



# People Ambition - Workforce Strategy 2016 - 2021





## Foreword



**Dee Collins**  
**West Yorkshire Police**  
**Temporary Chief Constable**

Our People Ambition has been refreshed and sets out how West Yorkshire Police will do our best to attract, develop and retain talented people, with the right skills and capabilities to meet the future challenges and opportunities we face, in order to deliver our joint vision with the Police and Crime Commissioner to ‘Keep Communities in West Yorkshire Safer and Feeling Safer’. It also sets out how we will develop our leaders who are critical for reinforcing the vision, strategy and values and to keep staff involved, inspired and committed to delivering the best services they can.

Our people are vital to the delivery of our vision and our five policing purposes of Protecting Vulnerable People, Reducing Crime, Attacking Criminality, Providing Reassurance and Providing Value for Money. When carrying out all our activities our people uphold the values of the Force which are ‘Fairness, Integrity and Respect’ and act in line with the Code of Ethics. Our People Ambition sets out how we will transform our workforce to ensure that we have the right people and skills for the future in line with the principles in the National Policing Vision and our Target Operating Model.

I am committed to nurturing and supporting all of our people to become the best they can be and I encourage everyone to take personal interest in their own development.



# Our Plan on a Page 2016 - 2021

**Vision** -  
Why are we here?

*'Keep Communities Safer and Feeling Safer'*



**Values** -  
How will we deliver services?

**Values-Based Policing -  
Fairness, Integrity and Respect**  
Code of Ethics and National Decision Model

**Purpose** -  
What do we want to achieve?



**Operational Strategy** -  
What is our reform programme to support our operating model for the future?



## Our Values - Fairness, Integrity and Respect

We have a values-based culture where our people are empowered to make decisions in line with the values of the Force; 'Fairness, Integrity and Respect'. In all that we do, we work to the nine policing principles in the Code of Ethics:

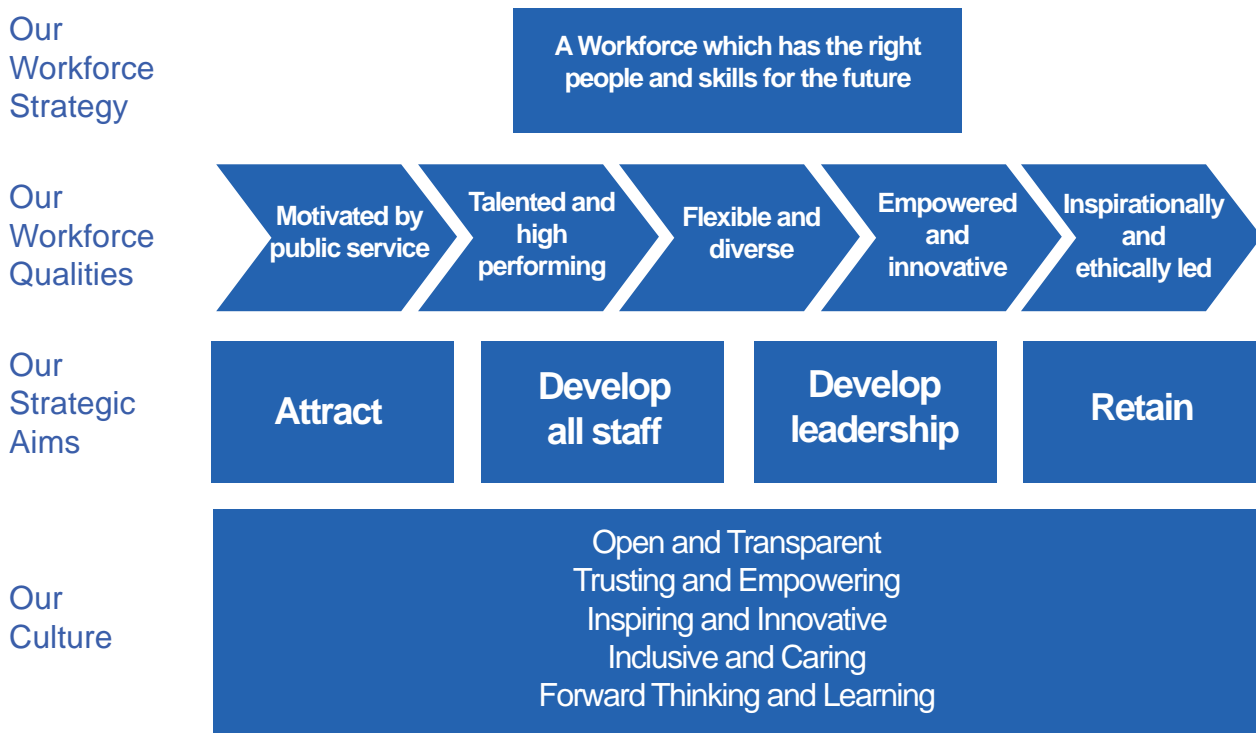
- Accountability – We will be answerable for our decisions, actions and omissions
- Fairness – We will treat people fairly
- Honesty – We will be truthful and trustworthy
- Integrity – We will always do the right thing
- Leadership – We will lead by good example
- Objectivity – We will make choices on evidence and professional judgement
- Openness – We will be open and transparent in our actions and decisions
- Respect – We will treat everyone with respect
- Selflessness – We will act in the public interest

