

# Cheshire Constabulary's **People Strategy** **2023-2025**



Cheshire  
**Constabulary**



Police & Crime  
Commissioner  
for Cheshire



# Introduction

People are our most important asset and at Cheshire Constabulary we want to build our reputation as an employer of choice where high performing teams take immense pride in their roles protecting the public across the county of Cheshire.

Our People Strategy will help us create a workforce and workplace where we all want to contribute and belong. Our vision is to develop a talented, driven, innovative and committed workforce all working towards a common goal, and where everyone has a role in achieving that aim.

The People Strategy has four key pillars that provide a pathway to meet the challenges we face in attracting, developing, and retaining the best people, and how we will identify and grow new and emerging skills and capabilities that our people will need into the future. The People Strategy aligns with HMICFRS expectations and builds on the work we have already done through the Police Uplift Programme, Workforce Transformation and the Police Constable entry routes further developing our skills in strategy, leadership, and delivery. The actions we have identified in the strategy will also embed a greater sense of inclusion and strengthen our existing culture and values.

I look forward to seeing the work laid out in the People Strategy come to life and encourage you all to join the conversation as we work our way through the plan. We are focused on ensuring that we continue to build our capacity and capability, develop high performing teams, drive performance, and deliver for the public whilst supporting people in their own rewarding careers in policing.



A handwritten signature in black ink, appearing to read 'Mark Roberts'.

**Chief Constable  
Mark Roberts QPM**



A handwritten signature in black ink, appearing to read 'Dan Price'.

**Police and Crime Commissioner  
Dan Price**

# People Strategy Purpose

The People Strategy has been designed to support the mission of the Constabulary which set out “delivering even safer communities for the whole of Cheshire.” The Strategy makes a clear statement about how the Constabulary values and treats its people, and the culture it wishes to foster to enable everyone to achieve and sustain excellence in all areas of policing activity.

It aims to ensure that the Constabulary is an employer of choice with a culture, policies and procedures that set high expectations, whilst providing a stimulating and rewarding environment for its people and the communities it serves.

The Strategy recognises that policing is in a challenging period that will be characterised by further change. It provides a people-centred view of the challenges and opportunities that the Constabulary and its staff will face as they seek to steer a successful course through an unsettled landscape.

## Our purpose – the reason we are here

### “Delivering Even Safer Communities for the whole of Cheshire”

Prevent and tackle crime

Make Cheshire's roads safer

Deliver justice for victims of crime

Protect vulnerable and at-risk people

Modernise our police service



### Improve public confidence in policing

## Operationally how we will deliver our purpose

Deliver outstanding neighbourhood policing and protect the vulnerable

Proactively understand and prevent crime and harm

Tackle crime and antisocial behaviour

Strategic Policing Requirement

National Crime and Policing Measures

## What success looks like

- ✓ Dealing well with contact from the public
- ✓ Providing a good response
- ✓ Safeguarding the vulnerable and those at risk

- ✓ Fewer victims
- ✓ Less repeat victimisation
- ✓ Less re-offending
- ✓ Effective problem solving
- ✓ Strong management of offenders and suspects

- ✓ Creating a hostile environment for criminals
- ✓ Justice for victims
- ✓ Disrupting Serious Organised Crime
- ✓ High quality, timely investigations

## The foundations for our success

Deliver excellent victim focused service



Listen communicate and engage effectively



Use technology and data to transform services



Create an inclusive workforce, attract and retain our talent



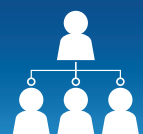
Efficiency and productivity ensuring value for money



Equip, support and protect the workforce and their wellbeing



Visible leadership



## We will ensure that we deliver in line with the Code of Ethics

Accountability

Fairness

Honesty

Integrity

Leadership

Objectivity

Openness

Respect

Selflessness

# People Challenges

Organisations evolve and the Police Service is no exception. Always under pressure to maximise efficiencies, modernise its infrastructure, it must also respond to diverse demographics in society, complex criminality at local, regional and on a national scale. In addition, there is now even greater competition for skilled and talented people.

