



Police Service
of Northern Ireland

People Strategy

2025



**we care
we listen
we act**

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Chief Constable's Welcome



I am proud of the public service we deliver. Our role in keeping people safe is intricately connected to what's happening in the world around us today. As I look to the future, policing will matter more than ever, as we experience a rapidly changing world which brings with it uncharted territory and uncertainty.

However, I am confident that we will continue to adapt and transform and in doing so we will continue to be there when people need us most. We will do this by being visible, accessible, responsive and community focused.

It is my ambition to rebalance our approach, improving and enhancing our capability and capacity to focus on prevention and problem solving.

I am pleased to present our People Strategy 2025. The outworking's of this Strategy will be felt at a Community, Organisational and Individual level. As Chief Constable I am committed to a culture and working environment where everyone feels valued and supported to play their role in delivering for communities. I want each member of staff to feel they have a place and a stake in their future.

Policing is a human endeavour, made possible by people. Each of us together will demonstrate in our behaviours and interactions that we Care, Listen and Act as we deliver a policing service to the people of Northern Ireland. Through this Strategy we will achieve the outcomes set out in the Northern Ireland Policing Plan (2020-2025) and our modernisation plan 'Horizon 2025'. This Strategy is about People and has been shaped by the feedback of colleagues from across the organisation. I look forward to working with the community, our partners and colleagues as we strive to be a thriving organisation.

Simon Byrne

Simon Byrne
Chief Constable
Police Service of Northern Ireland

Our Story: What Drives us?





visible accessible responsive & community focused policing

The Police Service of Northern Ireland is only made possible through our People, who are our most precious resource. As Public Servants, in line with Section 31A and 32 of the Police Act, we consider our role to be fundamental to a peaceful and democratic society.

Our ambition is to build on our established Policing with the Community foundations, to embrace the learning from good practice across the world, to improve the quality of policing to residents, businesses and visitors in Northern Ireland and show – We Care, We Listen and We Act, underpinned by the policing values of Public Service, Transparency, Impartiality and Integrity.



we care we listen we act

The Northern Ireland Policing Plan 2020 – 2025 sets out three outcomes for policing, as follows:

- **We have a safe community**
- **We have confidence in policing**
- **We have engaged and supportive communities**

We will realise a safe society, confidence in policing and engaged and supportive communities, through collaboration and connection with communities and partners. This will only be made possible by modernising our police service. As the world around us becomes ever more complex we as an organisation cannot be static. The Horizon 2025 Service Modernisation Plan sets out how we will embrace change to ensure we continue to deliver a high quality service to the communities we serve.

The following Horizon 2025 workstreams have been identified as:

- **Leadership and Management**
- **People**
- **Operational**
- **Digital**
- **Support Functions**

This People Strategy is a key enabler to the delivery of these workstreams and the Foundation Principles for Transformational Change.

The ambition of this People Strategy is that it will serve as a living, breathing commitment to value Our People, Your Service and will provide a routemap towards a thriving organisation.



People at the heart of policing

People will join the Police Service of Northern Ireland for many reasons; it can be seen as a vocation and a promising career. Irrespective of our reason to join, we all meet at the place of public service motivation. Every single person who makes up the Police Service of Northern Ireland is connected to and contributes towards Keeping People Safe.

Policing is a human endeavour and rightly so this strategy advocates for an approach which places people at the centre of all we do. Across every District and Department as each hour goes by, police officers and police staff respond to the needs of people by answering calls for service, investigating crimes, engaging in prevention and problem solving, administering processes, developing policy and managing teams.

This strategy calls for an approach which considers jointly the needs of those we serve and those who are serving; our police staff and police officers.

Going forward we will introduce 3 basic questions into our every-day practice to ensure people continue to be at the Heart of Policing:

1. What is in the best interest of the **Community**?
2. What is in the best interest of the **Organisation**?
3. What is in the best interest of the **Individual**?



Creating a culture which supports:



We made a commitment that this Strategy would be shaped by the people of the organisation and colleagues seized the opportunity when asked; 'What kind of culture do we need going forward?'.

The diverse mix of responses all lead to a general view that the culture we need, is one which fosters a thriving

organisation, where we work together as one team and care for those we serve and each other. We know culture is powerful and has the potential to support or hinder our people to thrive and be their best. This strategy commits to gaining a better understanding of the culture/s of the Police Service of Northern Ireland and to develop a cultural plan.

What is culture?

It's how things are done here

McKinsey





Our people principles

This People Strategy is our commitment to grow the capability of the organisation today and create even greater capacity for tomorrow. We are deliberate in focusing our attention to a number of key areas, referred to as the People Principles, as we believe they will have the biggest positive impact.

