



Freedom Of Information

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Our ref: FOI 1217406/22

Date: 28 July 2022

Dear Sir/Madam,

Thank you for your request for information, received by West Yorkshire Police on 16 June 2022

You requested the following information:

1. What is your total annual training budget?

The 2022/23 total training budget is £23.6m.

2. How is your annual training budget allocated across the organisation?

Each district and department is set at an individual level based on historic spend and future courses.

3. What are your training priorities for 2022/2023?

Please see the West Yorkshire Police Learning and Development Strategy attached.

4. Which public sector frameworks do you use for training, learning and development services?

West Yorkshire Police use a variety of frameworks. We mainly use the College of Policing, but also use other training providers where necessary.

5. Which external providers for learning, development and training do you use?

West Yorkshire Police use a variety of external providers, such as the College of Policing, where required. This is dependent on the training required and the specialism.

The West Yorkshire Police Service can neither confirm nor deny, that it holds any further information, as the duty in s1(1)(a) of the Freedom of Information Act 2000 does not apply. By virtue of Section 23(5) Security Bodies.

Please see Appendix A for the full legislative explanation as to why West Yorkshire Police can neither Confirm nor Deny, whether any information is held.

6. Please provide your organisation's learning and development strategy (or similarly titled document).

Please see the attached document in relation to your request.

COMPLAINT RIGHTS

If you are not satisfied with how this request has been handled or with the information provided, please read the advice notice attached to this letter. If you do wish to take up your right of complaint, please remember to quote the reference number above in any future correspondence.

Yours sincerely,

Alix Whitfield-Jones
Disclosure Officer.

Appendix A

The Freedom of Information Act 2000, creates a statutory right of access to information held by Public Authorities. A Public Authority in receipt of a request, must if permitted state under Section 1(a) of the FOI Act, whether it holds the requested information and if held, then communicate that information to the applicant, under Section 1(b) of the Act.

The right of access to information is not without exception and is subject to a number of exemptions. These exemptions are designed to enable public authorities, to withhold information that is unsuitable for release.

Importantly the Act is designed to place information into the public domain, so that is accessible if granted to one person under the Act. It is then considered public information and must be communicated to any individual, should a request be received.

Decision

This letter serves as a Refusal Notice under Section 17 of the Freedom of Information Act 2000.

Section 17 of the Act provides:

(1) A public authority which, in relation to any request for information, is to any extent relying on a Claim, that information is exempt information must within the time for complying with Section 1(1), giving the applicant a notice which:-

- (a) States the fact,
- (b) Specifies the exemption in question, and
- (c) States (if that would not otherwise be apparent) why the exemption applies.

Reason for decision.

The West Yorkshire Police Service can neither confirm nor deny, that it holds the information you requested, as the duty in s1(1)(a) of the Freedom of Information Act 2000 does not apply. By virtue of the following exemptions:

Section 23(5) Information Supplied by, or Concerning Certain Security Bodies.

Section 23 is an absolute, class-based exemption and there is no requirement to articulate the harm or consider the public interest.

No inference can be taken from this refusal that information does or does not exist.

COMPLAINT RIGHTS

If you are dissatisfied with the handling procedures or the decision of West Yorkshire Police, made under the Freedom of Information Act 2000 regarding access to information, you can lodge a written complaint to have the decision internally reviewed.

A West Yorkshire Police internal review of your decision will be carried out by an alternative member of staff who is fully trained in interpreting Freedom of Information legislation. The review will be independently conducted, regardless of the original decision made.

Complaints will only be treated as valid if they are received by West Yorkshire Police within a 60 day timeframe from the date of the decision letter. They must include the original FOI Reference Number and can only be submitted in writing, by using the following contact details:

foi@westyorkshire.police.uk

Or

West Yorkshire Police
FOI Internal Reviews
PO Box 9
Laburnum Road
Wakefield
WF1 3QP

In all possible circumstances, West Yorkshire Police will aim to complete and respond to your internal review within 20 working days. However, this date may be extended in exceptional circumstances by another 20 working days.

