

Cheshire Constabulary's **People Strategy** **2025-2028**



Cheshire
Constabulary

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 environment where we all want to contribute and belong. Our vision is for 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 **five key themes** designed 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 the Force Strategic Aims, the Police and Crime Plan and HMICFRS expectations. The actions we have identified in the strategy will also embed a greater sense of inclusion and strengthen our existing culture and values.

We 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. Cheshire Constabulary is already a great place to work, and we are focused on ensuring that we continue to develop talent and 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

Executive Summary

Introduction

Cheshire Constabulary's People Strategy 2025-2028 aims to position the Constabulary as an employer of choice by focusing on building high-performing teams that take pride in their roles. The strategy emphasises the significance of people in achieving safer communities and aligns with the Force Strategic Aims, the Police and Crime Plan, and HMICFRS expectations.

People Strategy Purpose

The strategy articulates how the Constabulary values and supports its workforce, fostering a culture of inclusion and motivation. It aligns with national strategies and aims to sustain excellence in policing by tackling the increasing demands and challenges in attracting, developing, and retaining talent.

People Challenges

The strategy addresses several critical challenges:

- Decreased budgets over the past decade.
 - The need to adapt to diverse demographics, complex criminality, and competition for skilled talent.
 - Improving public confidence in policing and raising performance standards.
 - Enhancing supervision skills and investing in talent management.
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Strategic People Aims

The strategy outlines five main themes:

- Attract and retain talented individuals by highlighting career development opportunities and engaging with diverse communities.
- Develop high-performing, exceptional leaders through continuous learning and professional growth.
- Enable great performance and productivity by fostering an innovative culture and optimising resources.
- Invest in a healthy culture that promotes employee wellbeing and resilience.
- Promote inclusion and wellbeing by respecting individual differences and enhancing diversity within the workforce.

Governance

The strategy will be monitored through the People Board, Senior Command Business meetings, and various internal boards. Regular reports and stakeholder engagement will ensure the strategy's effectiveness and alignment with national standards and priorities.

Conclusion

The strategy aims to create a supportive and dynamic work environment where people feel valued and motivated to contribute to the Constabulary's mission. By investing in people and fostering a culture of excellence, Cheshire Constabulary seeks to enhance its capabilities and deliver exceptional services to the public.

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People Strategy Purpose

The People Strategy has been designed to support the mission of the Constabulary which sets 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, in a culture where people feel value, supported and motivated to contribute their best work to sustain excellence in all areas of policing activity.

The HMICFRS PEEL Inspection gave the Constabulary an overall excellent assessment. People are the centre of the Constabulary with a culture, policies and procedures that set high expectations, whilst providing a stimulating and rewarding environment for its people so they reach their full potential. The Constabulary want to build upon this success, sustain and grow to meet future demands.

The Strategy recognises that policing is demanding, challenging and under constant scrutiny. It provides a people-centred view of the challenges and opportunities that the Constabulary and its people will face as they seek to steer a successful course through their careers.

This strategy is cognisant of and developed with reference to the Police and Crime Plan, College of Policing National Talent Development Strategy, National Health and Wellbeing Strategy, National Policing Culture and Inclusion Strategy and the Productivity Review.





**Cheshire
Constabulary**

Our plan on a page

Our purpose – the reason we are here

Listen to the
Public

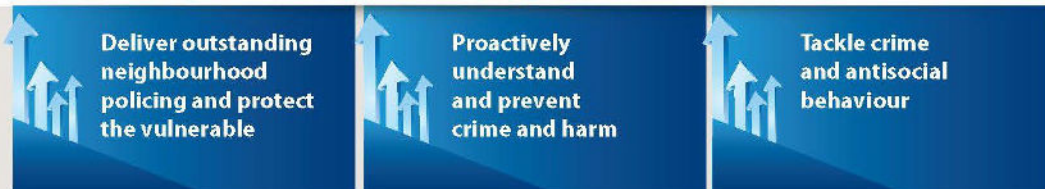
Reduce Crime

Modernise



Delivering Even Safer Communities for the whole of Cheshire

Operationally how we will deliver our purpose



What success looks like

- | | | |
|---|---|--|
| <ul style="list-style-type: none"> ✓ Dealing well with contact from the public ✓ Providing a good response ✓ Safeguarding the vulnerable and those at risk | <ul style="list-style-type: none"> ✓ Fewer victims ✓ Less repeat victimisation ✓ Less re-offending ✓ Effective problem solving ✓ Strong management of offenders and suspects | <ul style="list-style-type: none"> ✓ Creating a hostile environment for criminals ✓ Justice for victims ✓ Disrupting Serious Organised Crime ✓ High quality, timely investigations |
|---|---|--|

The foundations for our success



Code of Ethics

Doing the right things, in the right way, for the right reasons

Courage



Respect and empathy



Public service



Performance Management

The Constabulary has been recognised by HMICFRS and continues to drive performance. Performance management is critical element in the success of the Constabulary, its teams, individuals and importantly the public. The Constabulary has performance management at its core as a continuous process that involves planning, monitoring, reviewing, and improving employee or organisational performance. Traditionally, performance management has been approached from both quantitative and qualitative perspectives. Each approach offers unique insights and tools for understanding, evaluating, and enhancing performance, and together they provide a holistic view of the Constabulary's effectiveness. This strategy explores performance management through the lenses of both quantitative and qualitative approaches and how attention is applied to both.

