



STAFFORDSHIRE
POLICE



People First

2018 – 2021

Introduction from the Chief Constable



As I said in the Policing Plan, the coming years are important ones for Staffordshire Police. We face significant challenges: amongst other things, for the first time in several years crime rates are increasing; we face a raft of new and emerging threats including cyber-related crime; and communities face a growing risk from extremism.

At the same time we also need to make considerable savings through our transformation programme, on top of the savings that we have already made. The organisation is at the outset of a major transformation programme that will affect every aspect of its design, structure and working practices. This programme, described in more detail in the Blueprint for Change, is predicated on a series of strategic principles agreed collectively with the Police and Crime Commissioner, which set out our ambitions.

The first of these is 'modern policing'. We will deliver a modern and transformed police service fit for a changing future, able to address existing and new issues and the threat and harm that impact from local, regional, national and international activity.

We know that to build on the hard work that has led to our success so far, and to deliver in the context described above and in more detail in the Policing Plan, the people who work for Staffordshire Police are critical - and that includes officers, staff, the Special Constabulary, and other volunteers. We must create and maintain an organisation with a culture where we trust and enable people, where we are confident, caring and compassionate, and where we are collaborative, agile and courageous. In short, we must build a culture that enables people to flourish.

The challenge is for everyone within Staffordshire Police. Every one of us has responsibility for making the best contribution we can, and for making the organisation a great place to work that achieves our ambition to improve our service to the people of Staffordshire. I look forward to working with you all to make it happen.

Gareth Morgan
Chief Constable

Being Staffordshire Police

Having undertaken a survey in the summer of 2017 and listened to what people have said, we have a clearer understanding of the type of culture we have now, and of the type of culture we are aiming to create. This document sets out eight interconnected themes that will help us to build a modern and transformed police service – an exceptional place to work that will in turn enable us to achieve what we are all here for – a better service to the people of Staffordshire.

These eight themes will not only help us to deliver on our commitments, but will help us to play our part in delivering the vision set out by the College of Policing National Workforce Futures CIPD Forum: “That policing will be a profession, where officers exercise individual autonomy and independence of judgement.

By 2020, policing will have a single integrated workforce that will align the right skills, powers and experience to meet changing police demand.” Of course this applies to both officers and staff.

Each of these eight themes will take account of best practice, and be developed into full implementation plans with detailed actions, named owners, and clear timescales. Additionally, each will be developed with engagement from people across the organisation at all levels, will reinforce both our values and those identified within the Code of Ethics, and will all point towards the achievement of our overall organisational culture.

**“Policing will be a profession,
where officers exercise individual
autonomy and independence
of judgement.”**

Being Staffordshire Police



We do things properly

Whilst we have some real strengths in this area, we feel we can maximise our impact in being **ethical**, **supportive**, and **courageous**, as there is always more we can do.



We are modern leaders

A lot of recent focus has been given to being more **collaborative**, **agile** and **diverse** and these are now growing strengths at which we want to be even better.



We trust, enable and support our people

A key area in our transformation and will help us be more **accountable**, **empowered** and **adaptive** to meet our future demand and the changing needs of Staffordshire's communities.



Recruitment, attraction & retention

Our Vision: To be recognised as a place that attracts and retains the best calibre people from across Staffordshire and beyond, and where diversity and difference are valued.

We will do this through:

- Enhancing our brand as an employer, celebrating what makes Staffordshire Police a great place to work.
- Creating an agile and flexible working environment that is recognised by the workforce and by potential candidates as cutting edge.
- Reviewing our approach to recruitment and attraction, making the best use of available technology to improve the candidate experience and improve the timescales.
- Broadening our approach to attracting people, ensuring that we maximise opportunities to sell our brand and open all roles to the communities we serve.
- Developing regional partnerships to maximise entry through Police Education Qualifications Framework (PEQF) and Apprenticeships.
- Improving the capability and confidence of those involved in attracting potential candidates, and ensuring that when we select, we select for mindset as well as skillset.
- Through the actions described in this strategy creating a modern organisation that is recognised as a great place to work, encouraging good people to stay.



Leadership

Our Vision: An efficient and effective organisation, that delivers for the people of Staffordshire and is a great place to work. A community of leaders at all levels, with the confidence and capability to build and maintain a modern and transformed police service.

