning retention of 50%
- f. Year on year increase in the uptake of coaching/mentoring/team learning approaches
- g. Positive trends in the Staff Survey for:
  - a. Culture of learning from mistakes
  - b. Feeling responsible for improvements
  - c. Perceived organisational support

## 2. Take structured approach to leadership and talent development

Year One

We will focus on what is needed for the future, developing leaders, talented individuals and driving cultural change

- a) Learning needs analysis for senior leaders and leadership programme designed to upskill in key areas and CVF level 3 – L&D
- b) Senior leadership programme produces strategies, visions and narratives that are used as working documents back in the business – L&D
- c) Deliver Talent Programme 2 and 3 and evaluate Impact – L&D
- d) Use of CVF and Individual performance data for talent management and promotion – L&D
- e) Talent management policy is updated and new guidance issued to reflect new approaches – L&D
- f) Senior leadership involvement in sharing what best practice communication looks like - OD
- g) Conduct research with talented individuals on barriers to realising potential – L&D
- h) Recruit to OD lead

How we will do it

- a. Design, deliver and evaluate leadership and management programmes that prepare the force for PV2025
- b. Ensure leadership programmes focus on the application of learning and the production of tangible output and results
- c. Use records and evidence of learning and performance to assess effectiveness in role and identify talent
- d. Understand and remove barriers to developing talent
- e. HR/OD become key in delivering cultural change and leading best practice

Year Two to Three

- a) Demonstrating desired leadership and management behaviours and values forms key part of selection process - HR
- b) Analyse and articulate how CVF looks in leadership behaviours and contra-behaviours - OD
- c) Video briefings that define the expectations for leadership and management as part of manager's toolkits – L&D
- d) Evaluate Impact of L&M programmes – L&D
- e) Managers and leaders are recognised for delivering results using the desired leadership and management behaviours - OD
- f) Embed the use of CVF and CPD and self assessments into PDR discussions and 1:1s – L&D
- g) Evidence demonstrating role specific learning informs promotion and selection - HR
- h) Evaluate the impact of leadership behaviours on staff performance, development and building org capability - OD
- i) HRBPs and L&D lead embedding of talent management policy and approach — L&D
- j) Data from Kallidus is used to identify talent and areas of good practice, enabling focussed talent management and targeted recognition – L&D
- k) Coaches work with talented individuals to support them to realise their potential – L&D
- l) Design, deliver leadership and management programmes to support all management grades – L&D

## **2. Take structured approach to leadership and talent development**

### **Context for Change and Measurements of Success**

We will focus on what is needed for the future, developing leaders, talented individuals and driving cultural change

1. PV2025 Workforce - to equip leaders of the future with the skills, and knowledge to succeed, and exploring opportunities to achieve efficiency and broaden leadership experience and perspective; create a leadership and management development model which equips leaders at all levels to meet the challenges of the future and, by empowering policing professionals, allows levels of supervision and checking to be reduced.
  - a. 90% completion of all eligible PDRs
2. NPCC Guiding Principles for Organisational Leadership (2017) - understanding current and future leadership capabilities; leaders role modelling behaviours and personal improvement; leadership development makes a visible difference to achieving future capability requirements; developing talent through fair, transparent and effective programmes
3. National HR Review NPCC 2019 – Demands of Police Workforce Agenda show need for a connected approach to workforce development, including embedding PDRs, and assessment and recognition of competence
4. PEEL Police Leadership 2017 – the use of PDR processes and using them to support succession planning and targeted leadership development; spotting and choosing their future leaders using processes that are fair;
5. HMICFRS PEEL Efficiency Inspection for Gwent – use L&D and workforce skills to inform the force's recruitment arrangements to conduct a leadership skills audit that will allow it to understand leadership capacity and capability
6. Mayor of London/Centre for Policing Research and Learning First Impression Feedback to Gwent Police 2018 – L&D links to organisational benefit not always clear; need to pay more attention to performance and return on investment;
7. Gwent Police and Crime Plan 2017 – Efficient and Effective Service Delivery; a satisfied and professional workforce that believe they are treated fairly and feel supported
8. College of Policing Competency and Values Framework – ensure that there are clear expectations of everyone working in policing which in turn will lead to standards being raised for the benefit and safety of the public
9. College of Policing Blue Light Wellbeing Framework 2017 – Line managers have relevant leadership and management training and this is documented in their personal records
10. Future Generations Wales Act 2015 A More Equal Wales; a society that enables people to fulfil their potential no matter what their background or circumstances
11. Gwent Leadership Capability Assessment 2019 Few senior managers take time for self development; Just under half of Ch Insp's feel stuck/derailed from where they hoped to be at this career stage; the majority of leaders feel unsure whether there is fair access to development opportunities, one in four Ch Insp's and Supts are expecting to leave in the next three years