Quantitative Approach to Performance Management

Definition and Core Principles

The quantitative approach to performance management relies on measurable data, statistics, and numerical benchmarks to assess performance. This method emphasizes objectivity, comparability, and precision. The goal is to establish clear, numerical indicators that allow for straightforward evaluation and comparison across individuals, teams, or organisational units.

The Constabulary has a strong emphasis on its governance to support its performance management arrangements which report directly to the Senior Command Team.

Whether this relates to Operational Management, business process or change programmes, finances, performance or people and resources, the approach is the same. There is structured, clear governance, accountability and reporting which is supported by quality information and reports. The Command Team see the breadth of information and analysis available as critical to being a high performing Force.

The Constabulary has an overarching performance management framework documented in 'Raising the Bar'. This articulates the performance management arrangements including the performance meetings and structures and the use of performance information and analysis. The document articulates the key performance arrangements including:

- PCC scrutiny arrangements
- Senior Command Team (SCT)
- Monthly Force Performance Day
- Area / Department Quarterly Performance Reviews
- Thematic Boards which consider cross cutting business areas
- Local Area / Department Performance Meetings
- Performance and Talent Conversations



Qualitative Approach to Performance Management

Definition and Core Principles

The qualitative approach emphasises the nuanced, descriptive, and often subjective aspects of performance. It values insights drawn from observations, conversations, and holistic assessments rather than relying solely on numbers. This approach seeks to understand the “why” and “how” behind performance, exploring employee engagement, motivation, collaboration, innovation, and the quality of work.

The Constabulary leaders have explained ‘why performance matters’ focusing on providing a service and justice for victims, safeguarding the vulnerable, holding offenders to account and improving trust and public confidence. The purpose and importance of effective performance management is covered as part of Sergeants, Inspectors and Colleagues PLEDGE events included in Front Line and Middle Line Leaders and Senior Leadership courses.



Talent grid discussions are held as part of the Performance and Talent Conversation, and a force wide picture of senior leaders is in place and used for succession planning. Assessment as part of the talent grid discussion takes into account both quantitative performance of staff and the behaviours of staff (qualitative). Behaviours are outline in the Leadership Charter below.

Connected

We show pride and passion for serving the public, seeking to make a positive difference to others. We understand the overall purpose and priorities of the Constabulary and our contribution to achieving them. We communicate clearly and timely, making sure we listen, understand and inform.

Committed- Delivering at Pace

We take personal responsibility for delivering timely and quality results with focus and drive, striving to get the best possible outcome for those we work with and serve. We get the basics consistently right and prioritise tasks, overcome obstacles and accept accountability whilst remaining resilient and effective.

Compassionate

At our core is a willingness to help others and demonstrate courtesy and care in everything we do. We respect diversity, look after our own and the wellbeing of others.

Collaborative

We proactively engage with others to achieve things together for the benefit of all. We take collective ownership and work effectively together in a supportive manner, respecting the needs and contributions of colleagues and partners. It is about 'We' not 'They'.

Courageous

We have the courage of voice, to speak out tell the truth no matter how hard it may be for others to hear, providing feedback and challenging poor practice and behaviours positively. We are confident in making decisions even if they are difficult or prove unpopular, using evidence and knowledge to support accurate, timely, expert decisions and advice.

Curious

We ask questions to challenge ourselves to find better ways of doing things. We seek out opportunities to create sustainable, effective change and suggest innovative ideas for improvement. We continually develop ourselves, seeking out opportunities to learn and grow.

Integrating Quantitative and Qualitative Approaches

While quantitative and qualitative approaches offer different perspectives, the most effective performance management systems integrate both. Numbers provide clarity, consistency, and direction; narratives and conversations supply depth, context, and understanding. Used together, they enable a richer, more accurate assessment and foster a culture of continuous improvement.

- Blended Appraisals: Including both metrics and narrative feedback in performance reviews provides a fuller picture of strengths and areas for growth.
- Data-Informed Conversations: Using quantitative data to guide qualitative discussions encourages reflection and action.

Conclusion

Performance management is most effective when it leverages the strengths of both quantitative and qualitative approaches. By integrating data-driven insights with human-centred understanding, organisations can create fairer, more motivating, and more impactful systems. This dual approach supports not only individual and team performance but also long-term organisational success.

People Challenges

Police reform highlights that in the last 10 years police recording has increased by 50% and budgets in the same period have decreased by 14%.

Public sector organisations are constantly having to adapt, 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 locally, regionally and on a national scale. In addition, there is now even greater competition for skilled and talented people. Public confidence in policing has declined and more is to be done to raise standards and performance to consistent levels across policing nationally. Building police legitimacy through creating a skilled workforce with high standards and rooting out inappropriate behaviour is a priority. In addition, enabling the workforce to thrive and shift to more digital and automated ways of working is needed for greater efficiency.

Our policing environment is volatile with recent changes in government and funding uncertainty which creates pressure for change and greater difficulty in planning ahead.