We will do this through:

- Providing clear leadership, vision, and direction, role-modelling our values and those enshrined within the Code of Ethics, and reinforcing this approach in everything we do.
- Building a culture of openness and transparency, accountability and responsibility, giving people autonomy and trusting them to deliver.
- Being mindful of the pressures placed on the workforce, taking care to build resilience, recruit to agreed plans, and take account of the right spans of control.
- Ensuring that we have in place a robust approach to governance, taking difficult decisions when they need to be taken and achieving value for money.
- Investment in development in line with the College of Policing framework, for both current and future leaders, equipping them to be:
 - Operationally and professionally competent
 - Confident to make decisions
 - Caring and compassionate
 - Authentic



Recognising & rewarding excellence

Our Vision: To celebrate the achievements and contributions that people make, recognising and rewarding their success, whatever role they fulfil.

We will do this through:

- Providing clear vision, direction and leadership, where people at all levels take steps to recognise the contribution made by their colleagues.
- Reviewing our overall approach to reward and recognition, taking into account what motivates and inspires people – whether individuals or teams and wherever they work.
- Providing a package of employee benefits through recognised channels, and ensuring that people are aware of their total reward package.
- Recognising that reward and recognition isn't just about award ceremonies or certificates, but also saying thank you.
- Ensuring that the aims outlined within this strategy are implemented, and recognising that they all contribute to making Staffordshire Police a great place to work.
- Continuing to recognise success through Directorate and Annual Force Awards Ceremonies.
- Integrating officer and staff more effectively, to build mutual understanding and respect for each other's role and value.



Health & wellbeing

Our Vision: Our workplace is positive and healthy, people take ownership of their own health and wellbeing, and wellbeing is at the heart of people's experience of working at Staffordshire Police.

We will do this through:

- Ensuring strong leadership, building positive relationships and a culture of trust, where health, safety, and wellbeing are valued and prioritised.
- Renaming the Occupational Health, Safety and Welfare function as Health, Safety and Wellbeing, to better reflect its role.
- Continuing to improve our approach to flexibility and agility, increasing the options for working differently and improving work-life balance.
- Ensuring a meaningful framework of policies, guidance, campaigns, and development that enables us to take action to prevent ill-health, promote wellbeing, and reduce absenteeism and presenteeism across all parts of the organisation.
- Supporting people, regardless of their role, rank, location or shift pattern, in understanding the importance of health, safety and welfare, and in taking action to promote wellbeing and improve the environment we work in.
- Using the performance data available to managers, via the HR team, to identify trends in measures of wellbeing and productivity.
- Understanding the impact of a changing workforce profile, and adapting our approach to fitness and wellbeing accordingly.



Diversity & difference

Our Vision: To create a first class workplace with a vibrant and diverse workforce that better reflects our communities, and therefore where the services we deliver better meet the needs of the people of Staffordshire.

We will do this through:

- Encouraging people to be themselves in the workplace, valuing different approaches and ways of working, regardless of rank and hierarchy, so that they are able to flourish and achieve their full potential.
- Investing in development on diversity and difference, raising awareness and embedding change.
- Taking opportunities to work with and learn from our partner organisations, Unison, staff associations and support organisations.
- Reviewing our approach to recruitment, attraction and the Staffordshire Police brand, actively ensuring that we reach all parts of the community.
- Regularly producing and analysing data so that we are clear on the workforce profile and where areas need addressing, and publishing this information.
- Reviewing and updating our marketing strategy and materials to ensure inclusivity.
- Ensuring that we link in regularly with the College of Policing BME team and relevant national committees, along with other national benchmarking and diversity initiatives.



Development & performance

Our Vision: Create the capability needed for future success by motivating and engaging people to take responsibility and accountability for their own performance and development, and adapt to continuous change.

We will do this through:

- Committing to invest in people, increasing professionalisation and opportunities for CPD, enabling them to develop and grow, as well as building on the suite of development activities, reviewing our learning and development policies and frameworks.
- Being clear about what good looks like, in a way that directly links to the Policing Plan and our objectives, and handling circumstances where performance falls short fairly and promptly.
- Creating options for career pathways for police staff, particularly in niche areas where opportunities for progression may currently appear limited.
- Encouraging people to be innovative and creative, sharing their ideas, both for personal growth and development of Staffordshire Police.
- Creating a learning environment, where we take positive steps to learn from our experiences, including where complaints and issues are raised.
- Maximising collaboration and partnership working with other organisations beyond Staffordshire Police.
- Developing a coaching culture to make the most of people's potential, improve performance and deliver results.



Supportive infrastructure

Our Vision: A working environment where people across the force are inspired to give their best every day and are motivated to improve the service we provide to the people of Staffordshire.