In line with a values based and enabling culture, our people reflect the National Decision Model (NDM) in making ethical decisions. The nine policing principles of the Code of Ethics which set the values for the force are central to the NDM.

## The National Decision Model



# Our People Ambition



In order to achieve our Policing Strategy and become an excellent organisation we need a workforce that has the right people and skills for the future, who are:

- **Motivated by public service** – we are caring and compassionate and want to provide the best service we can to the communities we serve. All our people act with fairness, integrity and respect and in line with the Code of Ethics.
- **Talented and high performing** – we want to attract the best talent into the organisation who have the skills we need to address our changing demands and threats, such as cyber-crime and vulnerability. We want an organisation where people have different skills and perspectives so we can develop new ways of addressing issues. We expect our people to take personal responsibility for developing their skills and knowledge so that they become experts in their specialisms and we can share knowledge and learning across the Force for continuous improvement.
- **Flexible and Diverse** – we need the optimal workforce mix to be able to flex resources in order to respond to demands. We want a workforce that is diverse and understands and is representative of the communities it serves both now and in the future.
- **Empowered and Innovative** – we want a culture where all people are trusted and empowered to make decisions and are creative and innovative in developing new ideas to tackle problems or improve the way services are delivered. We will learn as much from things that do not work as those that do. We want a culture that supports continuous improvement and recognises and values the contributions our people make.
- **Inspirationally and Ethically led** – we want our leaders to be role models who inspire, motivate and enable all to realise their potential. We want a leadership style based on trust and where there is a willingness to engage in constructive challenge. Teams that trust each other and engage in constructive challenge give commitment to the agreed decision and operate collegiately.

## Our Strategic Aims

# Aim 1

**Attract the best people we can to meet the challenges of today and in the future -**

*Attracting the best and most capable people we can is the key to future success.*

**We will:**

- Attract talent into the organisation and those who possess the qualities we expect for our workforce.
- Attract a diverse workforce which is representative of the communities we serve now and in the future.
- Plan the optimal workforce mix (Police Officers, Police Staff, PCSOs, Volunteers and Specials) which is efficient and effective and has the right capabilities and skills to tackle current and future threats.

# Aim 2

**Develop a skilled, flexible and effective workforce that has the capability to deliver against our policing and organisational challenges -**

*Investing in our people and encouraging personal development, innovation and continuous improvement is critical for organisational and personal success.*

**We will:**

- Identify the skills and knowledge the Force needs both now and in the future and up-skill our people.
- Encourage our people to take personal responsibility for their professional development to become the best they can be, to be innovative and to become champions in their specialisms from which others can learn.
- Adopt a continuous improvement approach within a learning culture which supports innovative and experimental approaches to improve the organisation and meet changing demands and challenges.
- Draw on the skills and knowledge of partner agencies, private sector and academia in order to improve organisational learning.

# Aim 3

**Develop excellent leadership which engages, inspires and motivates our people -**

*Our leaders are ethical role models who define the culture of the organisation and inspire, innovate and motivate the teams they lead. They are critical for the success of our people and the organisation*

**We will:**

- Operate a collegiate leadership style based on constructive challenge and individual/team commitment that builds trust and respect across the organisation.
- Define the core elements of leadership and develop these skills at all levels of the organisation.
- Develop blended leadership teams to encourage different perspectives and approaches.
- Learn from leadership in other organisations and professions to bring in new ideas and approaches.
- Trust leaders to make decisions, to be innovative in trying new ways of doing things and encourage innovation across their teams.
- Lead successful teams where people feel motivated, empowered, appreciated and involved.