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

- Large recruitment levels have meant redesign of our student support model and Area teams to accommodate the learning required to equip officers with the confidence and capabilities for the role. The need to move beyond policing capacity and understand the importance of skills development, technological enablement and process design is required.
- With increased police numbers, improving supervision skills against heightened operational performance is a challenge but necessary with supervision that is also less experienced in terms of service. Thirty percent of our supervisors are millennium generation.
- More investment in talent management to ensure future generations of leaders develop their leadership skills in performance, wellbeing, culture, standards to get the best from the workforce and release more resources back into operational duties.
- Implementation of the Neighbourhood Guarantee which increase our neighbourhood resources by 29% and add to our policing operating model.
- 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 hindrance factors, designing solutions that are simple and making all encounters improve the perception of the police.
- Demonstrate results by investing in data that demonstrates the value created by people initiatives. 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.
- Whilst in budgetary constraints prioritise core services, scrutinise vacancies, challenge for the status quo and develop unique recruitment strategies.
- With these challenges in mind, we need to be clear on our top people priorities and provide clear direction to our people on those which we will tackle together.

Policing Objectives

- 1 To provide an outstanding police service to the Cheshire public
- 2 Make Cheshire a hostile environment for criminals
- 3 Make evidence based practice and problem solving key to our delivery
- 4 Demonstrate to our staff that we care
- 5 To be the best police force in the UK

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. The three values in the CVF are derived from the ethical policing principles that support everything we do as a police service.

CVF Six Competencies

- We are innovative and open-minded
- We are emotionally aware
- We take ownership
- We collaborate
- We support and inspire
- We analyse critically



CVF Three Values

Courage	Respect and Empathy	Public Service
We show courage by:	We show respect & empathy by:	We show public service by:
• Taking responsibility • Setting an example • Challenging unprofessional behavioural and practice • Being honest, open and accountable • Encouraging feedback and scrutiny	• Acting with respect • Listening to and understanding different perspectives • Understanding the impact of emotions and welfare • Responding to individual needs • Being fair and impartial	• Delivering a service to be proud of • Acting lawfully • Understanding and responding to the public's needs • Reflecting on and applying knowledge and experience • Improving our self, our peers and our profession

Enabling People to Flourish

For a high performing, capable, motivated, inclusive workforce that delivers excellent policing for the public of Cheshire, five main themes set out the People Strategy and approach:



Attract and retain talented people



Develop high performing exceptional leaders



Enable great performance and productivity



Invest in a healthy culture



Promote inclusion and wellbeing



Strategic People Aims



Attract and Retain Talented People

Our future relies on attracting and retaining individuals with the necessary skills and values to become the leading police force in the country. Our recruitment campaigns will highlight our policing performance and employee value proposition (EVP), including a wide range of career development opportunities. We aim to attract skilled individuals to contribute to safer communities throughout Cheshire.

To attract and retain talented individuals with potential and relevant experience, we will review our approaches and ensure that our unique EVP is integrated throughout the early stages of the employee experience. By showcasing and demonstrating accessible career pathways supported by career coaching, we will help develop talent for future careers and leadership roles.

We seek to recruit and maintain a representative workforce by engaging with the diverse communities of Cheshire and beyond, utilising the necessary engagement tools for local recruitment. Our talent offers will enable all staff to perform at their highest potential through self-directed learning options that are accessible and blended.

According to trends in the Korn Ferry Talent Report 2025, organisations should focus on skills-based and value-driven hiring, emphasising leadership, technical, communication, and problem-solving abilities - all critical in policing careers. Additionally, there is a need for synergy between talent acquisition and talent management to create a cohesive process where recruiting, onboarding, and development work together, concentrating on the essential skills for the organisation.

By adopting a more strategic approach and enhancing connectivity, we will align our search for critical skills with policing priorities and employee development needs. This will support the Constabulary in developing a responsive and effective workforce, capable of addressing future demands by attracting, identifying, and developing talent at every level within the organization.

To address the challenges faced by the Police Service, it is essential to design the organisation with the appropriate posts to maximise services to our communities and establish succession plans. We aim for staff commitment and loyalty to the organisation, ensuring they deliver their best efforts to their roles and the community. The People Strategy will enhance capacity and talent management by fostering a learning culture and providing high-quality training and development solutions.

Our approach will be to:

1. **Recruitment Process Review:** Simplify recruitment processes and forms for better experience and reduced time to fill vacancies.
2. **Talent Attraction Channels:** Strengthen and introduce new channels for attracting talent, embedding Constabulary EVP.
3. **Apprenticeships:** Increase apprenticeships using the levy, establish introductory roles.
4. **Sergeant Promotion Pipeline:** Focus on the sergeant rank to increase the promotion pipeline.
5. **Staff Induction Review:** Review induction and link with business partnering for best employee experience.
6. **Talent Management Culture:** Integrate talent management into culture of honest and open communication through sponsorship, championing and gaining commitment.
7. **Market Response Frameworks:** Create frameworks to respond to market pressures, focusing on current and future recruitment.
8. **Succession Planning:** Create clear, visible, sustained succession plans for ranks and critical roles based on skills needs.
9. **Advocates Scheme:** Implement 'Advocates' scheme to connect frontline with future applicants and develop community advocates.
10. **Neighbourhood Guarantee:** Implement Neighbourhood Guarantee to build frontline team capacity.

