

PEOPLE, LEADERSHIP AND CULTURE

This report describes the current profile of GPS resources, culture and leadership (officers, staff, PCSOs, etc.) and how this will have changed by 2021. As the GPS embarks on a significant transformation this section also details the cultural qualities and the leadership behaviours that will be critical to enable these new ways of working.

OUR PEOPLE, LEADERSHIP AND CULTURE TODAY

The GPS is an organisation that is characterised by the quality of its people. Yet the calibre of officers, staff, volunteers and other members of the workforce is variable, ranging from the consistently outstanding to the inadequate. GPS has a larger workforce than any other Police Force in the country, as is to be expected. However it also has the largest workforce per 1,000 population. This has led to the (perhaps justifiable) charge from inside and outside GPS that the organisation generally, and, in particular, areas within Community Policing, are “flabby”.

EMPLOYEE BREAKDOWN BY DIVISION

The current breakdown of our officer and staff numbers across the GPS Divisions is shown in the table below.

Light Blue – on target

Dark Blue – below target

Green – significantly below target

Bracketed numbers are from previous report, 12 months ago

DIVISION	POLICE OFFICERS				POLICE STAFF			
	Total FTE	% Male	% Female	% BAME	Total FTE	% Male	% Female	% BAME
Community Policing	23,411	74% (75%)	26% (25%)	12% (12%)	3,014	36% (34%)	74% (75%)	23% (21%)
Specialist Policing	3,612	89% (91%)	11% (9%)	7% (7%)	1,258	54% (53%)	46% (47%)	17% (14%)
Operational Policing	7,115	77% (81%)	23% (19%)	6% (5%)	4,617	44% (40%)	56% (60%)	18% (17%)
Support Services	98	81% (79%)	19% (21%)	11% (10%)	1,498	58% (60%)	42% (40%)	16% (14%)

EES HEADLINES

An overview of staff views on working at the GPS can be seen in the latest EES survey results which show that people enjoy what they do and who they do it with, that they would be supported by these colleagues if they made a mistake in good faith, and that they find their work interesting. Front-line people don't feel listened to and are not convinced that changes being made to policing are positive, disagree that changes are usually made for the better and a very small number agreed that they believed action would be taken from the results of the survey. People at all levels, but particularly at lower levels in the organisation, are frustrated about their job and career prospects and a disappointing number agreed that they would recommend the GPS as a good place to work. There is a clear disconnect between how people feel about their immediate team and the senior leadership of GPS at various levels.

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

We expect the GPS to operate with a workforce headcount that is lower than at present. However, the extent of this is predicated on our ability to reduce business support costs. The services we deliver must be appropriately resourced, and this will be influenced by changing demand, productivity improvements, required service levels, delivery models and a range of other factors.

By 2021 we will better align roles to appropriate ranks or grades, ensuring we are not using overly senior officers or staff to perform more junior roles. We will also ensure that we manage delivery risk by not asking junior staff, or those without the required skills, to take accountability or responsibilities for activity beyond the appropriate level. This will be done whilst acknowledging that there are a number of activities which have a statutory rank associated with them, for example, lawful intercept authorisation.

Similarly, roles in the 2021 organisation will be reviewed for opportunities to transfer activities from warranted to non-warranted staff or volunteers. Whilst cost

savings will be a factor, this may allow us to free up frontline officers to increase productivity in the delivery of core policing services.

Currently, success and progression in the GPS is defined by promotion and the associated status and remuneration. By 2021 we will improve professionalism through the provision of distinct pathways for technical expertise and management. We expect there to be healthy movement between the two pathways, but we want to encourage technical development and tackle the perception that 'only managers progress'.

This will also include opportunities for exit from and return to GPS as a constituent part of a career development pathway. Further, we will actively step up the utilisation of direct entry appointments into senior roles, particularly at the Chief Inspector and Superintendent ranks.

