



STAFFORDSHIRE
POLICE



Modern Policing

2018 – 2021



Our vision is;
A safer Staffordshire

Working together to improve the safety and well-being of people, places and communities across Staffordshire.





Introduction from the Chief Constable

Having had the People First strategy in place since the spring of 2018, the time is right to refresh it in line with the other Policing Plan strategies, and bring it up to date to reflect our force priorities. Much work has been achieved, but there is still more for all of us to do and the coming years are important ones for Staffordshire Police as we continue to move the organisation forward in the face of the many challenges ahead.

Like many forces, we continue to face high levels of demand, growing complexity and vulnerability in areas like child abuse and exploitation, cyber crime and fraud, and the continuing threat posed by terrorism and serious violence. To tackle these issues, the force has implemented a new operating model with investment in neighbourhood policing, prioritising prevention and early intervention, increased capacity in investigations, and a modernised response service, all focused on protecting the most vulnerable in our communities. More recently, much needed and welcome investment at both a local and national level has enabled the force to make further prioritised investments to improve our proactivity, capabilities and capacity to protect and reassure communities by reducing and preventing crime and antisocial behaviour. This also requires a change in how we operate and the Modern Policing Strategy, a key part of the Policing Plan, sets out how we will deliver a modern and

transformed police service fit for a changing future, able to address existing and new issues and the threat and harm that impact from local, regional, national and international activity.

We know that to build on the hard work that has led to our success so far, and to deliver on the Policing Plan priorities, the people who work for Staffordshire Police are critical - and that includes officers, staff, the Special Constabulary, and other volunteers. We are committed to building authenticity, responsibility, and trust within every part of the force and modernising the culture to deliver better performance and outcomes for local communities.

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

Gareth Morgan
Chief Constable



Modernising Policing

The original People First strategy was born as a result of a survey that we undertook during the summer of 2017, and a desire to make the force a place where every employee wants to work. We listened to what people said at that time, and set about developing and delivering a strategy in response. Now, three years on, we have made much progress.

We have developed a new set of workplace standards, a new set of supporting frameworks, a new approach to check in, new policies and procedures, a new way of gathering feedback, a new approach to development, and much much more. There is of course, more still to do.

This document sets out the eight interconnected themes that will help us to build a modern and transformed police service; an exceptional place to work that will enable us to achieve what we are all here for – a better service for local communities and a safer Staffordshire.

Critical to the success of the force for the future is our approach to culture. We want to build on the work we have done so far, and continue to build a culture that enables people to flourish. People in all roles, and people at all levels. You might have heard us talk about the ART of policing – a new approach to the force values and cultural attributes that is woven throughout this strategy.

We are Staffordshire Police; The ART of policing

The ART of policing is about building authenticity, responsibility and trust within every part of the force. It builds on the values outlined within the Code of Ethics and the Standards of Behaviour, and outlines the force approach to modernising policing and delivering on our ambitions, enabling us to become more effective and deliver a better service to the public by policing and leading differently.

If every single one of us across the force keep these values at the heart of our minds and actions, we will contribute to the development of an organisation that attracts and retains the best people; increases engagement and productivity; builds diversity and inclusion; and enhances wellbeing.