We will achieve this by

Initiative	Description
Sponsorship of Talent Management	Identify best practice, strengths, and high-performance initiatives to promote, share and further embed.
Talent Grid Toolkit	Identify future talent in senior roles and provide customised solutions to develop for the future succession.
Maintain Accurate Data	Use a digital approach to enable workforce analysis and design.
Review Workforce Profiles	Ensure attraction campaigns and channels reach into the communities of Cheshire.

Challenge Hiring Concepts	Utilise short term or fixed term contract positions for greater efficiency. Identify and analyse hard to fill roles and stand-alone roles identified as needed for succession.
Annual Strategic Workforce Assessment	Drive maximum use of force culture, capabilities and capacity, resulting in future people solutions and strategies.
Analyse Hiring Metrics	Gain insights from campaigns to develop future solutions and strategies.
Succession Planning for Leadership	Actively managed in line with talent identification and leadership development.

We will measure our success

- Attrition levels are stable and within normal range
- Talent feedback conversations are recorded force-wide
- Talent grids are used in senior succession planning
- All vacancies are scrutinised against future needs
- Annual strategic workforce planning is linked to force management statements and skills required for the future
- % Vacancy rates match national levels
- Time-to-hire rates have improved for core campaigns



Develop High Performing, Exceptional Leaders

By fostering a culture of high standards and performance, we will inspire our staff to excel and remain open to continuous learning. People Services will promote the development of individuals as high-performance leaders who deliver exceptional services. Our approach will be innovative, providing development solutions that meet learner needs and establish standards of practice and professionalism throughout their careers.

Our leaders will be visible, exemplifying the behaviours expected and setting the standard. They will cultivate a culture of continuous skill enhancement and professional growth, utilising performance and talent discussions as tools for development. This approach will require both qualitative and quantitative assessments, thorough examinations of services, and demonstrable actions. Supportive leadership will foster richer relationships and enhance wellbeing, making individuals feel valued. Consistent feedback will clarify expectations, while parades and briefings will set the tone, with leaders encouraged to attend and provide feedback.

Research by Korn Ferry indicates that lack of career growth is the second biggest reason for job departure. Therefore, after attracting applicants, we must focus on retaining them by showcasing our commitment to upskilling, building confidence, and creating fulfilling long-term career paths. The development of a Corporate Skills Matrix from the Standard Policing Requirement (SPR) will help us promote our training offerings and highlight career growth opportunities before promotion processes and job interviews. Leadership pathways will be clearly defined, outlining available development and training support.

Reflection and review are integral to our Organisation Learning Board, which assesses promotion processes, survey feedback, student and new hire input, and insights from police cases and training programs. This ensures continuous learning and refinement of future approaches. Our leadership role involves forward planning and anticipating future skills through the Force Management Statement Process and Organisational Capability Reviews. This collective effort identifies new demands and talents, contributing to future design and offerings.



The Go2Train site serves as the central hub for information on the Police Training Academy. As training methodologies evolve, this platform will grow and adapt, ensuring that our training offers remain dynamic and engaging. We aim to motivate our staff to excel, embrace a learning culture, develop their careers, and deliver excellent services through innovative and memorable training experiences.

Leadership within the Constabulary will be inclusive, spanning the entire organisation and reflecting our status as a professional, credible employer of choice. Effective team structures, clear vision and values, shared leadership, diversity appreciation, and inclusive communication are vital for fostering high-quality wellbeing and inclusion. We will distinguish between levels of leadership and ensure that development aligns with specific needs, removing barriers to provide strategic direction, enhance confidence, consistency, and improve team collaboration across departments.

Our approach will be to:

1. **Leadership Behaviours:** Align to strategic objectives, new code of ethics, and Core Values Framework (CVF).
2. **Talent Identification:** Leaders embed this in daily practice. Leaders use evaluation methods and measure return on investment to maximise training outcomes.
3. **Culture Creation:** Staff are empowered through development to act positively and effectively.
4. **Training Interventions:** Focus on values, ethics, knowledge, responsibility, and skills needed for the future.
5. **Student Management:** Closer alignment to tutors and Area Investigative Teams.
6. **PCEP and DCEP:** Embedded and reviewed, with planned intakes aligned to the recruitment pathway.
7. **Crime and Specialist Academies:** Support with skills and accreditation for career pathways.
8. **Continuous Professional Development:** Refreshed and designed to meet demand and required skills.
9. **Modern Technologies:** Explored, promoted, and support self-directed, flexible learning.
10. **Leadership Events:** Support high-performing teams and deliver a supportive leadership programme and culture.
11. **Corporate Programmes:** Reviewed to incorporate the latest technology for induction, inclusion, and statutory requirements.
12. **Corporate Skills Matrix:** Updated for training needs analysis, career planning, skills review, alignment, and future-proofing the Constabulary.

