



## STRATEGIC POLICING AND CRIME BOARD 5<sup>th</sup> November 2013

### Human Resources Update

#### PURPOSE OF REPORT

1. As part of the regular Human Resources (HR) reports to the Board, this report provides an update on workforce strategy initiatives and matters affecting the HR Function.

#### WORKFORCE INITIATIVES

2. The Board will be aware that a number of workforce initiatives are in progress this financial year, with the objective of improving resilience and policing delivery. These include:

- Recruitment of 50 Specials & 50 PCSOs

Advertisements for both sets of posts have now closed and shortlisted candidates are currently progressing through the selection processes. Successful candidates from the Specials process will commence training with the Force on three separate intakes running over January to April. PCSO intakes are scheduled to commence employment in February and March 2014.

- Contact

A recruitment campaign to resource the new arrangements for call handling took place earlier this year with the new recruits scheduled to commence in post at the end of November. This will allow up to 70 Police Officers to be released to frontline operational roles before the end of the financial year.

- Workforce Mix

As part of the 2013/14 budget 100 Police posts were approved for conversion to Police Staff positions at the start of this financial year. The posts were located in a number of functions, including Crime Services, Central Justice, Operational Planning and Crime Reduction. In line with the agreed recruitment plans, around 20 of these have been filled to date, with the remainder to be recruited early in the new calendar year. All 100 should be recruited to before the end of March 2014.

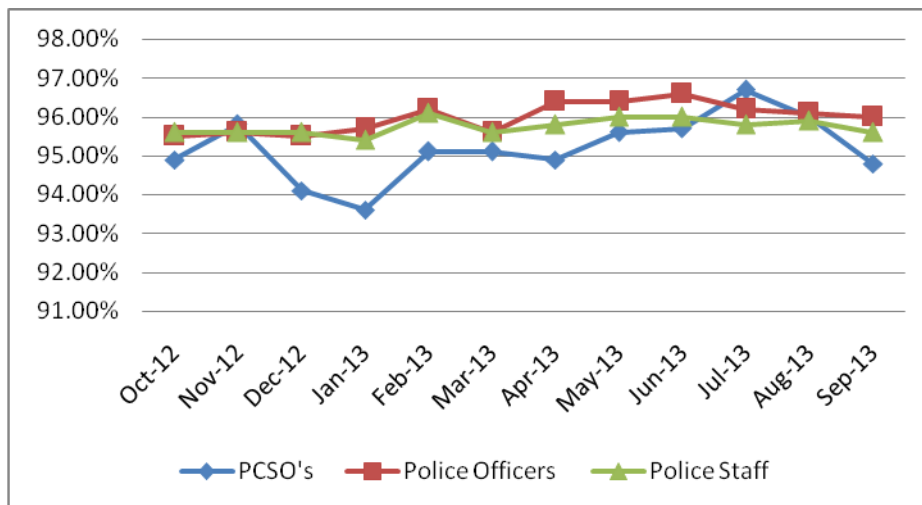
- The split between the Police and Police Staff workforce is currently 66% Police Officer, against 34% Police Staff. This highlights opportunities, to further adjust the workforce mix position, which carries the operational benefit of releasing officers to front line duties.

### FLEXIBLE WORKING POLICY

- A new Flexible Working Policy and supporting guidance for Managers, Police Staff and Police Officers, was launched earlier this year. Introduction of the policy was supported by an intranet videobox, providing individuals with a step by step explanation of the procedure. The RMU added supporting spreadsheets for planning shift patterns which are assisting applicants' and line managers in matching flexible working proposals with operational requirements. Letters have been provided to ensure that managers communicate as early as possible with their staff during maternity/paternity/adoption leave, encouraging people to plan ahead.
- An appeals process has been developed, but to date there has been relatively little need for this. The new process has been used most recently in Contact as part of a review of existing work patterns. The majority of proposals have been accommodated or arrangements agreed, with the result that employees have been able to be retained on flexible working arrangements, linked to demand requirements.
- HR staff are currently consulting colleagues about the possibility of establishing a marketplace to promote flexible working opportunities and enable local managers to use resources most effectively.

### FORCE ATTENDANCE

- The attendance of Police Officers and Staff is an important factor in maintaining overall workforce resilience and as such is kept under close scrutiny at local and Force level. The chart below shows Force attendance for the 3 main occupational groups, over the last 12 months.



- The attendance rate across all three employee types shows an upward trend over the 12 month period. Police Officer attendance averaged 96.0% over the period with Police Staff averaging 95.8% and PCSOs 95.2%.

9. Monthly attendance data is supplied to LPU and Department SLTs, with support from Human Resource Managers to help identify underlying trends and to benchmark local with Force performance and with that of other departments/LPUs. Further support is provided through a centrally based team of Line Manager Advisers (LMA) who work closely with local Managers to ensure appropriate action is taken in individual cases.
10. In addition to business as usual activity a number of specific attendance initiatives are currently being progressed, including:
  - Through the LMA Function an increased focus on the management of chronic and persistent absence cases. As a result c. 85 cases falling into these categories are the subject active attendance management interventions, including capability procedures.
  - Strengthened links between Occupational Health and Line Managers to ensure a more joined up management process (“Medicine meets Management” meetings).
  - Engagement with Remploy to support individual cases to enable individuals to remain at work or to achieve an earlier return.
  - Access provided to a Force Health Education website to support individuals with advice on diet and fitness etc and a rolling programme of “Well People” mobile clinics, for Officers and Staff provided on a no cost basis through PMAS.
  - Joint work with the Police Federation and Nottingham University on the causes of stress/anxiety related absence and possible interventions.

## **FUTURE WORKFORCE OPTIONS**

11. The Board will know that the Force has used Regulation A19 since December 2010 and it has played an important part in supporting the improvements in efficiency. The Force regularly reviews the ongoing necessity for the use of the Regulation and Command Team is scheduled to undertake the next review in November.
12. Given Police recruitment has been closed for over 3 years, there is a growing need against a challenging financial background for the Force to undertake some recruitment to ensure the workforce remains resilient and representative of our communities into the long term. Any intakes would need to take into account future leadership and skill requirements and work on considering the options available, linked to operational requirements is taking place to inform the 2014/15 budget setting process. Any decision to open recruitment would need to take into account the position regarding Regulation A19.

## **HR TRANSFORMATION PROGRAMME**

13. The HR function, along with the majority of the Force organisation has undergone significant change since 2010. The outcome of these change programmes has been establishment of a cost effective HR Function. A CIPFA

survey confirmed that the function in overall terms was one of the most cost effective and efficient in the Police Service. However whilst the structural changes have been successfully introduced, a number of important challenges remain for the function, in terms of how it supports the Force organisation.

14. A key task at this stage is to develop a schedule of services (“HR Products”) the Function is able to offer to the Force. This covers delivery across a cross 5 key portfolios:

- Workforce Strategy
- Reward & Productivity
- Line Manager Advice
- EDHR
- Occupational Health & Safety

15. The schedule, once finalised will be subject to challenge and consultation through a Stakeholder Group and subsequently more widely across the Force. It will identify priorities and resources required to deliver the proposed services/initiatives and critically set out the accountabilities of line managers in the process.

16. Development of the HR Product Schedule should be completed in December, and following consultation, work on allocating resources will be taken forward next year, ahead of a “go live” date for the new HR organisation by April 2014.

## **RECOMMENDATION**

17. The Strategic Policing and Crime Board are asked to note the contents of this paper.

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