The 5 People Principles are:

- **Being representative and inclusive**
- **Resourcing for the future**
- **Leading together**
- **Serving with professionalism**
- **Valuing health and wellbeing**

To take meaningful steps forward an ambitious People Action Plan has been developed in support of the strategy against the 5 People Principles. Policing is progressive and the People Action Plan is characterised by continuous improvements over time and connected programmes of work which will have a lasting impact. The People Action Plan has been informed by and will be delivered by the whole organisation. This is not a Human Resources Strategy and Plan, it is a shared organisational endeavour.



Principle 1

Being representative and inclusive

Being representative and inclusive is where the communities we serve can be seen across the organisation and where everyone is confident to bring their 'whole selves' to work.

We are committed to delivering on the Policing Plan outcome; 'We have Confidence in Policing' and know this can only be achieved through positively addressing the 'Representativeness of the Police Service' (Indicator 2.3. of this Plan). Representativeness is a key enabler of legitimacy and public confidence in policing. It is only natural that when people see themselves represented within the Police Service of Northern Ireland they are more likely to feel understood and identify with policing.

The Policing Plan outcome refers to gender, community and socio-economic background. This People Strategy focuses on diversity in its fullest sense, the extent to which we represent society, inclusive of all groups and types of people. Attracting individuals from a range of lived experiences and backgrounds is also imperative in order to deliver an effective policing service. To do this we will build upon the foundation of 'Barriers to Recruitment' research carried out for police officer recruitment.

However representativeness needs to be mirrored in police staff recruitment, promotion and selection, and development across all roles, grades and ranks in the organisation.

In order to improve the representation of different groups, we will review and reform our HR practices at all stages of the employment lifecycle.

Our ambition is greater than being representative alone; it extends to being an inclusive organisation where everyone feels welcome, are treated with dignity and valued as their authentic selves, and are confident to share their perspectives and ideas. Through the established partnerships with our minority and diversity staff associations and through the 'Your Voice' forum we will continue to engage and learn from the experiences of all members of the organisation. This People Strategy sets out an ambition to be progressive and go further and faster to be truly representative and inclusive.



Principle 2

Resourcing for the future



Resourcing for the future is our approach to evolving and continually adapting our resourcing model and unlocking the capacity and capability of our most precious resource: *Our People, Your Service.*

In an increasingly complex and interconnected world, the nature of policing is changing rapidly. Maintaining the status quo with a traditional resourcing model is no longer sustainable to deliver against evolving crime types and heightened vulnerability. We are committed to modernising our approach, continually forecasting the future and identifying new ways to continue to be visible, accessible, responsive and community focused.

A sustainable resourcing model must meet the test of being flexible enough to evolve in line with the work that we do to meet public need. We will challenge ourselves, look to best practice and carefully assess community need. Policing alone cannot deliver on public safety and this strategy will seek to identify opportunities for greater partner involvement and collaboration. The challenges of keeping pace with a changing world will inform required departmental restructures, the need for new roles at varying levels and an affordable mechanism to allocate resource against demand.

Our plans will include a focus on accessing scarce skill sets, reviewing our reward framework and modernising our approach to recruitment, specialist selection and promotion. We will review our HR practices to ensure we appoint the Right People, with the Right Skills and Resources to the Right Place, at the Right Time, doing the Right Things.

We will review Terms and Conditions and how talent or potential is identified and fast-tracked and advance the growth of our workforce. We are committed to being a learning organisation, where everyone has the opportunity to develop themselves. We will provide pathways to progress and our approach to training will deliver meaningful and high-quality content in modern ways. We will create new ways of working, identifying opportunities for digitisation and remote working. We will develop a strong, outward Police Service of Northern Ireland brand, showcasing ourselves as an attractive employer of choice who invests in the whole employee journey.

Principle 3

Leading together



By leading together, each one of us is empowered to take personal responsibility to step forward and lead in pursuit of a common aim, demonstrating how *We Care, We Listen and We Act.*

This Strategy signals a fundamental shift in mindset, where 'leadership' is not seen as only for the supervisory and management levels, but a responsibility for all. To deliver on the Policing Plan and Horizon 2025 will require investment in the growth of the organisation and individuals, so that each one of us can realise our leadership potential, whilst we break down silos and work together.

In order to create an environment conducive to every day leadership, we must challenge our current culture and practice. For instance we will question where the traditional Command and Control approach still has a place and where it hinders leadership potential, creativity and innovation. We will promote an environment conducive to decision-making, where individuals will be supported to put themselves forward to act decisively, from an evidence base, without fear of blame or loss of confidence. In doing so we will see; improved business performance, the community and organisation benefit from previously untapped potential, more efficient organisational decision making,

individuals will gain exposure and experience which will grow their confidence in role and potentially seek out further career progression. We will build on our recently launched engagement platform 'Spark' and find new ways for operational ideas to surface into our transformation plans.