We will achieve this by

Task	Description
Review Police Training Academy	Ensure leadership capabilities are current, sustainable learning solutions and innovative technologies in place
Ensure PCEP and DCEP	Available for use with specialist training requirements scoped against demand and force priorities
Revise corporate training skills matrix	Assist with training needs analysis, priorities and skills planning
Support student management and tutoring	Ensure large numbers of students moving through probation have the best possible start in their career
Establish specialist academies	Ensure career pathways exist for succession planning into needed areas
Refresh student handbooks	Ensure they are relevant to new students
Recognisable leadership plans	Delivered to all ranks and talent management strategies in place
Design continuous professional development programmes	Align with force priorities and leaders' role in promoting learning/evaluation/ROI and skills needed for the future.

We will measure our success

- Annual training plan aligned with force capability levels
- Evaluations of key programmes show success
- Professional development normalised, measured by Performance and Talent conversations
- Training cost per head
- Training percentage delivered across roles
- All leaders attend rank-specific programmes
- High course attendance and satisfaction rates
- Over 90% completion of Performance and Talent conversations
- Feedback from exit interviews and surveys



Enable Great Performance and Productivity

Policing matters and whilst there has been considerable investment in policing, there is also significant focus on how policing can improve the outcomes it delivers for the public. This spans across the country, across crime types, and across the millions of interactions the police have with the public every day. Productivity gains can improve outcomes for the public. A review commissioned by the Government was against a backdrop of tens of thousands of new officers, significant challenges to trust and confidence in policing, and greater expectations of our police service. Productivity matters because it means we are getting the best possible policing service we can from the resources we have available.

The productivity review recommended improvements in how forces make best use of good practice and of science and technology, now and in the future.

Officers and staff must have the confidence to do the right thing and to do it well and so our leadership training has been designed with this in mind. Improving productivity needs to be ingrained into police culture.

Also, we will develop digital, intuitive and automated solutions within a robust infrastructure for greater efficiency and demonstrating continuous improvement. Quality processes, clear and unambiguous policy, procedures and frameworks will be provided to support and monitor our ability to lead our people in the Constabulary. Our Digital Boards have already been established with this in mind.

We recognise how motivating it is to work in a place where personal growth and development is encouraged, where ownership of choice and decisions to do the right thing are enabled and everyone is supported to be the best they can be. “Enabling people to flourish” seeks to achieve this. This strategy will draw on and develop the expertise of our people, building the talent from within.

Productivity in the public sector sense can perhaps be better understood as the combination of efficiency and effectiveness: how good a public organisation is at delivering the public outcomes it was set up to deliver, making the best use of its available resources.

A focus is on improving productivity then means:

- Delivering the same quantity and quality of service outputs, but at a reduced cost, or
- Improving the delivery of service outputs (in quality or quantity) for the same cost

In order to do this, we need to create an innovative culture across their workforce. An example of this is to further the work started to promote workforce participation in identifying areas of activity that could be improved. Building on the allies’ concept used to develop wellbeing initiatives locally - a ‘SARGE’ group of sergeants is now being established working on collaborative developments for the rank based on real experiences first hand and based on picturing the public service offer, the Constabulary is encouraging submissions of proposals ready to be presented for further development.

Some key areas where productivity could be improved are how sickness absence, training absences and limited duties are impacting on policing productivity.

Specifically improving on how productive use of medically restricted (recuperative and adjusted) duties officers and staff are deployed. Strengthening the application of management of sickness and absence procedures. In addition, Strategic Assessment of Workforce needs to be future focused for officers and for staff, scoping capabilities, gaps and training needs. Minimising the number of police officers posted in back office or business support functions where their warranted powers are not required is also something to be avoided.

As demand has radically changed, and technology has become a critical element in every process, the policing approach to training must evolve. What an officer needs to know, and do, today is drastically different. They need specialist knowledge as well as interpersonal skills to optimise interactions with the public to maintain and enhance trust, the confidence and ability to support vulnerable victims, and a wide set of knowledge across more varied crime types. Police officers and staff therefore need to continually develop their skills and knowledge to serve the public effectively. Our focus is on the annual refresher but taking the lead from specialist areas accredited skill programmes will be further introduced for example the neighbourhood training programme. Our strategy will be to identify those areas where national standards are required, skills are needed and also to continue to take the learning from inspection reports and failings to ensure best practice comes through our established Organisation Learning Board and back into practice.

Our approach will be to:

1. Continue to provide **HR Business Partnering** aligned to the Constabulary departments to support 'raising the bar' measures on people issues.
2. Ensure **processes are in place** to review performance, culture, capability, and capacity, enabling efficient delivery, analysis, and evidence-driven workforce planning strategies.
3. **Review, assess, and report all absence** including limited duties to enable deployment planning and decisions.
4. Undertake **annual people-related audits** to ensure efficiency and compliance is maintained.
5. **Automate processes** with the end user in mind (e.g., training needs analysis) to increase efficiency and user focus.
6. **Provide measurable services** to monitor performance and ensure the best possible customer service.
7. **Undertake productivity assessments** and analysis and generate efficient solutions for business leaders
8. **Encourage collaboration**, openness, and feedback with end users, allies, networks, Unison, and associations to develop best practice people policies and practices.
9. **Promote continuous improvement** through regular performance reviews and talent conversations, encouraging everyone to be at their best and improve the outcomes we provide.