We will do this through:

- Ensuring that continued developments in technology, through partnership with Boeing, align with our intended organisational culture.
- Building our business partnering capacity and capability within the enabling functions, increasing the value added to the organisation as a whole.
- Working with the OPCC, and in partnership with other organisations where we can, continuing to rationalise our estate and modernise our existing space.
- Ensuring that we continue to get best value from the transport services that we provide jointly to Staffordshire Police and to Staffordshire Fire and Rescue Service.
- Valuing, protecting and using the information available to us for the public good, building a robust and effective information and records management capability where we have a single vision of the truth.
- Reducing bureaucracy and ensuring that our policies, processes, and systems are simple and effective, and accessible to all.
- Maximise collaboration and partnership working with other organisations beyond Staffordshire Police.



Engagement & communication

Our Vision: A Force where people have the opportunity to have their say, where constructive dialogue and challenge is welcomed, and where honesty and transparency is recognised and valued.

We will do this through:

- Providing clear vision, direction and leadership, in a way that is compelling and authentic and that people can relate to, and ensuring that we communicate that vision effectively.
- Creating the right environment for engagement and interaction to happen, at all levels and in all parts of the organisation, so that people can actively contribute their ideas to make our workplace and service better.
- Recognising that people are the most effective way of building public confidence, and providing them with the right tools to be effective advocates for the organisation and its priorities.
- Considering how we gather feedback from people more regularly and provide it more effectively, building a two-way informal dialogue in addition to the more formal mechanisms, and then acting upon that feedback in a timely way.
- Reviewing our approach to internal communication, ensuring that we make the best use of the available tools and channels available to us.
- Improving transparency in our decision making and communications.
- Articulating the employer brand, ensuring that those who work for us understand what makes Staffordshire Police a great place to work.



How will we know if it's working?

Our Vision

To deliver the People Strategy through authentic and strong leadership, robust enabling services and through the delivery of our SP25 transformation programme, resulting in a modern and transformed police service that is recognised as an exceptional employer by the workforce and by others.

We will do this through

- Working in partnership with people across all parts of the organisation.
- Remembering that we are all working towards the modernisation and transformation of policing for the people of Staffordshire.
- Continuously reviewing and improving our approach, and our policies and processes in response to feedback.
- Ensuring that leaders and managers role model our values and cultural aims.
- Delivering in a timely, creative and innovative way, being ambitious, and aiming high.

Measuring success

Each of the eight themes identified will have its own action plan, which will include detailed measurements of achievements and success.

We will work closely with internal communications specialists to make sure that we engage and embed the various elements of the strategy across the organisation, bringing them to life.

Key Performance Indicators will be reported to the People and Resources Directorate Board and through to the Force Strategy Board.

US NOW



LET'S WORK ON THESE

BRAIN WORKOUT



OUR HEADLINES



US FUTURE



FRUSTRATING

CONFUSING

FOGGY

NO STABILITY

LACK OF CLARITY

DISJOINTED

HAPPY

BORING

NO IDENTITY?

FRIENDLY

COMPLICATED

ACT ETHICALLY



LEFT?

RIGHT?



GREAT PLACE

WHERE PEOPLE

CAN Flourish

MORE BETTER TECH IT

ACCOUNTABILITY

PROACTIVE

2024

REMOTE WORK

CULTURE

STRATEGIC

OPEN MINDED

SELF-SERVICE

DYNAMIC

STABLE

AGILE

MULTI-SERVICE

ENABLING SERVICES

COLLABORATIVE

CUTTING EDGE

High Quality

RELIABLE

Consistency

REPUTATION

COLLABORATION

LESS EMAIL

GO!!

MORE RESPECT

VALUE

DIRECTORATE

BOLD

DEPENDABLE

MORE STABILITY

MORE CONVERSATIONS

MORE DEVELOPMENT

AUTONOMY

ENGAGEMENT SURVEY



DRIVERS 15 AREAS

1 SUPERVISOR RELATIONSHIP

6 GOOD COLLEAGUE RELATIONSHIP

3 WORKING CONDITIONS

7 MANAGEABLE WORKLOAD

2 AUTONOMY

4 INTERESTING WORK

14 LEADERSHIP

5 STRENGTHS

15 CAREER PROGRESSION

8 ETHICS

11 LED

12 COMMS

9 FEEDBACK

13 ROLE CLARITY

10 RECOGNITION REWARDS +



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