The Information Commissioner

If you are still dissatisfied with the internal review decision made by West Yorkshire Police, you can then make an application to the Information Commissioner, for a decision on whether the request for information has been dealt with in accordance with the requirements of the Act.

For information on how to make application to the Information Commissioner please visit their website at www.ico.gov.uk

Alternatively, you can phone their helpline or write to them at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
FOI Help Line: 0303 1231113



Learning and Organisational Development Strategy 2021 - 2025



Foreword



John Robins
West Yorkshire Police
Chief Constable

Our People Strategy has been refreshed and sets out the ambitions West Yorkshire Police holds to attract, develop, and retain talented people with the right skills and capabilities to meet the current and future challenges we face.

Never more so has there been a time where policing depends on its workforce of police staff and officers to respond to the expectations of the communities we serve and this strategy articulates the aims we have to ensure a safe, supportive, and open environment for all of our colleagues, so that we can all come to work and give our best.

Our people are vital to the delivery of our vision and our core purposes set out within our Policing Strategy of Reducing Crime, Protecting Vulnerable People and Reassuring the Public. This strategy details how we will continue to transform our workforce to ensure we have the right people with the right skills who are ready for our future. Essentially, this strategy also sets out our ambition for a positive working environment where behaviours and culture support and enable our people to give their best.

Our ambition is that all members of West Yorkshire Police provide an outstanding service so that we deliver against our overarching vision of 'Keeping West Yorkshire Safe and Feeling Safe.'

J. Robins



The Policing Strategy - West Yorkshire Police

Plan on a Page 2020 - 2025

Vision -
Why are we here?

'Keeping West Yorkshire Safe and Feeling Safe'

Values -
How will we deliver?

Fairness, Integrity and Respect

Purpose -
What do we want to achieve?



Reducing Crime



Protecting Vulnerable People



Reassuring the Public

Approach -
What are the key principles for delivery?



Victim Focussed



Preventative and Problem Solving



Responsive Service



Intelligence driven



Investigative Mindset

Organisational Enablers -
What capabilities do we need to support policing?



People



Business Delivery



Digital



Partnerships and Collaboration



Demand Reduction



See the full plan on the intranet



The Learning and Organisational Development Strategy

Our vision within Learning and Organisational Development is to attract, retain and develop a workforce with the competence and confidence to effectively deliver high quality services to the communities of West Yorkshire.

The West Yorkshire Police Learning and Organisational Development Strategy outlines the approach that will be taken to maximise the development and performance of our most important asset – our people. We acknowledge that Learning and Organisational Development is a wide concept and incorporates learning in the workplace, coaching and mentoring, virtual learning, and classroom-based learning. We are developing a blended learning approach, which combines a variety of learning methodologies that can be tailored to meet individual needs and increase accessibility, supporting and inspiring people to develop themselves to reach their full potential, driving high and role-modelling consistent high standards of professional behaviour and performance.

The Learning and Organisational Development Strategy directly supports and is a key enabler in delivering the Force Strategy, and The People Strategy. It has a clear focus on performance improvements to make communities in West Yorkshire safer and feel safer, which also reflects our 'Purpose and Values'.

Through the delivery of this strategy, we will align our Learning and Organisational Development provision to current and future challenges, along with positively contributing to organisational performance and transformation.

In response to the pandemic and increase in hybrid working we will seek to develop a range of learning and development options including blended learning, remote learning, face to face, bitesize symposiums and webinars which will provide greater flexibility for people to learn at a pace and format that is more tailored to individual and organisational needs.

We will continue to deliver our simulated and immersive learning, utilising the HYDRA platform and explore developing technologies such as Virtual reality (VR) and gamification where appropriate to augment the Learning and Organisational Development experience.

Learning and Organisational Development and transformational change will continue to be a strong focus and we will continue to offer a complete educational strategy intended to enhance attitude, values, and structures. This will include the provision of 360 feedback, psychometric instruments, action learning sets, cultural change programmes, employee engagement and performance management. We will also design and deliver bespoke Learning and Organisational Development interventions to meet specific business needs.

We will support the College of Policing's national role in setting policing standards; through CPD, implementing Leadership Review Recommendations, embedding the Policing Educational Qualification Framework and the Policing Vision 2025, which all provide significant strategic and operational challenges.