We will achieve this by

Initiative	Description
Collaboration with College of Policing	Implement current programmes and training standards, conduct regular evaluations to ensure learning outcomes are met.
Performance and Talent Conversations	Focus on continual assessment from induction through annual review; managers equipped with core skills and development plans.
Digital and Automated Solutions	Develop robust digital infrastructure and automated processes to support HR activities and monitor organisational performance.
Quality Processes and Policies	Provide comprehensive frameworks to attract, recruit, develop, and retain staff, ensuring they are in the right roles at the right time.
Customer Service Optimisation	Enhance internal customer service through optimised systems and processes, promoting continuous improvement and innovation.
Continuous Improvement and Feedback	Encourage regular feedback, review service performance, and foster innovation to drive best practices and organisational fairness.
Wellbeing and Engagement Culture	Build a work environment that prioritises employee wellbeing, engagement, and satisfaction.

We will measure our success

- By Performance and Talent conversations in place for over 90% of the workforce
- Grievance investigations within range
- Sickness Absence continues to be low
- Attrition has decreased and stable
- HR policies are 100% compliant
- All training programmes are compliant with CoP standards
- People Services systems data are accurate and tested
- Service digitalisation is evident to the customer, further developed with dashboards of data and matured
- Survey feedback



Invest in a Healthy Culture

A wellbeing strategy is key to an organisation's success as it "creates an environment to promote a state of contentment which allows an employee to flourish and achieve their full potential for the benefits of themselves and their organisation".

Cheshire Constabulary recognises that wellbeing must link to both the organisation's corporate strategy and workforce needs in order to deliver effectively throughout the organisation. This is a key element of Cheshire's People Strategy as it must be integrated within every aspect of its people management activities.

We will develop a proactive and holistic approach to employee wellbeing which includes health (physical and psychological), financial wellbeing and culture.

The strategy is underpinned by the following:

- Approach to wellbeing needs to be sustainable
- Employees are encouraged to manage their own health and wellbeing; they feel supported in the workplace and understand where to go to for information to make informed choices
- Line managers have a pivotal role to play in managing and enhancing employee wellbeing and are equipped with the skills to do so
- A compassionate culture that fosters employee wellbeing
- Early intervention and prevention to minimise employee sickness and use of costly resources
- Develop internal capacity to support prevention and sustainability

The Constabulary will continue to work with the National Police Wellbeing Service and adopt the national wellbeing themes for the Constabulary of:

- **Join Well**
- **Train Well**
- **Work Well**
- **Live Well**
- **Leave Well**

The National Health and Wellbeing Strategy draws together existing initiatives: occupational health guidance for the assessment of police officer recruits, trauma resilience initiatives, Operation Hampshire, the suicide national action plan, mental health crisis line, fatigue risk management, personal resilience resources, exit interviews. In addition, a commitment to provide excellent services and adopt proactive health management especially for new to role officers, high-risk roles and vulnerable individuals.

The People Strategy reflects the national approach in addressing wellbeing issues proactively, developing a positive organisational culture that supports staff wellbeing and minimizes negative impacts. By championing employee wellbeing, we seek to attract and retain talent, building a culture of engagement and professional respect.

Health services need to be recognised and sustainable as such a focus will review the current Occupational Health provision to ensure it continues to deliver value for money and supports employees in the best possible way.

Services through the onsite Occupational Health Unit will be relaunched along with guidance booklets communicated to all staff especially for counselling to set expectations amongst line managers and staff; this will ensure referrals are only made after considering all other options and only for conditions where counselling can make a difference.

Further work will also be done to develop internal capacity that can support early interventions such as through peer-to-peer support reducing the reliance on more costly interventions such as counselling, traumatic incident support trained staff to support the debriefing framework and mental health first aiders represented in all departments.

Our collaborative partnerships with national and local partners including staff associations will be further developed to provide cost effective solutions and ensure that current collaborations, such as Oscar Kilo, are used and communicated to maximise the return on investment.

Line managers have a pivotal role to play in managing and enhancing employee wellbeing and are equipped with the skills to do so. Attendance management processes and guidance will be reviewed and clear interventions developed along with scenario planning so managers can manage cases, especially sickness, before they become complex.

Resilience training will continue to form part of our leadership offers so managers understand how to build and nurture resilience within their teams. Leadership training will have a supportive leadership input to ensure that managers lead with compassion and manage performance with equal measures of support.

The debriefing framework will be enhanced to ensure managers know when and how to use it effectively with a 'welfare' checklist so that managers have the tools to hand to deal with the matter compassionately and timely, especially when a mental issue arises.

An emphasis will be made on early interventions and prevention to minimise employee sickness and the use of costly resources and readily available advice through HR Business Partnering will be available for all departments along with supportive materials and references.

Our approach will be to:

1. **A healthier workplace:** Guidance and support available to staff from induction, in service, and at the point of need.
2. **Increase workplace motivation:** Continue the Allies scheme for wellbeing and inclusion with annual CPD.
3. **Lead by example:** Command team champions, collaborating with staff associations and networks; standing agenda at JCC.
4. **Foster wellbeing:** Further implementation of defuse, TISM, the debriefing framework, and mental health first aiders.
5. **High-risk roles support:** Annual consultative support session, ongoing peer-to-peer support, Performance and Talent Conversations, and Pause Point.
6. **Proactive wellbeing initiatives:** Evidence-based approach; HR business partnering with departments, ensuring access to support, and providing revised materials and guidance.