#### **Measurements of Success**

- a. 90% completion of all eligible PDRs
- b. 50% year on year increase in the quality of completed PDRs (defined by compliance with guidelines in managers toolkit and dip sampling)
- c. Demonstrable impact of building capability for PV2025 and CVF competencies from talent programme and leadership programmes
- d. Year on year increase of talented individuals progressing within the organisation
- e. Positive trend in the following staff survey indicators:
  - a. Leader effectiveness
  - b. Public Service Motivation
  - c. Respect for supervisor
  - d. Improvement behaviour

### 3. Provide the knowledge, skills and processes needed to do a great job

We will understand what our people and teams need to be their best and put in place practical ways to improve wellbeing and performance

Year One

- a) Develop a consistent approach to managers toolkits and produce a pilot product on effective PDRs – Digital
- b) Undertake primary and secondary research into wellbeing needs that meet the diverse and changing nature of the organisation - Wellbeing
- c) Identify where and how performance and HR data could assist with meeting evolving demand/needs – Workforce Planning
- d) Review methods for capturing skills and expertise and how this information could be utilised in resourcing and knowledge sharing - OD
- e) Flexibly deploy qualified officers to meet emerging demand/needs (post NPPF implementation) – Workforce Planning
- f) Develop clear performance and absence management expectations that are led tactically by Inspector/Middle Managers with operational accountability from Sergeants and first line managers - HR
- g) Agree and endorse protected learning time policy for PQF, review it effectiveness – L&D
- h) Define what is meant by CPD, share experiences of best practice and Impact – L&D
- i) Merge Psychological Services and Wellbeing into a single team – Wellbeing
- j) Evaluate, and create an evidence base, for the main factors that negate staff wellbeing – Wellbeing
- k) Review impact of current disciplinary procedures on

#### What we will do

- a. Digital toolkits for staff and managers to access tools, checklists and best practice guidance
- b. Better understand what improves wellbeing and undermines resilience and how to respond to differing needs
- c. Improved utilisation of skills and experience
- d. Consistent approach to performance and absence management
- e. Work collaboratively with other departments to manage the factors that undermine wellbeing (eg hardware, digital support and disciplinary issues)
- f. Use data and analytics to measure and monitor performance

Year Two to Three

- a) Develop a full suite of managers toolkits for key management activities (1:1s, return to work interviews, giving positive and developmental feedback etc) and evaluate its impact - Digital
- b) Take a informed approach to wellbeing provision based on research in year one; conduct evaluation of impact - Wellbeing
- c) Capture and utilise performance and HR data to better meet evolving demands and priorities – Workforce Planning
- d) Measure the consistency of performance management across force and effectively manage non-compliance – OD
- e) Implement and evaluate protected learning and self directed CPD, utilising senior leader influence where needed – L&D
- f) Work with partners across the force to respond to key factors that negate wellbeing for staff/officers – Wellbeing
- g) Develop learning pathways that build digital and specialist capability in line with Pv2020s – L&D

### **3. Provide the knowledge, skills and processes needed to do a great job**

#### **Context for Change and Measurements of Success**

**We will understand what our people and teams need to be their best and put in place practical ways to improve wellbeing and performance**