In addition, we will continue to seek greater collaboration across the region between Police services, Tri-Services and with other external stakeholders to ensure that, wherever possible, efficiencies are made through both front line and support functions.

Our aim is to provide learning and development which improves competence for everyone in the workplace and ensures our staff can deliver high quality services to meet the increasing and changing demand of the communities we serve.

We are committed to completing annual trainer assessments with all training staff within Learning and Organisational Development, to promote standardised and consistent approaches to delivery, and assist in trainer's continuous professional development.

All Learning and Organisational Development activity will be underpinned by rigorous quality assurance processes by our Quality Improvement and Development Officers (QIDO), who are independent of all training delivery and will review and measure the effectiveness of development interventions, which will identify the impact on the individual, team and organisation. The approach adopted is based on the Kirkpatrick model of training evaluation and is underpinned by the College of Policing's 'Police Service Quality Assurance Scheme for Training, Learning and Development', thereby ensuring the highest quality provision meets, where appropriate, national standards as specified within the National Policing curriculum. A detailed service planning and performance management framework will be maintained which ensures that the needs and expectations of service users and key stakeholders are satisfied. Key performance indicators for Learning and Organisational Development will be utilised, L&OD programmes, and initiatives will have demonstrably clear outcomes and be evaluated at appropriate levels to establish improvements to ensure the provision of quality training products to individual and organisational performance and the return on investment.

Attract

"We are committed to attracting the best and most capable people we can, to innovatively meet the challenges of today and in the future."

A key focus of West Yorkshire Police is to maintain our position as an "Employer of choice" within West Yorkshire with a strong reputation as a Learning Organisation, with the ability and commitment to attract and develop people to meet personal career aspirations and organisational priorities.

As a Learning Organisation we are in a strong position to provide a wide range of Learning and Organisational Development interventions, which include development of a Talent and Succession Planning Process, Career Pathways, and the Force's People Strategy. Embedding a coaching and mentoring culture will enable development of individuals to continually improve personal and organisational performance, through a detailed understanding of skills and development needs and gap analysis.

As a professional Learning and Organisational Development Department, we recognise the need to attract from a range of generations, backgrounds and professions and ensure that our people hold the right qualifications and skills to enable them to flourish in their roles.

Design and delivery of Learning and Organisational Development interventions will be informed by the Resourcing and Retention Strategy 2020 – 2023. We will work closely with Strategic Workforce Planning to identify the number and type of people we need to attract (Police Officers, Staff, Apprentices, Volunteers, Special Constables and Agency workers) to meet increasing and changing demand and to identify specific skill shortages now and in the future.

Data analysis will help us to understand the workforce demographics and enable us to predict and manage skills gaps in identified key and critical roles across the organisation. This will enable us to proactively manage and achieve key priorities detailed in the Talent Strategy,

We will continue to work closely with our colleagues in the People Directorate to ensure high quality, appropriate learning and development interventions are planned, designed and delivered in

a timely manner to support the recruitment and progression of all people within West Yorkshire Police.

We will support the Positive Action Team to recruit and develop people within under-represented groups and to provide learning and development that is accessible to all. This will also have a positive impact on retention and progression of those in under-represented groups, increasing the diversity of the workforce and representing the communities we serve.

Bench marking with other key internal and external stakeholders will provide an insight into how our Learning and Organisational Development offering can be enhanced to further attract and retain people in a highly competitive marketplace.

By attracting and developing people with the skills and knowledge to meet future demand we can achieve our vision of “Keeping West Yorkshire Safe and Feeling Safe”, with a flexible, proactive, and effective workforce.

Develop

“We are committed to developing a skilled, flexible workforce to meet the challenges faced by policing, including well developed leaders who inspire and motivate their teams.”

As part of the People Directorate, we aim to support the WYP People Strategy to develop all staff.

Professional Learning and Organisational Development are critical to ensure we effectively support and equip our staff with the knowledge, understanding, skills, attitudes and behaviour to respond and deliver high quality services and developing their aptitude to meet the changing needs and expectations of the communities we serve.