# Aim 4

**Retain a capable workforce, recognising the contribution of our people, involving them and providing them with a safe, healthy and supportive working environment -**

*This is critical to get the best out of our staff and retain talent within the organisation.*

**We will:**

- Be an organisation that people want to work for and where they feel motivated and valued to do their best.
- Recognise the excellent contribution made by our people.
- Be supportive to improve performance.
- Involve people, listen to them and empower them to be innovative and make decisions in line with the Code of Ethics and National Decision Model.
- Support the health and wellbeing of our people.



# Aim 1

Attract the best people we can to meet the challenges of today and in the future

## Current Position

- Force is recruiting police officers externally for the first time in a number of years.
- Gold Group established to oversee the management of the recruitment and training of the new recruits.
- Limited understanding of barriers to recruitment in relation to some groups.
- Apprenticeship Scheme implemented but due to future Government plans there will be a requirement to expand the scheme.
- Recruitment strategy focused on attracting a more diverse workforce, with more emphasis around Positive Action with talent and diversity key elements of the approach.
- Some workforce modernisation is currently being implemented (e.g. Investigative Officers).

## What we need to focus on: Actions for 2016/17

- Promote the workforce qualities we expect so that we attract the right people to the organisation.
- Promote flexible career pathways so that the Force encourages talented people into the organisation who have worked for different sectors, drawing on their wide ranging experience and expertise.
- Target universities to encourage students with the skill sets we need to work for the Force as part of their degree and longer term career plans.
- Actively encourage our people to be advocates in encouraging talent into the organisation.
- Ensure we recruit the required number of Police Officers, Police Staff, PCSOs, Specials and Volunteers and that resourcing to cope with this level of recruitment is in place.
- Plan and deliver a wide range of activities to support and attract diverse applicants from across the community.
- Ensure Positive Action workshops and subsequent events address the perceived barriers to under-represented groups joining the service.
- Review the recruitment and marketing strategy to support Positive Action and to ensure that talented people are attracted to the organisation.
- Consider future demands and threats in developing the optimal workforce mix.
- Consider opportunities for further workforce modernisation, to release police officers into the communities and introduce increased talent, specialisms and expertise to address new and future challenges.
- Develop and increase the number and range of apprenticeships across the organisation.

## Long term aim

- We become an employer of choice with the most talented people possessing the professional skills and the personal qualities we need joining our organisation.
- We understand the barriers to developing a representative workforce and have addressed them.
- We have developed the optimal workforce mix, maximising workforce modernisation opportunities to develop a highly skilled, efficient and capable organisation which manages threat, harm and risk.
- Present and future capability requirements are identified, planned, managed and improved.





# Aim 2

Develop a skilled, flexible and effective workforce that has the capability to deliver against our policing and organisational challenges

## Current Position

- New state of the art training facilities in use.
- Training schedule in place to address training needs including mandatory training, risks areas and skills gaps.
- Numerous programmes and opportunities in place to support development of both Police Officers and Police Staff.
- Performance Development Review (PDR) annual appraisal system in place.
- Individual accountability and Development Meetings in place.
- Personality self-assessment tools available for usage.
- Force and local People Plans in place.

## What we need to focus on: Actions for 2016/17

- Ensure we can train the increased number of new student officers and minimise the impact of student officer training on other areas of learning and development.
- Continue to identify and meet existing and new skills requirements/ gaps.
- Encourage personal responsibility for learning and professional development so that our people are the best they can be, that learning is shared across the Organisation and we develop a continuous improvement culture.
- Develop communities of interest across specialisms so that people can share ideas and learning.
- Encourage our people to be innovative and experimental in tackling problems, by trying out their ideas for tackling problems so that we learn what works and what does not work within a positive learning culture.
- Continued development of a blended learning approach, exploiting technology to deliver learning in the most agile and effective way.
- Ensure demand is met through increased training capacity in relation to both trainers and classrooms.
- Development of a coaching and mentoring culture to develop individuals and enhance leadership skills.
- Development of management information systems to administer and record accurately learning and development activity and skills.
- Line managers to focus on and support workplace development, providing opportunities to develop skills, experience and knowledge.
- Further develop collaborative opportunities for learning and training with partners.