7. **Operation Hampshire/8 Point Promise:** Ensure the 8 Point Promise is in place, recognise the dangers colleagues face, and align support services to meet individual needs. TISM trained support cadre in place and actively promoted.

We will achieve this by

Initiative	Description
Police Race Plan, National DEI toolkit and Oscar Kilo Frameworks	Showing alignment with best practice and other forces
Safe environment	Supports health, wellbeing, and work-life balance through smarter ways of working
Wellbeing initiatives	Enable early intervention and access to comprehensive Occupational Health (OH), psychological counselling services and preventative care programme with NWPBF
Support for line managers	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 police assaults	Daily returns, 8-point plans to ensure all support is explored and utilised
Limited duties management	Reviews, minimising the impact on operational policing

We will measure our success

- National wellbeing survey shows higher engagement
- Reduction of leavers within 5 years of service
- Accessible wellbeing and inclusion support
- Well-distributed allies across the force
- Occupational Health referral times within acceptable range
- Increased satisfaction with OH services
- Decreased % of officers on limited duties
- Higher usage of NWPBF
- More people accessing employee benefits
- Themes from exit interviews collected



Promote Inclusion and Wellbeing

Diversity, inclusion, and wellbeing are essential pillars for the Constabulary in fostering trust within the organisation and with the broader public. The People Strategy is designed to uphold respect for individual differences and translate this commitment into tangible outcomes. It emphasises the importance of psychological safety, encouraging colleagues to voice their perspectives, contribute ideas, and raise questions - an approach that serves both the Constabulary and its workforce.

A diverse team enables the organisation to leverage a broad range of skills and viewpoints, enhancing decision-making processes and improving service delivery to the public. Fostering diversity and cultivating an inclusive workplace environment also stimulate creativity and innovation, while strengthening the capability to attract, retain, and nurture talent from various backgrounds. The People Strategy details collaborative efforts aimed at creating a supportive environment that advances the wellbeing of all personnel, building on previous initiatives to embed diversity, equality, and inclusion within both the workforce and community services.

The Constabulary takes pride in its performance regarding national EDI charter marks, as demonstrated by the following recognitions:

- Inclusive Top 50 Employers
- Disability Confident Leader status
- Oscar Kilo Wellbeing Award recipient
- Comprehensive Dyslexia Screening programme overseen by accredited Workforce Dyslexia Assessors
- Implementation of the Personal Support Passport (PSP) to facilitate reasonable adjustments and support for employees managing disabilities, ongoing health issues, or caring responsibilities
- Introduction of Transitioning at Work Guidance to further assist transgender staff members
- Active participant in the Gambling Charter initiative
- Recognition as a Mindful Employer
- Annual positive action programme featuring outreach activities that support the recruitment, retention, and progression of under-represented groups and provide continued organisational support
- Granted Gold under the Ministry of Defence Employer Recognition Scheme, one of only 38 organisations across the Northwest



The Equality Act 2010 and The Public Sector Equality Duty 2011

As a public sector entity, the Constabulary is legally mandated to address discrimination and promote equality with regard to nine 'protected characteristics': age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

The Public Sector Equality Duty requires public bodies such as Cheshire Constabulary to demonstrate due regard to the following principles:

- Eliminating unlawful discrimination, harassment, victimisation, and other prohibited conduct
- Advancing equality of opportunity between individuals who share a protected characteristic and those who do not
- Fostering good relations between those who share a protected characteristic and others

To fulfil these obligations, 'due regard' involves:

- Reducing or eliminating disadvantages experienced by people arising from their protected characteristics
- Addressing the distinct needs of protected groups where they differ from others
- Promoting active participation by protected groups in public life or areas where their involvement is disproportionately low

Specific duties complement the general duty, requiring Cheshire Constabulary and similar bodies to regularly publish information evidencing compliance with the Equality Duty, including setting specific, measurable equality objectives. This ensures informed decision-making by prompting consideration of the impact of activities on different groups, further supported through Equality Impact Assessments.

The Constabulary remains committed to collaborating with the NPCC on the development and implementation of the National Policing and Culture Strategy, as well as the Police Race Plan, through four key workstreams. Moreover, it seeks to build a forward-looking culture by exemplifying high standards of conduct and consistently promoting the police service code of ethics.

Our approach will be to:

1. **Positive Action:** Focus on attraction, recruitment, retention, and progression to ensure a representative workforce.
2. **Understand Disproportionality:** Strengthen crime recording and reporting, policy development, and decision-making through Equality Impact Assessments.
3. **Review Partnership Activities:** Address offenses towards people with protected characteristics or perceived vulnerabilities (e.g., Hate Crime, Domestic Abuse) and strengthen victim support.

4. **Strengthen Partnership Approaches:** Improve the quality of diversity data for offenders and victims of crime.
5. **Use Community Stakeholder Perspectives:** Enhance work through the Independent Advisory Group (IAG).
6. **Improve Accessibility of Information:** Provide accessible information to local communities.