1. NPCC Guidance Principles for Organisational Leadership (2017) - 9 guiding principles that include a strong commitment to morale and wellbeing at all levels
2. PEEU Police Leadership 2017 – Have a deep understanding of workforce skills to plan effectively for future demand and develop people to meet that demand; provide wellbeing interventions that impact on the daily experiences of frontline officers, rather than stand-alone initiatives.
3. HMICFRS PEEL Efficiency Inspection for Gwent – use L&D and workforce skills to inform the force's recruitment arrangements,
4. HMICFRS PEEL Police Legitimacy 2016 - the force should improve how it manages individual performance
5. NPIA Local Policing and Confidence: Measuring Performance - measure and monitor performance; identify priorities and set objectives
6. College of Policing: National Police Wellbeing Service - Interim Recommendations for a live service (2018) – promote, prevent, detect and treat approach to wellbeing
7. Gwent Police and Crime Plan 2017 – Efficient and Effective Service Delivery: our organisation and staff are productive
8. College of Policing: Competency and Values Framework - ensure that there are clear expectations of everyone working in policing which in turn will lead to standards being raised for the benefit and safety of the public
9. College of Policing Blueprint: Wellbeing Framework 2017 - a clear attendance management policy is in place and procedures are known to staff; the organisation has an individual performance review system in place which allows employees to comment on work-related and personal issues that affect their performance and enables training needs to be identified; Resilience training is available to help all employees identify potential issues. The organisation actively promotes improving personal resilience and openly commits to workplace wellbeing programmes
10. Future Generations Wales Act 2015 Healthy Wales: a society in which people's physical and mental well-being is maximised

#### **Measurements of Success**

- a. Decrease in the length of sickness absence for all long term cases
- b. Decrease in the number of stress related sickness absences
- c. Decrease in the length of sickness absence for all stress related cases
- d. 90% completion of all eligible PDRs
- e. 50% year on year increase in the quality of completed PDRs (defined by compliance with guidelines in managers toolkit and dip sampling)
- f. Positive trends in Staff Survey for:
  - a. Hindrance stressors
  - b. Emotional energy
  - c. Perceived organisational support
  - d. Supportive leadership

## **4. Ensure effective, fair and robust recruitment, selection and retention**

Year One

We will implement recommendations and best practice from the wider policing profession to deliver fair and effective selection of staff and officers

- a) Design implementation plan for NPPF and ensure force consistency - HR
- b) Revise and implement recruitment and promotion approach for CI and above, based on best practice and organisational outcomes - HR
- c) Embed the PDR into promotion processes to recognise performance and development - HR
- d) Self directed learning, including attendance at non-mandatory courses, is monitored and recognised - L&D
- e) Research and evaluate initiatives that recognise and reward excellence in individuals and teams – OD Lead
- f) Create a joined up strategy for succession planning, focussing on current and future business critical roles - HR
- g) Collaborate with all Welsh forces to implement new e-recruitment system - HR
- h) Review all role profiles to reflect CoP's PPP and CVF in style and content - HR
- i) Design and implement an effective recruitment strategy that meets the needs of the force – HR
- j) Begin implementation of Gender Pay Gap Reporting action plan - HR

How we will do it

- a) Ensure compliance with NPPF and agreed CI and above recommendations
- b) Design and embed selection processes that value and assess performance, behaviours and learning and their impact
- c) Use organisational data to make evidence based decisions.
- d) Add critical new skills to the force, by recruiting, promoting and retaining a diverse and representative workforce, particularly those from under-represented groups

Year Two to Three

- a) NPFF fully implemented with new processes impacting positively across the force - HR
- b) Recruitment/promotion approach for CI ranks and above embedded - HR
- c) HMIC recognition of good practice for selection, promotion and talent management - HR
- d) The skills and behaviours needed to deliver PV2025 becomes the focus of recruitment for senior posts - HR
- e) PDRs and evidence of self directed learning are consistently used to determine promotions - HR
- f) Implement initiative(s) that have value in recognising and rewarding excellence and evaluate impact – OD
- g) Succession planning strategy is supported and lead by senior policing leaders – Workforce Planning
- h) Evaluate the effectiveness of the succession planning strategy in building capability for business critical roles – Workforce Planning
- i) Joined up working and shared accountability between HR/L&D/OD to achieve a whole process approach - HR
- j) Improve recruitment and promotion from our diverse communities and understand where we most need to target campaigns - HR
- k) Scope and recommend new routes to policing - HR
- l) Scope and begin implementation of employer of choice initiatives to attract candidates for all areas of the business- HR