Trends show organisations embracing technology and using digital technologies to reinvent the workplace, a gig economy based on flexible, temporary, or freelance working is necessary to make work more adaptable to the needs of the moment. A focus on inclusion in business strategy, and the realisation that a strong learning culture is required to be successful. We need to take account of emerging trends and include this in our design thinking and people solutions.

In Cheshire Constabulary our key people challenges can be summarised as follows:

Large recruitment levels have meant that during the Police Uplift Programme around a third of our future police service will have been recruited by 2023. Not all new recruits can enter policing via the traditional route of response roles as this would have meant 80% of frontline response would have limited experience. Dynamic redesign of our operating model with the introduction of Area Investigative Teams will assist this issue.

With increased police numbers, improving frontline supervision skills against heightened operational performance is a challenge but necessary with supervision of younger in-service officers and staff. Thirty percent of our supervisors are millennium generation.

Talent management to ensure the next generation of leaders and specialist have the available development needed for policing now and in the future.

Making the Constabulary look and feel more like the communities of Cheshire. Increasing the trust and confidence in what we do encouraging feedback and procedural justice.

Collaborating with peer groups to develop and look for continuous improvements to services. Taking out unnecessary workplace bureaucracy, designing solutions that are simple and making all encounters improve the perception of the police.

Thinking efficiently and digitally, keeping pace with technology and business intelligence to drive efficiency and design change. Managing this change in culture and skill development to ensure maximum capability and capacity where it is needed most for policing.

Continuously learning and professionally developing to keep pace with the unpredictable policing landscape. Thinking differently about how we do this so we can turn learning and development into better performance.

In a marketplace characterised by the prevalence of contracts, flexibility, freelance working as opposed to permanent roles – identify core services need to be clear and unique recruitment strategies developed.

With these challenges in mind, we need to be clear on our top people priorities and provide clear direction to our leaders, managers, and staff on those which we will tackle together.

# People Vision and Values

The Police Service has a Competency Values Framework (CVF) used throughout people practices. The CVF aims to support all policing professionals, now and into the future. It sets out nationally recognised behaviours and values, which will provide a consistent foundation for a range of local and national processes. This framework will 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.

The framework has six competencies that are clustered into three groups. Under each competency are three levels that show what behaviours will look like in practice. All the competencies are underpinned by four values that should support everything we do as a police service.

The Constabulary has identified three values from the CVF that set out the attitudes, behaviours and commitment expected of everyone in the way they work and interact. These are also based on the code of ethics and are:

## Respect

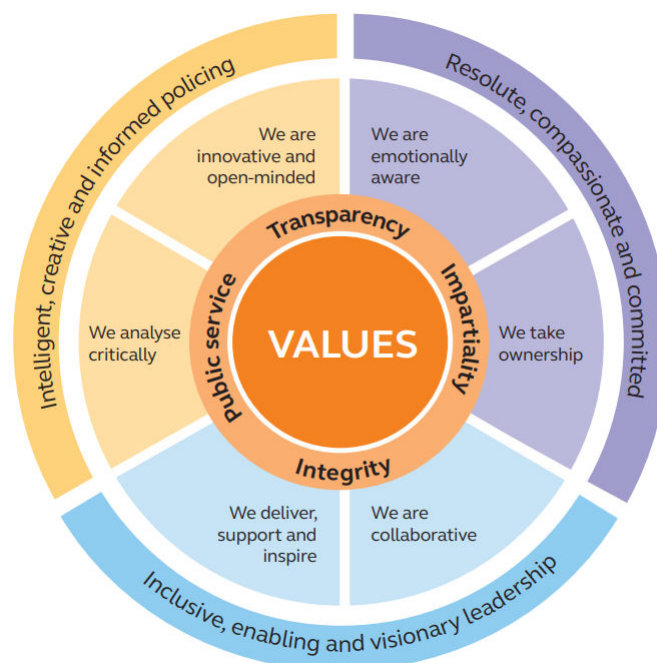
You treat everyone with respect

## Integrity

You always do the right thing

## Fairness

You treat people fairly



# Strategic People Aims

To build a high performing, capable, motivated, and sustainable workforce, four pillars set out the following:

## Talent

We will support the Constabulary in developing a workforce where we are able to respond quickly, effectively, and fairly to future workforce demands maximising the impact through the attraction, identification, and development of talent at every level in the organisation. Our talent offers will allow all staff to perform to the best of their ability supported through empowered self-directed learning through accessible and blended solutions.