Setting the highest standards in our Learning and Organisational Development delivery is fundamental to what we want to achieve.

We are committed to creating and maintaining a hybrid learning approach where design and delivery of the full range of learning interventions can be tailored to meet individual and organisational requirements, ensuring learning is accessible to all and improves competence and confidence of all of our people to deliver key priorities outlined within the Operational Policing Plan.

It is our ambition to develop our people beyond their current role and through our developing talent management and succession planning strategies, recognise and nurture those who can progress further whilst providing the entire workforce population with opportunities to stretch and develop.

Learning and Organisational Development have a detailed and active learning programme in place to ensure that we equip our people with the skills, knowledge and qualifications needed to perform effectively, safely and with confidence within their roles. We will support and develop staff by offering a range of nationally recognised qualifications in conjunction with the requirements of their roles to improve competence.

Our flexible approach and resources will enable us to provide appropriate and cost-effective solutions, which seek to maximise the benefits of digital learning technologies and techniques to meet both individual and organisational needs

We will apply the 70:20:10 Model for learning and development; 70% learning from real life on-the-job experiences, tasks, and problem solving, 20% from feedback, observing and working with role models, 10% from formal development interventions and recognise the importance of consolidating learning in the workplace, seeking and receiving feedback on the application of learning and securing continuing support from line managers, coaches, mentors and buddies.

We will draw on the knowledge and experience of partner agencies, including within academia. We will develop a learning culture where we each 'own' our personal development and which helps each of us to learn from our mistakes at work. We strongly advocate the importance of the individual's need to take personal responsibility and be accountable for their ongoing learning and development. It is vital that staff adopt self-directed learning and look beyond a classroom-based approach, taking advantage of wider learning and development opportunities and resources available to them. It is essential that as an organisation we create an environment of continuous professional development, which will assist in generating the positive learning and development culture we aspire to.

Retain

"We are committed to retaining a capable workforce, recognising the contribution of our people, involving them and providing them with a safe, healthy and supportive working environment"

It is our ambition to further develop a safe learning environment, where honest dialogue, receptive leadership and professional challenge is encouraged and embraced. This approach, and the outward demonstration of behaviours linked to the high emotional intelligence expected of leaders, will lead to a greater motivation of our colleagues, and encourage a resolute approach to work.

We will analyse data from the off-boarding process to identify if any issues relating to Learning and Organisational Development have contributed to people exiting the Organisation and take appropriate action to resolve and improve our offering in the future.

As part of the wider people directive the ambition is to truly nurture our people by recognising their individual needs and where possible responding to these, most critically so that the whole person can come to work. Through a continued response to Learning and Organisational Development staff survey results, we strive to ensure that people want to come to work and feel supported to do their best.

Learning and Organisational Development have a wellbeing team which includes a peer support network and mental health first aiders, recognising that mental health accounts for a large percentage of organisational absence, we take action to keep our people in the workplace and perform to the highest standards.

Behaviours and culture

"We are committed to defining and developing a working environment through positive behaviours and culture, where people feel safe and engaged to be themselves at work, where they feel listened to and genuinely encouraged to contribute ideas and where they feel able to respond to mistakes they have made."

West Yorkshire Police has an engaged workforce, evidential in the response rates to staff surveys. Through this, the organisation can grow and develop a supportive culture which enables us all to be ready for the demands of working life. We should not ignore however that not all behaviours are consistently appropriate and that each of us are accountable for our own professional conduct.

It is our ambition to further develop a safe working environment, where through honest and open dialogue, receptive leadership and professional challenge is encouraged. Leaders will understand for their team and importantly, for themselves, the benefits of high emotional intelligence and of

encouraging colleagues to be tenacious and innovative in their approach to work, this will be demonstrated and encouraged through leading by example and role modelling the desired behaviours.

We will engage with relevant community representatives, and voluntary organisations, to create learning and development interventions that focus on increasing levels of cultural competence and minimise bias in our approach to community engagement. This approach provides openings for timely learning and development opportunities in response to cultural changes locally, nationally, and internationally.

Policing Values

Values -
How will we deliver?