## **4. Ensure effective, fair and robust recruitment, selection and retention**

### **Context for Change and Measurements of Success**

We will implement recommendations and best practice from the wider policing profession to deliver fair and effective selection of staff and officers

1. PV2025 – Workforce: ensure the police service attracts a representative mix of people with the right skills, knowledge and potential behaviours and values to deliver the policing vision, getting clear and consistent requirements for entry into policing and fair accreditation to defined ranks and roles in the service.
2. Insight Report into Overview of Recruitment, Selection, Promotions and Internal moves: Review at Gwent Police – Recommendations - alignment between PDR and internal moves, full implementation of NPPF
3. NPCC Guiding Principles for Organisational Leadership (2017) - 9 guiding principles that include diverse leadership teams
4. PEEL Police Leadership 2017 – look forward to build a workforce for the future
5. Insight HR Recommendations Recruitment and Selection 2018 – adopt NPPF recommendations and review and implement new process for CI and above
6. Gwent Police and Crime Plan 2017 – Efficient and Effective Service Delivery: respective workforces believe that they are treated fairly and supported and that represent the wider community of Gwent.
7. College of Policing Competency and Values Framework - ensure that there are clear expectations of everyone working in policing which in turn will lead to standards being raised for the benefit and safety of the public
8. Wales
9. Future Generations Wales Act 2015 A More Equal Wales: a society that enables people to fulfil their potential no matter what their background or circumstances
10. Gwent Leadership Capability Assessment 2019 - one in four Ch Insp and Supts are expecting to leave in the next three years,

#### **Measurements of Success**

- a. Reduction in recruitment related complaints
- b. Increase in applications from diverse candidates for like for like posts
- c. Improved recruitment and progression rates of candidates from under-represented groups
- d. Reduction in gender pay gap
- e. 90% completion of all eligible PDRs
- f. 50% year on year increase in the quality of completed PDRs (defined by compliance with guidelines in managers toolkit and dip sampling)
- g. Positive trends in Staff Survey for:
  - a. Procedural justice (fairness)
  - b. Perceived organisational support
  - c. Hindrance stressors

## 5. Develop strategies and structures that can deliver Policing Vision 2025

Year One

Year Two to Three

We will work collaboratively to put in place plans, structures and ways of working that meet the demands of the future

a) **Business Environment reviews and restructuring**

How we will do it

a. Robust and collaborative workforce planning that allows us to meet the demands of PV2025

b. Work collaboratively to join up workforce planning with departmental reviews and restructures that deliver PV2025

c. Succession planning for business critical roles

d. Consideration of equality and diversity and implementation of the NPCC representative workforce toolkit, becomes business as usual

e. Skills audit informs decision making on workforce planning

f. Adopt and embrace agile working where it delivers improved outcomes

a) Support the new meeting governance structure through improved strategic HR support - HR  
b) Efficient outcome focussed meetings are role modelled by senior leaders - HR  
c) Continue to engage with UK forces to meet the people requirements of PV2025 and secure far reaching change in our workforce e.g. PEQF - WFP  
d) Support the senior team with ongoing service reviews, and help tackle organisational and cultural barriers that challenge delivery of PV2025 - WFP

e) Develop templates for workforce plans - WFP  
f) Develop better workforce analytics to turn data into insights e.g. identify workforce critical skill sets - WFP  
g) Form strong networks with other Welsh forces to consider pan-Wales approach to strategic HR interventions e.g. workforce planning - WFP  
h) Identify key metrics that determine organisational performance based on force vision and strategic plans - WFP

i) Agree how EIAs and positive action will be applied to restructures and key decisions on roles and remits - HR  
j) Continue to support the roll out of agile working and associated workforce change - WFP  
k) Embed regular and meaningful 1:1s, that focus on review, learning and planning, not process and risk management - L&D