## Learning

We will motivate our People to do their best and create a learning culture where people can grow and develop their careers and deliver excellent services. We will be innovative with our development solutions meeting the needs of our learners and creating standards of practice and professionalism to carry through their career.

## Wellbeing & Engagement

As an Employer of Choice promoting a place where people want to come work and thrive in their roles. We will ensure that we create an environment where our People are physically and emotionally sustained to enable them to give their best and where they are trusted, valued, and respected and proud to serve our communities.

## HR Optimisation

We will work to develop digital, automated solutions within a robust infrastructure. Quality process, policy, procedures, and frameworks will be provided to support and monitor our ability to lead our people in the Constabulary. Also, to ensure we attract, select, recruit, develop, performance manage and retain the right people, in the right place at the right time, doing the right things, with the optimum level of motivation.

# Talent Objectives

We will support the Constabulary in developing a workforce where we are able to respond quickly, effectively, and fairly to future workforce demands maximising the impact through the attraction, identification, and development of talent at every level in the organisation. Our talent offers will allow all staff to perform to the best of their ability supported through empowered self-directed learning through accessible and blended solutions.

## Our Approach will be

For us to meet the challenges that the Police Service faces, we must ensure that we have an organisation designed with posts to maximise services to our communities and we have succession plans in place. We want staff to be committed and loyal to our organisation and give their absolute best to their roles and our communities. We want our people to be engaged in our operational strategy and, in our culture, living the values of the force. The People Strategy will support improved capacity and talent management of our staff by creating a learning culture and providing excellent training and development solutions. Specifically, we will:

- Make Talent management part of the culture through commitment not compliance
- Support leadership teams in the development and design of a clear operating model for the Constabulary which focused on supporting the delivery of the force's objectives
- Put in place frameworks which will allow the Constabulary to respond to market pressures and focuses on recruit for now and the future
- Create clear, visible, and sustained succession plans for our most business-critical roles based on skills needs and not role-based planning
- Develop our approach to data and performance to identify through evidence where action needs to be taken
- Have a retention strategy in place

## How will we achieve this

By leaders sponsoring talent management and through 'excellence' groups across the force identifying best practice, strengths, and high-performance initiatives to promote, share and further embed

By using the talent grid toolkit with senior leaders to identify future talent in command roles and provide customised solutions to develop for the future

Through swift design thinking and clear governance process support future proofing of the force structure and job roles whilst maintaining accurate people and organisation data using a digital approach.

By moving towards a core service with an identified gig economy for short term, freelance and contractor positions providing greater agility to respond to emerging demands and marketplace pressures. Along with a retention strategy focussing on the attraction and employer of choice

Through providing an annual workforce assessment to drive maximum use of force capabilities and capacity, resulting in future people solutions and strategies such as promotion processes, development programmes etc.

Reviewing our own performance and delivering people metrics and new strategies gained from business partnering insight.

### How will we measure success?

- Attrition levels remain within normal range
- Talent grids in place for Chief Inspector for senior succession planning needs
- Excellence group in place and operating
- time taken to change organisation structure and job design measured
- annual strategic workforce planning cycle in place
- % Vacancies compared to establishment within normal range

# Learning Objectives

We will motivate our People to do their best and create a learning culture where people can grow and develop their careers and deliver excellent services. We will be innovative with our development solutions meeting the needs of our learners and creating standards of practice and professionalism to carry through their career.