Fairness, Integrity and Respect

We have a values-based culture where officers and staff are empowered to make decisions in line with the values of the Force; 'Fairness, Integrity and Respect'. In all that we do, we work to the Code of Ethics, which sets out the principles and standards of behaviour that promote, reinforce, and support the highest standards of policing.

The **Nine Policing Principles** set out in the Code of Ethics originate from the 'Principles of Public Life' published by the Nolan Committee. The Code also includes the principles of 'fairness' and 'respect' as this is crucial to maintaining and enhancing public confidence.

Principle	Statement
Accountability	<ul style="list-style-type: none"> I will be answerable for my decisions, actions, and omissions.
Fairness	<ul style="list-style-type: none"> I will treat people fairly.
Honesty	<ul style="list-style-type: none"> I will be truthful and trustworthy
Integrity	<ul style="list-style-type: none"> I will always do the right thing.
Leadership	<ul style="list-style-type: none"> I will lead by good example.
Objectivity	<ul style="list-style-type: none"> I will make choices on evidence and best professional judgement.
Openness	<ul style="list-style-type: none"> I will be open and transparent in my actions and decisions.
Respect	<ul style="list-style-type: none"> I will treat everyone with respect.
Selflessness	<ul style="list-style-type: none"> I will act in the public interest.

The **Ten Standards of Professional Behaviour** reflect the expectations placed on those working in policing:

Standard	Statement
Honesty & Integrity	<ul style="list-style-type: none"> I will be honest and act with integrity at all times and will not compromise or abuse my position.
Authority, Respect, Courtesy	<ul style="list-style-type: none"> I will act with self-control and tolerance, treating members of the public and colleagues with respect and courtesy. I will use my powers and authority lawfully and proportionately and will respect the rights of all individuals.
Equality and Diversity	<ul style="list-style-type: none"> I will act with fairness and impartiality. I will not discriminate unlawfully or unfairly.
Use of force	<ul style="list-style-type: none"> I will only use force as part of my role/responsibilities, and only to the extent that it is necessary/proportionate/reasonable in all circumstances.
Orders and instructions	<ul style="list-style-type: none"> I will, as a police officer, give and carry out lawful orders only, and will abide by Police Regulations. I will give reasonable instructions only and will follow all reasonable instructions.
Duties and responsibilities	<ul style="list-style-type: none"> I will be diligent in the exercise of my duties and responsibilities
Confidentiality	<ul style="list-style-type: none"> I will treat information with respect, and access or disclose it only in the proper course of my duties.
Fitness for work	<ul style="list-style-type: none"> I will ensure, when on duty or at work, that I am fit to carry out my responsibilities.
Conduct	<ul style="list-style-type: none"> I will behave in a manner, whether on or off duty, which does not bring discredit on the police service or undermine public confidence in policing.
Challenging and reporting improper behaviour	<ul style="list-style-type: none"> I will report, challenge, or take action against the conduct of colleagues which has fallen below the standards of professional behaviour.

Learning and Organisational Development Strategy Commitments



Attract



Develop



Retain



Behaviours and Culture

“We are committed to attracting the best and most capable people we can, to innovatively meet the challenges of today and in the future.”

Where are we now?

- Coaching and mentoring is available to support the development of officers and staff, and a coaching and mentoring programme will be rolled out to make this provision more accessible to all.
- New police student officers and PCSOs are recruited and educated through the national Policing Education Qualifications Framework (PEQF) programmes in collaboration with Leeds Trinity University.
- There is active pilot work underway which tests out the methodology around talent management and succession planning for the future.
- A Skills Audit is in development which will link into the established Learning & Development plan which offers ever-increasing development opportunities through attending a variety of learning programmes delivered in many innovative ways.

What is our Ambition?

- Provide a first-class learning environment and ongoing development for our colleagues.
- Deliver learning interventions that will attract and inspire people to reach their potential.
- Identify development opportunities for staff and build on our existing apprenticeship programmes across the wider workforce.
- Attract an even bigger diverse workforce so that experiences and cultures can be shared.
- Have a successful and fully integrated electronic Talent Management, Succession Planning and Career Pathways process that provides consistency in the development of others, regardless of their performance and potential.