a) Ownership of key deliverables is clear in strategies, to build accountability - OD  
b) Prepare, source, attract and develop the right talent in critical areas to meet changing demands in policing - HR  
c) Skills audit with mapping of specialisms and experience to business critical areas and roles - WFP  
d) Agree on the organisational changes needed to deliver on PV2025 and produce a plan for transformational change – Head of PS  
e) Undertake workforce plans using templates for consistency - WFP  
f) Develop a pan-Wales response to meeting resourcing demands and skill requirements of PV2025 (should be part of plan under point d) - WFP  
g) Begin measuring organisational performance and progress using key performance indicators - WFP  
h) HRBPs to work with senior leaders to create a more inclusive, professional workforce where people flourish whatever their background e.g. embed EIAs and positive action when making key business decisions and developing business processes - HR  
i) Future focussed L&D and OD plan to upskill staff in business critical roles and areas – L&D  
j) HR Officers take a self directed approach to transitioning to HRBP role - HR

## **5. Develop strategies and structures that can deliver Policing Vision 2025**

### **Context for Change and Measurements of Success**

We will work collaboratively to put in place plans, structures and ways of working that meet the demands of the future

1. Police Vision 2025 Workforce - Developing a comprehensive understanding of demand on policing and matching it to knowledge, skills, and capability to meet that demand in a consistent and cost effective way; add critical new skills to the service, get the right mix between officers and staff, and be more representative of the communities we serve to achieve our vision
2. NPCC Guiding Principles for Organisational Leadership (2017) - 9 guiding principles that include setting a positive, realistic and ambitious future direction; understanding current and future leadership capabilities; displaying leadership through innovation and diverse leadership teams
3. PEEL Police Leadership 2017 – develop people to meet future demand
4. HMICFRS PEEL Efficiency Inspection for Gwent – planning for future demand and understanding of future demand for services is limited in its scope; as a consequence the force is unable to evaluate fully what its future demand will be”, the force should ensure it has adequate plans in place to show it can provide services, while also making necessary future cost savings. “the force ‘needs to increase its resources in areas including cyber-crime, child sexual exploitation, female genital mutilation and modern slavery’, the force has not yet carried out a review of succession planning
5. National Debate Advisory Group - Restrapping policing for the public (2015) - enhance capabilities and achieve value for money by scaling up specialist capabilities and standardising functions where appropriate; provide strong political and managerial leadership nationally and locally to deliver changes needed including willingness to challenge the fundamentals of existing working practices across public service; develop a whole system, evidenced approach to re-designing services
6. Gwent Police and Crime Plan 2017 – Efficient and Effective Service Delivery; evidence of collective working and using shared resources appropriately
7. Future Generations Wales Act 2015 Resilient Wales; a nation which supports social, economic and ecological resilience and the capacity to adapt to change

#### **Measurements of Success**

- a. 75% of departments have a workforce plan in place by end 2021
- b. 100% of business critical roles have been identified
- c. 80% of business critical roles are filled on interview by end 2021 with a year of year increase to reach this target
- d. 100% of workforce plans include equality impact assessments
- e. Positive trends in Staff Survey for:
  - a. Hindrance stressors
  - b. Authoritarian leadership
  - c. Organisational support

## 6. Communicate a clear vision for the future

We will work with our leaders to create and communicate what our future direction looks like, the progress we make and the impact we have

Year One

- a) Create template for strategy on a page document and use this format to lead and communicate future strategic direction - OD
- b) Support senior leaders to create meaningful and accessible strategies, based on culture change, PV2025, force vision and Police and Crime plan - OD
- c) Support senior leaders to use impact assessments - OD
- d) Vision and future desired state defined by Chief Officer Team, which includes culture and PV2025 - OD
- e) Narrative for vision developed by COT and shared across the force - OD
- f) Recognise the fluctuations of workload and shift narrative to appreciate that demand levels will vary - Wellbeing
- g) Work with corporate communications to include purpose and narrative as part of key communications – Head of PS
- h) Conduct work on understanding culture of blame and what is needed and move towards a culture of learning Wellbeing
- i) Review workforce maturity matrix reviewed to reflect current status and maturity targets from People Plan - OD