## Our approach will be

For us to meet the challenges that the Police Service faces, we must ensure that staff have the knowledge, experience, and skills to perform. We want staff to be committed and loyal to our organisation and give their absolute best to their roles and our communities. We want our people to be engaged in our operational strategy and, in our culture, living the values of the force. The People Strategy will support improved capability and motivation of our staff by creating a learning culture and providing excellent training and development solutions. Specifically, we will:

- Review the capabilities of the team to future proof delivery and provide greater resilience in the team
- Student management teams will align to the Area Investigative Teams model
- The capability requirements to support national and regional commitments and local services refreshed, monitored, and used to define the training needs analysis process.
- Final elements of the Police Education Qualifications Framework (PEQF) designed and made available to support on-going attraction to the service
- Crime and specialist academies will support by relevant skills and accreditation to ensure career pathways are in place
- Continuous professional development refreshed and designed in line with demand and need
- Modern technologies explored and promoted with self-directed, flexible learning solutions made available
- Leadership events planned and designed to support the high performing team's programme
- Corporate programmes reviewed and provided with the latest technology to deliver induction and inclusion as well as statutory requirements.

Leadership within the Constabulary will be inclusive and span the entire organisation. It will reflect us as a professional and credible organisation and employer of choice.

Teams are more inclusive and well-led when they are well-structured and have effective processes that include sharp vision and values; shared team leadership; valuing diversity as a positive element of the team; and a pattern of listening to and valuing all voices within the team. The key elements necessary for cultures of inclusion are also associated with high-quality wellbeing.

There will be clear distinctions between levels of leadership, and we will ensure that leadership development meets the needs of specific levels of leadership, and by removing barriers to give greater clarity of vision and strategic direction, confidence, consistency, and improved team-working across our departments. We will promote:

- The definition and vision of 'Excellent Leadership' for the ability of any individual to inspire, influence and maximise the efforts of others towards the achievement of a common goal.
- A model for Leadership behaviours which aligns to the strategic objectives of the force and competency values framework (CVF)
- The talent identification, development and nurturing of leaders at all levels in the organisation.
- Creation of a culture where our staff have the confidence to act effectively.
- A clear focus on values, ethics, knowledge, personal responsibility and developing skills for the greater good of our organisation.

### How will we achieve this

By reviewing the Training Team ensuring capabilities are current, there are sustainable learning solutions and innovative technologies in place

Ensuring the PEQF is in place and available for use with specialist training requirements scoped against demand and force priorities.

Revising the corporate training skills matrix to assist with training needs analysis and planning.

By supporting student management and tutoring to ensure the large numbers of students moving through probation have the best possible start in their career. Academies established to ensure career pathways exist and create succession planning into areas that need it.

By having recognisable leadership plans at all ranks and talent management strategies available.

Ensuring our leadership behaviours reflect the high standards of the service required and the digital skills needed to move the service.

### How will we measure success?

- Annual training plan and priorities produced, measured by levels of force capability
- Learning evident and part of the routine, measured through Performance and talent conversations
- % Of courses using different methodology
- Range of course attendance and satisfaction
- Performance and talent conversations are within set range

# Wellbeing & Engagement Objectives

As an Employer of Choice promoting a place where people want to come work and thrive in their roles. We will create an environment where our people are physically and emotionally sustained to enable them to give their best and where they are trusted, valued, and respected and proud to serve our communities.

## **Our Approach will be**

To bring wellbeing issues to the forefront whilst seeking to create an organisational culture where negative wellbeing issues are proactively identified minimised and managed before they can impact. We will build a reputation as an employer that champions the wellbeing of its staff and attracts and retains talent. We will create a culture that fosters employee wellbeing and engagement and where staff are professionally managed and valued for their contributions. Specifically, we will:

- Create a healthier workplace with guidance and support available to staff at the point of need
- Increase motivation and engagement of staff through Allies scheme for wellbeing and inclusion
- Lead by example on health and wellbeing through command team champions, collaborating with staff associations and networks to find solutions and resolve issues
- Develop a culture and environment that fosters wellbeing through the further implementation of the debriefing framework and wellbeing champions
- Ensure all high-risk roles are identified and receive annual consultative support session along with continuous support through Performance and Talent Conversations and Pause Point
- Take a proactive approach with wellbeing initiatives through business partnering with departments, ensuring access to support is available and provided across the force
- Recognise the dangers our staff are exposed to both physical and psychologically, ensuring our 8 Point Promise, and support services are aligned to meet the needs of individuals in the specific roles they perform

### We will achieve this by

Actively contributing to the Police Race Plan, National DEI toolkit and Oscar Kilo Frameworks showing alignment with best practice and other forces.