We have committed to being a force that is representative of the communities it serves. We expect that a carefully managed positive action approach will be required to accelerate the representation of female and BAME officers and staff in the GPS. Additionally, we will introduce initiatives to add other forms of diversity, for example, of thought, background and perspective. These characteristics have been shown to improve collective decision making.

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 our finest and supporting the improvement of under-performers, ultimately letting them go if they can't meet the high standards expected of them. We will recognise the value that direct entry at senior ranks and grades brings, and we will encourage our staff to step out of the organisation and return with greater experience or skills, either at the same or higher grade where appropriate. We will also support our staff to work on attachment to other parts of the GPS or to be seconded externally, expanding the range of entry and exit points in the organisation and increasing cross-fertilisation between our siloed divisions.

At the same time we will prioritise staff wellbeing and morale, being responsive to feedback and making the GPS a great place to work. We will have flattened the line management structures and increased supervision ratios as far as possible but taking into account the workload and operational risks to be managed. We will create a supportive and inclusive environment where our staff are encouraged to get it 'right first time' and continuously improve.

REDUCED BUREAUCRACY THROUGH IMPROVED LEADERSHIP

Effective leadership within policing is critical to delivering operational outcomes. We expect our leaders to be flexible, agile, commercially astute, customer-centric and adaptable, being innovative and responsive to challenges they face on a day to day basis.

Where policing capabilities are provided as part of a multi-agency response to keeping people safe, our 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. Additionally, they will need to have the appropriate skills to communicate, collaborate and influence at senior levels in partner organisations. They will thrive in an ever complex technological and fluid environment and develop the sophistication and trust in their teams to enable them to 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.

Fewer management layers will generate wider spans of control and greater supervisory ratios. As we devolve individual accountability to more officers and staff at all levels, we will decrease the need for transactional management of all tasks by supervisors. As a result we will be able to increase management ratios across Frontline Policing, whilst maintaining effectiveness and accountability.

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 and potentially lead to reduced individual and

organisational legitimacy. In the worst instances this manifestly creates a perception that we are resistant, and even hostile, to outsiders and external scrutiny. Whilst we have begun to adopt more transformative leadership practices and attitudes at senior level, there is compelling evidence to suggest that there is much work still to be done, and that the gap between our current practices and our aspiration widens as we move further down the organisation.

The current underlying culture of the GPS remains one that 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. We will address our culture of over-compliance by trusting our people to follow due process, and to make the right decision at the right time, with supervisors managing by exception rather than transactionally.

A CO-OPERATIVE LEARNING ORGANISATION

We will develop an ethos of ‘right first time’ and continuous improvement at all levels across the GPS and we will actively resist the desire to scapegoat, finger point or persecute. We understand the pressures that are created by return visits, multiple hand-offs and circumventing documented processes. By 2021, prevention and demand management will be processes which everybody will be involved in.

In terms of cost, customer services and our organisational effectiveness, 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 fulfilling our need to be 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, viewing peers as an opportunity to learn rather than as competition to be avoided, learning from mistakes instead of looking to apportion blame, and valuing team success over the success of the individual.

We will build on the way we work as a team. 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 we will maximise the strengths that a mixed workforce can provide. We will improve transparency with the public and each other, removing protectionism about our work.

As preparation to meet the challenges of a learner organisation in 2021 we will be more open to learning from best practice in other forces around the country, and challenge the GPS tendency to be inward looking, arrogant and to automatically seek to justify excess.

TRANSFORMATION FROM THE TOP

From the top of the organisation, we expect all senior ranks to role-model these behaviours, actively seeking 360 degree feedback in respect of their leadership style and adherence to the code of ethics and values. We will implement a set of enablers to reinforce these behaviours, such as 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. These could include people surveys, an updated balanced scorecard, a realigned rewards mechanisms and roadshows to cover as much of the GPS as possible. In any event, senior leaders in GPS must act, always, as champions of and role models for this transformation.