## Long term aim

- We develop and support our people to fulfil their potential; their knowledge and competencies are identified, developed and sustained.
- Our people take personal responsibility for their professional development and become experts in their fields, from which others want to learn.
- Our culture support experimental and innovative approaches and recognises the learning from things that don't work as well as those that do.
- Coaching and mentoring is fully embedded across the organisation to support learning and development.
- Learning and development is cost effective and provides a return on investment.



# Aim 3

Develop excellent leadership which engages, inspires and motivates the workforce

## Current Position

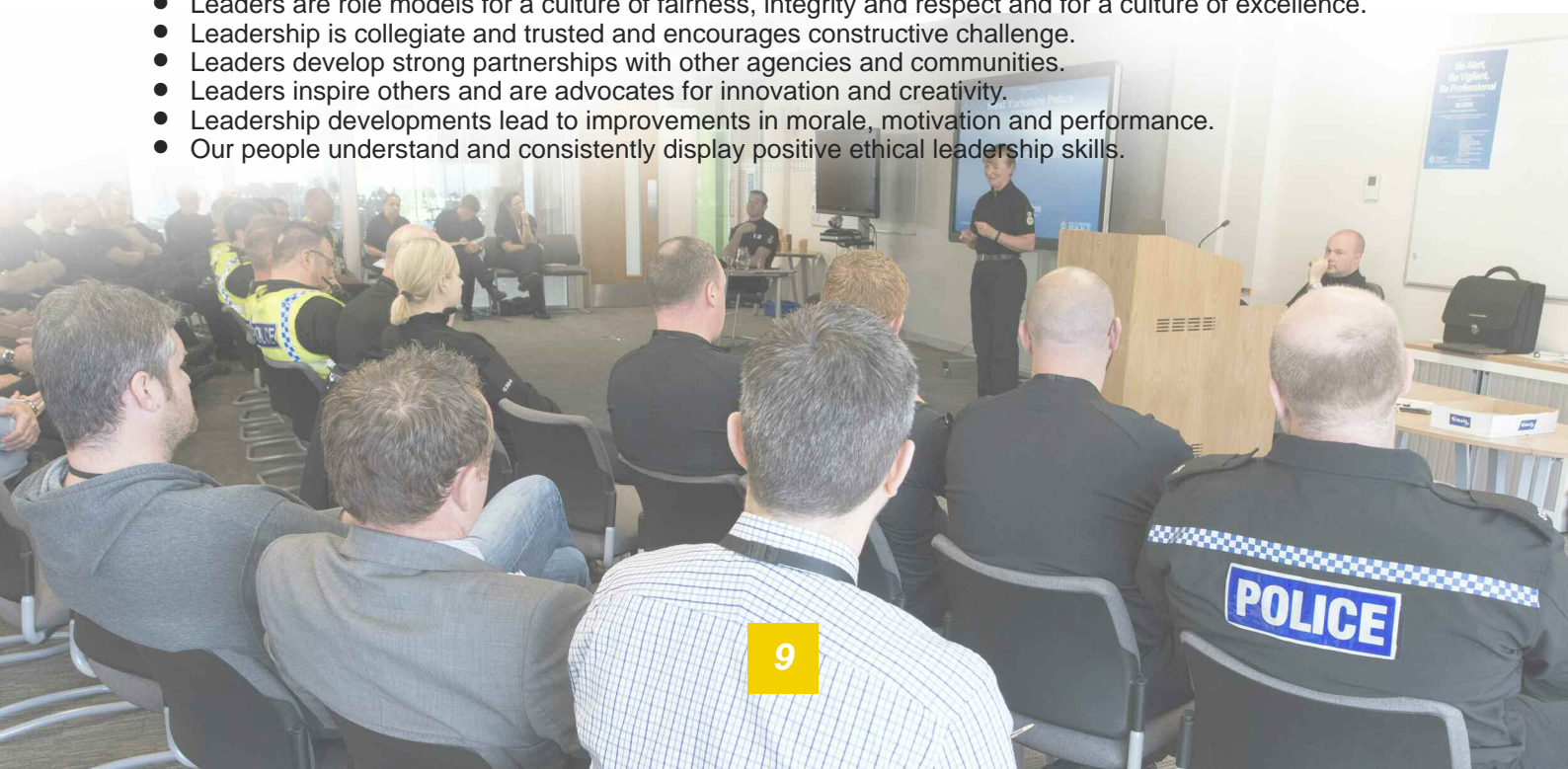
- Leadership development courses for first and second line managers have been refreshed and available for Police Officers and Police Staff.
- Dedicated team of leadership trainers with significant experience and qualifications.
- New leadership programme covering six modules successfully piloted and now being rolled out across the Force.
- Positive feedback with regards to ethical leadership in the Staff Survey.
- Force is an early adopter for the national leadership review by the College of Policing.
- Cross sector networks in place providing opportunities to benchmark and gain different perspectives on leadership.
- Regular leadership inputs to Senior Leaders Forum (SLF).
- Talent management model in place.
- Newly created Professional Development Network now running.