We will communicate what 'good leadership' looks like. We will seize every opportunity to promote the values of Public Service, Transparency, Impartiality and Integrity in our behaviour, how We Care, We Listen and We Act. We are committed to building skills and will invest in lateral development and leadership competence at every level, will embed an ethos of coaching and mentoring, will positively exploit new ways of virtual learning and will secure opportunities to develop with partners. We will review our approach to promotions and publish a simple aide memoire for what is expected and required of supervisors and managers at every level. We will build a team ethos, identifying how we can collaboratively lead together, delivering on behalf of the communities we serve.

Principle 4

Serving with professionalism



By serving with professionalism we take pride in demonstrating the highest levels of conduct and performance.

Policing relies on the consent of the communities we serve. We will continue to build trust by demonstrating professionalism at all times, being accountable for our decisions and transparent in our actions which are evidence based, ethical and which have the protection of human rights at the centre. We will promote a culture where professionalism is expected towards everyone; the community, our partners and our colleagues. How we interact with colleagues will characterise our underlying culture and this has implications for our collective ability to deliver the best possible policing outcomes. As a learning organisation we value accountability and creativity over blame, and will support and equip our people to be confident in making professional and ethical decisions.

We will review the Code of Ethics and implement the national Competency and Values Framework (CVF) for policing, setting out the values and behaviours expected of everyone, enabling us to demonstrate clearly that We Care, We Listen and We Act. We will promote a culture which fosters courage and candour to provide

and receive feedback and 'call out' behaviour where required. We will deliver a Continuous Professional Development Framework, highlighting the importance we attach to professional accreditation and we will meet our professional obligations as an employer by equipping individuals with the tools and skills to deliver in their roles. We will invest in developing a high performance culture and reform our approach to individual and team performance management.

Officers and police staff regularly put themselves at risk to serve others and work tirelessly to keep the organisation operating efficiently and effectively. We will recognise and reward professionalism, innovation and courage, knowing that our job is not easy. We will recognise long service and retirement so that lifelong professionalism is rewarded. As individual leaders we will seek ways to add public value, mindful of our influence and the high standards expected of us. Above all we will demonstrate our public service ethos by serving communities with a hallmark of professionalism and respect.

Principle 5

Valuing health and wellbeing



We value health and wellbeing, care about colleagues and want to listen to their needs and concerns so that together we can take action to create a safe and supportive environment.

Health, wellbeing and resilience is central to a thriving organisation - it is intricately connected to everything we do. The police service does not exist without our police officers and police staff and we need to be better at demonstrating how we value and care for every individual. Policing is a human endeavour and it is a challenging job in many ways. Wellbeing relates to what you need and expect in order to be able to do your job well. It is more than physical and mental health - it is a feeling of overall wellness and may include things like a good work-life balance; ability to progress at work and being treated fairly.

We will continue to invest in creating a safe and healthy working environment and promoting a culture of wellbeing. Prevention will be our default as we actively identify the roles and situations where there is a risk of physical injury and emotional trauma. We will continue to invest in Occupational Health and Wellbeing services and follow evidence based practice to protect our people. We will actively listen to our colleagues, build supportive teams and consult our workforce on organisational change.

We will improve front-line uniform and fleet ergonomics to minimise musculo-skeletal impact. We will develop our wellbeing services using technology so that they are visible and accessible to all.

We know we expect a lot of our police officers and police staff; if they are not ok it can impact on their whole lives and their ability to perform their policing role. Keeping People Safe internally is as important as it is to the communities we serve. We commit to on-going employee engagement surveys to gain insights into how our staff experience work, acting upon the feedback we receive and exploring new and innovative ways to engage and enhance wellbeing.

Wellbeing and employee engagement are connected. Highly engaged people believe in and understand the values and vision of the Police Service of Northern Ireland. For them, work is purposeful and they are motivated to give discretionary effort. Feeling well empowers people to be at their best, to proudly meet public expectations of policing and to increase our legitimacy within the communities we serve.



Delivery against the People Strategy and Action Plan will be managed through the governance of the People & Culture Board. The following delivery groups will report into the People & Culture Board; *Being representative and inclusive, Resourcing for the future, Leading together, Serving with professionalism and Valuing health and wellbeing.*

To ensure the People Strategy and People Action Plan delivers sustainable positive outcomes, a number of measures are in place to evaluate progress and impact. These include:

Annually refresh the People Strategy and People Action Plan to ensure they remain fit for purpose

Produce an annual People and Culture Performance Report

Report monthly on the People and Culture Dashboard and People Action Plan to the People and Culture Board

Report monthly to the Resources Committee, Northern Ireland Policing Board

Conduct routine staff surveys at an organisational and local level

Introduce local People and Culture Champions

Secure annual peer/professional review

