

# PEOPLE, LEADERSHIP AND CULTURE SUMMARY

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## PEOPLE, LEADERSHIP AND CULTURE

The internally-commissioned report People, Leadership and Culture describes the current profile of GPS across all areas of the Service (officers, staff, PCSOs, etc.), and how this will have changed by 2021. It allowed us to see the current state and future challenges affecting GPS in a number of areas, summarised in this section.

GPS has a workforce than any other police force in the country, which comes as little surprise. More telling is the fact that it also has the largest workforce per 1,000 population, a fact which has led many to believe the Service is “flabby”, in particular in areas within community policing. The report finds that the quality of GPS staff varies from consistently outstanding to inadequate across officers, staff and volunteers.

## EMPLOYEE BREAKDOWN BY DIVISION

The findings of an employee breakdown report published 12 months ago give us an insight into the areas in which GPS face recruitment challenges. The report split recruitment numbers into two categories - police officers and police staff, then by male, female and black, Asian and minority ethnic (BAME) recruitment. The results were then further divided into Community Policing, Specialist Policing, Operational Policing and Support Services.

In terms of non-officer police staff within the service, GPS meets its targets across specialist policing, operational policing and support services in terms of both male and female employees, with a balance between the genders. GPS is well below target numbers in terms of BAME staff recruitment across all types of policing, with percentages as low as 16% for BAME support services. Non-officer staff

numbers again fall below GPS's target in terms of community policing, with a heavy bias towards non-BAME female staff.

But it is in regards to police officer numbers where GPS finds its biggest challenges. Officer numbers are below GPS targets across the board, with officers resolutely male and non-BAME. In specialist policing, numbers are as high as 89% male non-BAME, and in no policing category do BAME officer numbers rise above 12%, with BAME police officers as low as 6% in specialist policing.

## **EES HEADLINES**

The latest employee engagement survey (EES) revealed a lot about staff views within the GPS. In general, GPS staff enjoy what they do and find their work interesting; they feel that they would be supported by their colleagues if they made a mistake in good faith.

However, front line people don't feel listened to and do not believe changes being made to policing are positive. They don't believe that changes are usually made for the better, and very few believed action would be taken from the results of the survey.

Across GPS, but particularly at lower levels in the organisation, people are frustrated about their job and career prospects. A disappointingly low number would recommend the GPS as a good place to work. Finally, there is a clear disconnect between how people feel about their immediate team and the senior leadership of GPS.

You can access the full EES survey results [here](#).

## **OUR PEOPLE, LEADERSHIP AND CULTURE IN 2021, NATIONAL CONTEXT**

The College of Policing Leadership Review made a set of recommendations for delivering leadership at all levels within policing. These include a number of bold changes at national level, and we have referred to and adopted a number of these as part of our Blueprint.

Please access the [full review](#) for context.

## **A RADICALLY DIFFERENT PEOPLE PROPOSITION BY 2021**

GPS is committed to lowering its workforce headcount and improving the operational efficiency of its workforce. Its ability to do this hinges on the following:

- Reduced business support costs
- Better alignment of roles to appropriate ranks or grades by 2121
- Acknowledging that there are a number of activities which have a statutory rank associated with them
- Transfer of activities in the 2121 organisation from warranted to non-warranted staff or volunteers
- Improved professionalism through the provision of distinct pathways for technical expertise and management at every level
- Opportunities for exit from and return to GPS as a constituent part of a career development pathway
- Increased utilisation of direct entry appointments into senior roles, particularly at the Chief Inspector and Superintendent ranks
- Accelerated representation of female and BAME officers and staff in the GPS
- The introduction of initiatives to add other forms of diversity

To support our people proposition, we will recruit and treat our staff very differently between now and 2021. We will be significantly better at:

- Managing performance (including behaviours)
- Rewarding outstanding performance
- Supporting the improvement of under-performers
- Ultimately letting consistently underperforming staff go
- Recognising the value that direct entry at senior ranks and grades brings
- Encouraging staff to step out of the organisation and return with greater experience or skills, either at the same or higher grade where appropriate
- Supporting our staff to work on attachment to other parts of the GPS or to be seconded externally
- Prioritising staff wellbeing and morale
- Being responsive to feedback
- Flattening line management structures and increasing supervision ratios while taking into account the workload and operational risks
- Creating a supportive environment where staff are encouraged to continuously improve

## **REDUCED BUREAUCRACY THROUGH IMPROVED LEADERSHIP**

GPS leaders must be flexible, agile, commercially astute, customer-centric and adaptable, being innovative and responsive to challenges they face on a day-to-day basis.

Particularly where deployed as a multi-agency response, GPS leaders must be confident and able to lead teams and individuals that are not within their direct

chain of command, adopting a softer approach to management. They will be expected to communicate, collaborate and influence at senior levels in partner organisations. GPS will develop their leaders to thrive in an ever complex technological and fluid environment and embrace 'digital leadership'.

We will ensure that there are visible, responsible and accountable leaders at neighbourhood and Grandton Borough council level, overseen by LPU Commanders. This will retain a clear point of contact for partner organisations, regardless of how we structure ourselves internally.

In 2021 we will have fewer management layers and overall ranks, improving communication and decision making, increasing effectiveness and trust across the organisation. This will require re-alignment of existing staff; changes to pay, terms and conditions; and closure of some recruitment and promotion channels.

### **A CULTURE THAT HELPS US BE THE BEST WE CAN BE**

There are many positive aspects of the GPS culture that are reflective of the organisation's values, such as compassion, fast and strong decision making in the face of adversity, and a 'can do' attitude. However, as with other forces around the country, there are some elements of the culture that may restrict our ability to transform.

The nature of police work can often lead to a tendency to 'close ranks' in the face of threats, reducing transparency, individual and organisational legitimacy. There is a perception that we are resistant, even hostile, to outsiders and external scrutiny, a problem that deepens as we move further down the organisation. Work has begun to address this, though there is compelling evidence to suggest that there is much work still to be done.

The current underlying culture of the GPS tends toward command and control, based on activity and accountability by rank, and this is particularly so during times of crisis, stress or external pressure. By 2021 we will empower officers and staff with greater delegated authority – with greater emphasis on accountability based on what individuals know, not what rank they hold.

### **A CO-OPERATIVE LEARNING ORGANISATION**

We will develop an ethos of continuous improvement at all levels across the GPS and we will actively resist the desire to scapegoat, finger point or persecute. By 2021, everyone will be responsible for looking continually for opportunities to save time or effort, and staff at all levels will have an understanding of their role

in our transformation into a more commercially and business-focused organisation.

By 2021 we will have built a more inclusive and supportive culture, which emphasises co-operative behaviours over competitive ones, and that eliminates bullying of all types from our organisation. We expect our staff to start asking for help where one doesn't have the skills or experience, and eliminate 'competition culture', valuing team success over the success of the individual.

We have a strong track record of getting the best from our local teams. However, we want to improve collaboration with colleagues across the GPS, breaking down silos and helping each other to succeed. We understand the need to work with partners from the public, private and third sectors, and improve transparency with the public and each other, removing protectionism about our work. We will also be more open to learning from best practice in other forces around the country.

## **TRANSFORMATION FROM THE TOP**

From the top of the organisation, we expect all senior ranks to lead in these behaviours, actively seeking feedback in respect of their leadership style and adherence to the code of ethics and values. We will reinforce these behaviours, implementing a new performance management framework and re-aligning award mechanisms to better reflect them.

The need for culture change underpins our entire transformation – we need to be bold and committed to the change, without which we will be unable to deliver our vision. We must not underestimate the scale of the change, and how challenging it will be to deliver, utilising a range of enablers to embed our new culture.