## What we need to focus on: Actions for 2016/17

- Identify the characteristics and traits of excellent leadership and develop these skills across all levels of the organisation.
- Ensure promotion and selection processes identify candidates meeting organisational leadership expectations.
- Develop blended leadership teams so that teams have different perspectives and skills.
- Continue to influence national and local developments around leadership through engagement with the College of Policing review of Leadership.
- Leaders to develop strong partnerships with other agencies to share learning and good practice and to further embed partnership working.
- Leaders to be engaging and accessible and to encourage constructive challenge as a positive way of gaining team commitment.
- Leaders to develop their own approach to recognition so that their teams feel appreciated and valued.
- Recruit to Cohort 3 of the Talent Support Scheme and ensure that our TSS individuals drive innovation and creativity and contribute to key programmes of work for the Force.
- Leadership development within SLF to be cascaded across the organisation in order to share the learning and development.
- Identify external mentors to support the development and thinking of our current and future leaders.
- Develop opportunities with partners (both Private sector and statutory bodies) for cross partnership working to aid continuous development and thinking.
- Empower line managers to make ethical decisions in line with new policies using NDM.
- Undertake work to better understand our leadership capacity and capability.
- Embed the National Police Promotion Framework (NPPF).

## Long term aim

- Leaders are role models for a culture of fairness, integrity and respect and for a culture of excellence.
- Leadership is collegiate and trusted and encourages constructive challenge.
- Leaders develop strong partnerships with other agencies and communities.
- Leaders inspire others and are advocates for innovation and creativity.
- Leadership developments lead to improvements in morale, motivation and performance.
- Our people understand and consistently display positive ethical leadership skills.





# Aim 4

Retain a capable workforce, recognising the contribution of our staff, involving them and providing them with a healthy and supportive working environment

## Current Position

- Reward and Recognition processes in place at both local and Force level.
- Recent Staff Survey undertaken and further engagement with staff is taking place.
- Code of Ethics and NDM training is being rolled out to the whole Force.
- Commitment to the Mind Bluelight Pledge that supports the mental wellbeing of staff.
- 12% of our people are agile workers which is providing an effective tool for work/life balance.
- Successful achievement of the Safe Effective Quality Occupational Health Service (SEQOHS) accreditation, demonstrating the high standard of occupational health services.
- Compliance based Health and Safety Management system operating.
- Good working relationship with the Trade Unions and Staff Associations which includes regular consultation.
- Identified People SPOCs at SLT level in all Districts and Departments.