Year Two to Three

- a) Agree and implement a plan to best support the senior team in maximising their strategic effectiveness (e.g. strategic and outcome focused meetings) – Head of PS
- b) Create a comprehensive suite of on a page strategies with a clear line of sight that are hosted on The Beat - OD
- c) Senior leadership teams use vision and narrative to determine organisational priorities, maintain focus, and lead – Head of PS
- d) Vision, purpose and impact are routinely discussed in 1:1s and briefings by all managers and leaders - OD
- e) Evaluate the impact of a shared vision and narrative on the force - OD
- f) Use workforce maturity matrix to monitor progress and deliver on priority areas - OD
- g) Ongoing support for developing high quality strategies (PIs, outcome focussed) - OD
- h) Disciplinary procedures are more efficient and take a learning/support not blame position- HR

## 6. Communicate a Clear Vision for the Future Context for Change and Measurements of Success

We will work with our leaders to create and communicate what our future direction looks like, the progress we make and the impact we have

1. PV2025 Workforce - 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.
2. NPCC Guiding Principles for Organisational Leadership (2017) - guiding principles that include a strong commitment to morale and wellbeing at all levels
3. PEEL Police Leadership 2017 - provide wellbeing interventions that impact on the daily experiences of frontline officers, rather than stand-alone initiatives
4. NPIA Local Policing and Confidence Measuring Performance - measure and monitor performance; identify priorities and set objectives
5. College of Policing National Police Wellbeing Service - Interim Recommendations for a live service (2018) - promote, prevent, detect and treat approach to wellbeing
6. Mayor of London/Centre for Policing Research and Learning First Impression Feedback to Gwent Police 2018 - Leadership stretched and feels pulled in different directions, driving reactive solutions
7. National Design Advisory Group - Reshaping policing for the public (2015) - provide strong political and managerial leadership nationally and locally to deliver changes needed including willingness to challenge the fundamentals of existing working practices across public services' develop a whole system, evidenced approach to re-designing services
8. College of Policing Blue Light Wellbeing Framework 2017 - managing organisational development and change appropriately, all leaders can articulate the importance of creating an environment where people can experience meaning and purpose in their working life; the organisation has assessed and documented its leadership requirements and priorities around embedding wellbeing; all employees, volunteers and contractors are committed to providing a high quality service on behalf of the organisation
9. Gwent Leadership Capability Assessment 2019 - Some feel they could be better at ensuring people understand their role in achieving the policing vision and feel a little weaker on communicating the overall policing vision

### Measurements of Success

- a. 90% of leaders attending governance meetings identify that there is sufficient strategic focus
- b. 75% of maturity matrix achieved at level 3
- c. 90% of page owners are trained to understand the PV2025 and force vision and make links in Corp Comms
- d. 80% of staff to have seen and understood the force plan on a page
- e. Positive trends in Staff Survey for:
  - a. Public service motivation
  - b. Meaning of work
  - c. Vision clarity
  - d. Fear of making mistakes



# Gwent Police People Plan 2019 | 2022



on a Page

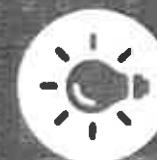
## EMBED A LEARNING CULTURE



## TAKE STRUCTURED APPROACH TO LEADERSHIP AND TALENT DEVELOPMENT



## PROVIDE THE KNOWLEDGE, SKILLS AND PROCESSES NEEDED TO DO A GREAT JOB



## ENSURE EFFECTIVE, FAIR AND ROBUST RECRUITMENT, SELECTION AND RETENTION



## DEVELOP STRATEGIES AND STRUCTURES THAT CAN DELIVER PV2025



## COMMUNICATE A CLEAR VISION FOR THE FUTURE

"We will work collaboratively to put in place plans, structures and ways of working that meet the demands of the future"

"We will work with our leaders to create and communicate what our future direction looks like, the progress we make and the impact we have"

"We will change the way people learn, value self-directed learning and CPD and take a connected approach to organisational learning"

"We will focus on what is needed for the future, developing leaders, talented individuals and driving cultural change"

"We will implement recommendations and best practice from the wider policing profession to deliver fair and effective selection of staff and officers"

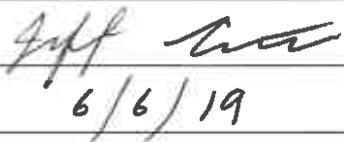


**Police and Crime Commissioner for Gwent**

I confirm that I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Code of Conduct.

The above request has my approval.

**Signature:**



**Date:**

6/6/19