We will achieve this by

Initiative/Action	Focus/Outcome
Increase job applicants from underrepresented groups through revised attraction methods	More applicants from underrepresented groups
Increase in use of Positive Action in recruitment, development and progression	Greater Positive Action in processes
Increase in staff from diverse backgrounds applying for promotion in underrepresented roles	More promotion applications from diverse backgrounds
Annual staff wellbeing survey	Evidence of increased engagement
Safe to Say campaign	Increased number of staff sharing equality data
Completion of EIA for force policies and procedures	100% completion
Independent Advisory Group meets regularly	Opportunities to scrutinise work as critical friends
Involve community representatives in recruitment activities	Local force advocates scheme in place along with community involvement in recruitment

We will measure our success

- Improved disclosure rates of protected characteristics
- NWBS survey outcomes shared
- Attain Top Inclusive Employer status
- Uphold Disability Confident Leader status
- Grow number of inclusion allies
- Increase ASPIRE programme success rate
- Code of ethics training delivered for all staff
- Survey results

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 **standards** and **scrutiny** to Organisational Learning and Resource Management to ensure our culture, capability and capacity is maintained
- Increased **strategic oversight** and **compliance** of people performance to ensure greater productivity, operational output and excellent services are in place
- **Governance, management** 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, practical solutions to support high quality 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** corporate services with a continuous improvement ethos and with accountability to deliver excellent, timely services
- **Business processes automated** where possible with intuitive solutions made available for staff. Critical shift towards digitalised solutions

People Services Metrics



Attract and retain talented people

- Attrition levels are stable and within normal range
- Talent feedback conversations are recorded force-wide
- Talent grids are used in senior succession planning
- All vacancies are scrutinised against future needs
- Annual strategic workforce planning is linked to force management statements and skills required for the future
- % Vacancy rates match national levels
- Time-to-hire rates have improved for core campaigns



Develop high performing exceptional leaders

- Annual training plan aligned with force capability levels
- Evaluations of key programmes show success
- Professional development normalised, measured by Performance and Talent conversations
- Training cost per head
- Training percentage delivered across roles
- All leaders attend rank-specific programmes
- High course attendance and satisfaction rates
- Over 90% completion of Performance and Talent conversations
- Feedback from exit interviews and surveys



Enable great performance and productivity

- Performance and Talent conversations in place for over 90% of the workforce
- Grievance investigations within range
- Sickness Absence continues to be low
- Attrition has decreased and stable
- HR policies are 100% compliant
- All training programmes are compliant with CoP standards
- People Services systems data are accurate and tested
- Service digitalisation is evident to the customer, further developed with dashboards of data and matured
- Survey feedback



Invest in a healthy culture

- National wellbeing survey shows higher engagement
- Reduction of leavers within 5 years of service
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- Occupational Health referral times within acceptable range
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Promote inclusion and wellbeing

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- Survey results

People Services Governance

Governance

The People Strategy will be reported on through the monthly People Board. In addition, executive summary reports will be made monthly to the Senior Command Business meeting. Matters relating to the Corporate Scheme of Delegation will be actioned through the fortnightly People Tracker Meeting with the Deputy Chief Constable and strategic lead. This plan will also be informed through discussions at the Health, Safety Board, Police Race Plan Meeting, Joint Consultative Committee with staff associations and the Union and Staff Network Meetings. Measures will be in place to monitor the effectiveness of the strategy. Stakeholders will be considered through forums, surveys and the annual strategic review cycle and process. The PCC will act as further scrutiny. HMICFRS PEEL inspections will ultimately assess the force performance in this area.

Role/Entity	Responsibilities/Actions
Chief Constable	Force lead ensuring people matters remain a priority, setting strategic direction holding business owners to account in line with NPCC national strategy and toolkits
Deputy Chief Constable	Force strategic lead provides independent qualitative reviews on areas of workforce development and performance within the force referred by Chief Constable
Chief People Officer	Chairs meetings and the strategic lead on people policy and progressing Constabulary's People Strategy and plans
Senior Team and HR Business Partners	Central source of information, advice and guidance to Senior Leaders, Managers and Staff networks in relation to all people matters for the force
Inclusion Allies	Staff members who act as allies to promote, advocate and support inclusion in the workplace
Staff Support Networks	Networks who constructively challenge and work with the force in the progression of DEI priorities, provide advice and guidance to develop strategy, contribute to and consult on force policy and procedure development, provide expert advice and support to workforce and their families

Internal Boards: People Board, People Tracker Meeting, Senior Command Team Business Meeting, PRAP, Health & Safety Board, Joint Consultative Committee.	Oversight and monitoring of the Police Race Plan and strategies in line with NPCC national toolkits, addressing areas of priority for the force, holding business owners to account, ensuring continuous development
IAG	Expertise from both policing and communities to support the force in adapting the strategy to developing needs and priorities, supportive advice to monitor force progression and development
NPCC/HMICFRS	Accountability and progression against national set standards and inspection criteria
Police Race Action Plan	Annual publication of equality data in accessible format on force website, in accordance with Equality Act 2010 and Public Sector Equality Duty 2011
Reports Published	Police Race Plan Annual Report, Equality Objectives, Workforce Summary Report, Gender Pay Gap Report
Cheshire Constabulary	People Strategy 2025-2028

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