How will we achieve this?

- Continually develop our learning programme ensuring increased amounts of blended learning to enable us to attract and support employees from a diverse community.
- Through the implementation of national policing educational programmes, such as the PEQF, for police officers and staff working in policing, which will also allow us to focus on specific specialist training to meet organisational.
- By considering the type of employment model and exploring alternative employment contracts which offer sustainable ways of securing hard-to-recruit to roles.
- Conduct regular career coaching and performance conversations to support the development of all.

How will we measure success?

- Monitor the increased formats of training through the ongoing learning and development plan.
- The workforce will be more representative of the communities it serves (in particular the proportion of our staff who are from underrepresented groups).
- That we are seen by applicants as an employer of choice, demonstrated through the number and quality of applicants for roles.
- Increased retention of officers and staff in the workforce.
- Monitor the number and quality of applicants that apply for roles, specifically individuals from under-represented groups.

Learning and Organisational Development Strategy Commitments



Attract



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Behaviours and Culture

“We are committed to developing a skilled, flexible workforce to meet the challenges faced by policing, including well developed leaders who inspire and motivate their teams.”

Where are we now?

- L&OD have developed an evolving learning and development plan to ensure we have a sufficient skilled workforce.
- Exploring options on how the Talent Management, Succession Planning and Career Pathways methodology can be integrated into the PDR process to effectively identify talent via the measure of performance and potential.
- We have an active but flexible learning programme to equip our people with the skills needed and which can respond dynamically to a changing learning environment (e.g. Covid pandemic).
- L&OD are committed to creating and maintaining a hybrid learning approach.

What is our Ambition?

- Ensure that all our people have the opportunity to develop and be developed to ensure competency within their role.
- Develop inspirational and ethical role-models to lead, engage and motivate our people.
- Drive excellence within blended learning to support & develop our officers, staff and future leaders including utilising iLearn.
- Identify and nurture potential.
- Encourage a creative, diverse & innovative continuous learning culture including CPD for senior leaders (SLF).
- A fully integrated, electronic Talent Management, Succession Planning and Career Pathways process, that effectively identifies talent via the measure of performance and potential.
- Create an electronic coaching and mentoring platform which will be accessible to all and help create a self-directed learning culture.
- Support workforce modernisation (e.g. develop investigators).
- Ensure we continually provide quality learning experiences that enhance confidence and competence to perform their duties.
- Develop a digital learning strategy that seeks to maximise the benefits of digital learning technologies and techniques for the benefit of learners.

How will we achieve this?

- Inspire, challenge, develop and strengthen our team.
- Integrate Talent Management, Succession Planning and Career Pathways methodology into the PDR process, to effectively identify talent and potential suitable successors for critical and leadership roles.
- Continually develop the strategic Learning & Development plan and embed the ongoing skills analysis as well as the Force Management Statement, which will identify priority learning needs to support longer-term workforce plans.
- Encourage self-learning, introduce staff training days to ensure our officers and staff have the skills and capabilities needed to address current, emerging, and future challenges, continue to provide inspirational learning for senior leaders through the SLF.
- Draw on the skills and knowledge of our partner agencies, other sectors, and academia to improve our organisational learning.
- Effective quality assurance by continually reviewing our learning experiences.
- Change culture from solely a ‘training’ mentality to one of ‘learning and supportive development’.

How will we measure success?

- Monitor results that feed through the Talent Management scheme.
- Great numbers of the workforce will attend regular mandatory and development training which can be monitored through the learning and development plan.
- Analysis of the evaluation of learning programmes provided.
- Improved retention of staff and Officers in the workplace.
- Monitor the number and quality of officers and staff who are progressing, either laterally or upwardly throughout the organisation, specifically individuals from under-represented groups.