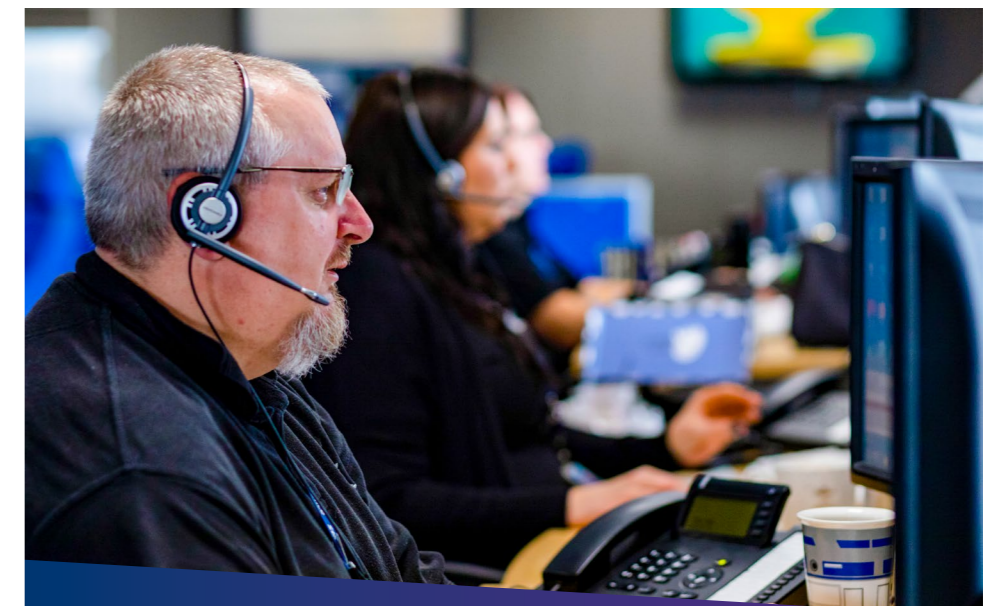
We are Authentic

Authenticity is critical to creating an environment where we are open and transparent, have the confidence to innovate, and where we develop a strong and unified force.



We are Responsible

We must all shoulder the responsibility vested in us, and contribute to the development of a modern organisation where people are empowered and accountable for what they deliver.



We are Trusted

Trust Driven Policing is a vital part of our approach to working across the force, with a real focus on ensuring people have the autonomy to deliver results in a way that is collaborative and agile.





1 Recruitment, attraction & retention

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

We will do this through:

- Enhancing our brand as an employer, celebrating what makes Staffordshire Police a great place to work and taking every opportunity to promote and demonstrate Trust Driven Policing.
- Further embedding the approach to workforce planning across the force, supporting delivery of strategic force objectives ensuring that we have the right people, with the right skills in the right place at the right level at the right cost.
- Reviewing our approach to recruitment and attraction, making the best use of available technology to keep the process simple, improve the candidate experience and improve the timescales.
- Broadening our approach to attracting people, ensuring that we maximise opportunities to sell our brand and open all roles to the communities we serve.
- Continuing to develop and make best use of existing regional partnerships to maximise entry through the Police Education Qualifications Framework (PEQF)
- Improving the capability and confidence of those involved in attracting potential candidates, and ensuring that when we select, we select for mindset as well as skillset.
- Through the actions described in this strategy creating a modern organisation that is recognised as a great place to work, encouraging good people to stay.



2 Leadership

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

We will do this through:

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



3 Recognising & rewarding excellence

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

We will do this through:

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



4 Health and wellbeing

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

We will do this through:

- Ensuring strong leadership, building positive relationships and a culture of trust, where health, safety, and wellbeing are valued and prioritised.
- Continuing to build a culture of Trust Driven Policing, focussing on the delivery of results rather than time and physical presence, and in turn giving people more control over their lives and improving work life integration.
- Ensuring a meaningful framework of policies, guidance, campaigns, and development that enables us to take action to prevent ill-health, promote wellbeing, and reduce absenteeism and presenteeism across all parts of the organisation.
- Supporting people, regardless of their role, rank, location or shift pattern, in understanding the importance of health, safety and welfare, and in taking action to promote wellbeing and improve the environment we work in.
- Using the performance data available to managers, via the HR team, to identify trends in measures of wellbeing and productivity.
- Understanding the impact of a changing workforce profile, and adapting our approach to fitness and wellbeing accordingly.



5 Diversity and inclusion

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

We will do this through:

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



6 Development and performance

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

We will do this through:

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



7 Supportive infrastructure

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

We will do this through:

- Ensuring that our infrastructure develops in support of our approach to Trust Driven Policing, and is designed, delivered, and resourced to enable the best delivery of operational requirements.
- Development and implementation of a clear IT Plan, ensuring continued development of our technology in a way that aligns with the ART of Policing.
- To leverage the opportunities of increased Digital Experience by developing Digital Experience Themes that enable the delivery of the Policing plan and five Police Strategies, enabled via the IT plan and making best use of national programmes Working with the SCO, and in partnership with other organisations where we can, continuing to rationalise our estate and modernise our existing space.
- Ensuring that we continue to get best value from the transport services that we provide jointly to Staffordshire Police and to Staffordshire Fire and Rescue Service.
- Valuing, protecting and using the information available to us for the public good, building a robust and effective information and records management capability where we have a single vision of the truth.
- Continuing the reduction of bureaucracy and ensuring that our policies, processes, and systems are simple and effective, and accessible to all.
- Continuing to maximise collaboration and partnership working.



8 Engagement and communication

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

We will do this through:

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

How will we know if it's working?

Our vision

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

We will do this through

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

Measuring success

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

We will work closely with internal communications specialists to make sure that we engage and embed the various elements of the strategy across the organisation, bringing them to life. Key Performance Indicators will be reported to the People and Resources Directorate Board and through to the Force Strategy Board.



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