## What we need to focus on: Actions for 2016/17

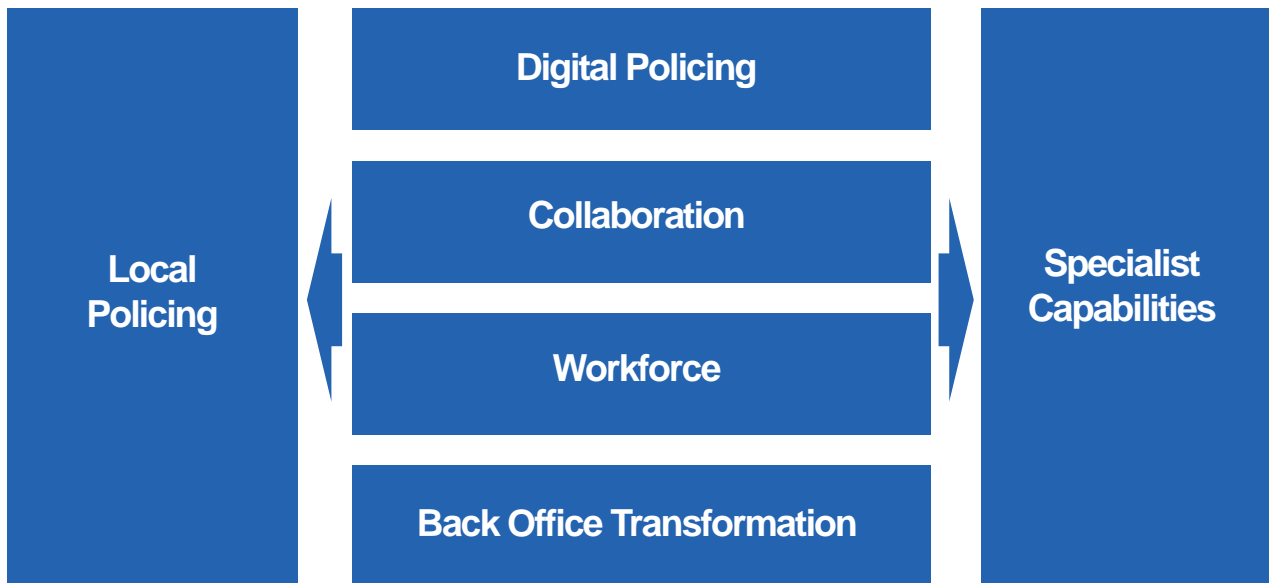
- All Districts and Department to engage with their people around the Staff Survey and to act on the findings, in particular around fairness.
- Training on the Code of Ethics/NDM to be delivered to all our people.
- Members of the Chief Officer Team to undertake further Roadshows/consultation to provide further opportunities for engagement.
- Encourage force led activities to develop and foster the team ethos within the organisation
- Continue to deliver excellent occupational health services to maintain accreditation.
- Work towards the achievement of the Workplace Wellbeing Charter.
- Raise awareness of the MIND Bluelight pledge so that people can access information and support in relation to mental health issues.
- Continue the good working relationship with the Trade Unions and Staff Associations to develop and cultivate an effective approach to staff engagement and communication.
- Integration of health and safety management in to normal business through delivery of identified Action Plan.
- People Ambition Intranet page to be developed to provide access to a wide range of supportive information.
- Actively support the health, wellbeing and safety of our people through appropriate interventions and services.
- SLT People SPOCs to ensure processes in place locally to promote opportunities for people to raise issues, contribute ideas and express views.
- Further increase the number of agile workers to increase efficiency, effectiveness and productivity as well as improving work/life balance.

## Long term aim

- We have a single employee culture where regardless of role, rank or grade everyone is treated with fairness, integrity and respect.
- We create and maintain a progressive and healthy working environment for our people.
- People are involved and empowered.
- People are valued, recognised and cared for.
- We support people through change so that they feel valued and retain their sense of commitment and vocation.



## Our Target Operating model and Transformational Change Programme



### A workforce that has the right people and skills for the future

Our Target Operating Model describes the vision for how we see operational policing and support function capability being delivered by 2021. Central to this is having a workforce with the right people and skills for the future. Our people support all elements of the Target Operating Model:

- **Local Policing** – having the skills around protecting vulnerable people, problem solving to reduce crime and anti-social behaviour, investigating crime and managing offenders.
- **Specialist Capabilities** – having the skills and specialist capabilities to address serious crime.
- **Digital Policing** – embracing technology to be more effective in tackling crime, bringing offenders to justice and being more accessible to communities.
- **Back Office Transformation** – developing new and innovative processes and systems to continuously improve the organisation so that it is as lean, efficient and effective as it can be.
- **Collaboration** – working with partners, other forces and other agencies to improve capability and be as efficient and effective as we can be.

This Workforce Strategy aims to deliver the changes we need to realise our People Ambition. To be a truly outstanding organisation we will ensure that:

- Our people are motivated by public service and want to do the best they can for the communities they serve and always act with fairness, integrity and respect and in line with the Code of Ethics.
- We attract the very best talent into the organisation who have the skills we need to address our changing demands and threats.
- We have a flexible and diverse workforce and develop the optimal workforce mix.
- Our workforce is empowered and innovative and we adopt a continuous improvement approach, in a culture which supports people to try new ways of doing things.
- We create an organisation that people want to work for, allowing them to realise their full potential through self-development and provide them with the skills and knowledge they need to do their jobs effectively at an individual, team-based and organisational level.
- We have collegiate, inspiring and ethical leadership and our leaders are role models for a culture of excellence. They develop strong partnerships with other agencies, inspire others and are advocates of innovation and creativity. Our leaders motivate, support and recognise the contributions of our people, whilst coaching and mentoring others.

Our people are critical for delivering our reform programme and our five policing purposes. Ultimately it is our people who will achieve our joint vision with the Police and Crime Commissioner which is to 'Keep Communities Safer and Feeling Safer'.