Ensuring our environment is safe and actively supports health and wellbeing and the achievement of work life balance through smarter ways of working

Increasing wellbeing initiatives to enable early intervention and access to comprehensive Occupational Health (OH), psychological counselling services and preventative care programme with NWPBF

Ensure line managers are readily equipped to support health and wellbeing of their teams to reduce absenteeism, sickness, and stress

Promoting wellbeing at all levels through the employee lifecycle the allies' scheme throughout and with command officers leading as champions of force networks

Monitoring and following up on police assaults, daily returns, 8-point plans to ensure all support is explored and utilised

Limited duties are managed well and reviews, minimising the impact on operational policing.

### We will measure our success?

- The national wellbeing survey will show evidence of increased engagement
- Wellbeing and inclusions support is easily accessible
- Allies represented across the force remains well distributed
- Referral times to OH within range
- No of officers on limited duties within range
- Increase in usage of NWPBF
- Monthly wellbeing promotions planned and communicated to increase awareness

# HR Service Optimisation Objectives

We will work to develop digital, automated solutions with a robust infrastructure. Quality process, policy, procedures, and frameworks provided to support and monitor our ability to lead our people in the Constabulary. Also, to ensure we attract, select, recruit, develop, performance manage and retain the right people, in the right place at the right time, doing the right things, with the optimum level of motivation.

## Our approach will be

To optimise the systems and processes we operate to ensure the best possible customer service is provided to our colleagues. Make continuous improvement part of the way we work through creating space for innovation and encouraging regular feedback from customers and review of our service performance. Proactive in problem solving and our pursuit of best practice, fairness, efficiency leading to people strategies designed to enhance performance of our people and organisation. To create a culture that fosters employee wellbeing and engagement and where staff are happy to work. Specifically, we will:

- Provide HR business partnering supporting raising the bar on people issues
- Ensure processes are in place to review performance, capability and capacity are efficient delivered and the resulting analysis drives workforce planning strategies
- All absence including limited duties are reviewed, assessed, and reported regularly to enable deployment planning and decisions.
- Undertake a programme of annual people related audits to ensure efficiency and compliance
- Automate processes wherever possible with the end user in mind e.g., training needs analysis
- Provide measurable services to monitor our performance to ensure the best possible customer service is in place
- Encourage openness and feedback working with end users, allies, networks, Unison, and associations to develop people policies and practices
- Continue to develop our professional skills set through training, CPD, networking etc and deepen our understanding of policing through engaging with stakeholders, business partnering and building effective working relationships and taking the time to understand the various aspects of the policing service

### We will measure our success

- Performance and grievance services are within range
- Absence is within range
- HR policies are within compliance
- People Services 'raising the bar measures' is within range
- People Services systems are within set accuracy range
- Service digitalisation is evident to the customer, further developed and matured

# Summary Key Outcomes

- Clear leadership through an annual strategic workforce planning cycle to identify issues, problem solve and inform future people strategies and plans
- Improved scrutiny and approach to Organisational Learning and Resource Management to ensure our capability and capacity is maintained
- Increased strategic oversight and compliance of people performance to ensure operational output and service is maintained
- Governance and accountability of organisational and job design, and change to ensure roles and structures are clear and established in line with the Constabulary needs
- Strategic input through HR Business Partners to management of people, teams, and business with professional people advice on best practice and practical solutions to support performance
- New innovative learning solutions using technology and supporting the demographics of the force
- Professionalising the Constabulary through accreditation, embedding police qualifications, standards and embedding learning into everyday life
- Collaborative business services with accountability to deliver excellent, timely services
- Business services developed and matured providing digital solutions

# People Department Milestones

## **2023 Business Function**

HRBP model embedded

Systems development

Process improvements

SLAs established

## **2024 Business Partnering maximised**

New learning technologies

Learning needs aligned to HRBP model

Systems maturity

Continuous service improvements

## **2025 Business Integration**

Power BI reporting

Self-service in line with organisational appetite

Systems integrations maximised

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