Learning and Organisational Development Strategy Commitments



Attract



Develop



Retain



Behaviours and Culture

“We are committed to retaining a capable workforce, recognising the contribution of our people, involving them and providing them with a safe, healthy and supportive working environment”

Where are we now?	<ul style="list-style-type: none"> Wellbeing Team and Peer Support is in place, which supports the wellbeing of our teams. Mental health accounts for the largest proportion of sickness and is a recognised risk on the Force strategic risk register. Evidence of colleagues who have enjoyed long and fulfilling careers with L&OD and West Yorkshire Police, whether this be in one service area, or across a variety of roles.
What is our Ambition?	<ul style="list-style-type: none"> Looking after and actively listen to our staff – they come first, and their wellbeing is paramount. Consistently strive to utilise and improve our skillsets. Ensure ongoing support, engagement, and regular PDRs. Ensure we pro-actively and continuously develop all staff and “Train the Trainers” in line with Force objectives and changing business requirements. Embed the Code of Ethics and NDM in all that we do. Actively reward and recognise the excellent performance and service of our people.
How will we achieve this?	<ul style="list-style-type: none"> Continue to develop the wellbeing team and agenda. Development of Talent Management, Succession Planning and Career Pathways for staff and officers which signpost opportunities for lateral as well as promotional opportunities. Actively support our leaders by encouraging the completion of PDR’s for all our team members. Continue to support our trainers in assisting them in gaining the qualifications and skills required to complete their role. Recognise and reward the hard work done by our team with continuous conversation as well as reward and recognition awards.
How will we measure success?	<ul style="list-style-type: none"> Actively monitor sickness levels to ensure they remain low. Engagement in the L&OD staff surveys will remain high and results will continue to improve. Reduction in the risk around mental health. Actively monitor the completion of PDR’s and IDM’s including spot checks in relation to the quality. Continue to utilise our QA team who monitor and record all qualifications gained. Actively encourage offers of Reward and Recognition providing feedback where necessary. Greater retention of officers and staff in the workforce.

Learning and Organisational Development Strategy Commitments



Attract



Develop



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Behaviours and Culture

“We are committed to defining and developing a working environment through positive behaviours and culture, where people feel safe and engaged to be themselves at work, where they feel listened to and genuinely encouraged to contribute ideas and where they feel able to respond to mistakes they have made.”

Where are we now?	<ul style="list-style-type: none"> An ongoing staff survey picture that demonstrates our workforce is engaged in the process, with positive results in particular in the areas of understanding goals, objectives and how L&OD fit into the overall aims of the force, as well as supportive leadership Challenges that came from the staff survey showed a need to support our staff resilience against a backdrop of high workload and demand more.
What is our Ambition?	<p><i>We are committed to:</i></p> <ul style="list-style-type: none"> Creating a safe environment where honesty and professional challenge are supported as part of regular individual and team discussions. Using reflective practice regularly as part of a learning culture where we learn from mistakes as well as from the good work achieved. Positively recognising and encouraging curious, inquisitive, and tenacious approaches to problem-solving. Openly having both talent management and performance management conversations with individuals which offer clarity in terms of capability and future potential. Demonstrating leadership styles that reveal situational awareness and a high-level of emotional intelligence which can respond to a variety of settings. Supporting colleagues to say when they are not feeling OK and need support.
How will we achieve this?	<ul style="list-style-type: none"> By supporting and educating our managers through development programmes to be: <ul style="list-style-type: none"> Supportive whilst professionally open and challenging Professional, even when under pressure themselves Encouraging of their own teams and those of others to take the limelight and praise when things go well By defining what behaviours are <u>not</u> and proactively acting when such behaviours are displayed: <ul style="list-style-type: none"> Decision-making without listening Command with no reflective discussion or debrief Demeaning the ideas of others
How will we measure success?	<ul style="list-style-type: none"> Through the continuation of improving staff survey results, particularly within the areas of working culture Through evidence that when people leave the organisation, it is not for reasons associated with poor experience of the environment or their leaders Through clear evidence that the wider workforce is engaged in stepping forwards with new ideas and thoughts and that avoidable mistakes are not frequently repeated.

Closing remarks

This strategy identifies how we intend to deliver Learning and Organisational Development to support key priorities within the Operational Policing Plan, to ensure we make a positive contribution to attract, retain, develop and promote the behaviour and culture of our staff to meet increasing and changing demands within the communities of West Yorkshire.



WEST YORKSHIRE
POLICE