

THE PEOPLE STRATEGY 2007-2008 – EXECUTIVE SUMMARY

INTRODUCTION

1. The purpose of this Report is to provide information and update Members on the Force's People Strategy 2007-2008.

BACKGROUND

2. The overarching aim of the draft Strategy is to 'improve performance through people'. The first section of the document clearly sets out how the Personnel Function will contribute to the delivery of the Policing Plan.
3. The Strategy also addresses emerging Core HR issues for the forthcoming year including the continuing changes to the way we deliver our policing style on Divisions, the Workforce Modernisation Programme through which we are intending to increase capacity and drive up performance and appropriate targets and costed staffing plans in the format set out by the APA People Matters, (these will be updated after year end).

RECOMMENDATIONS

4. It is recommended that Members:
 - i. consider, discuss and endorse the draft People Strategy;
 - ii. progression of the issues be monitored through the Personnel Committee and its support structures.

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Chief Constable

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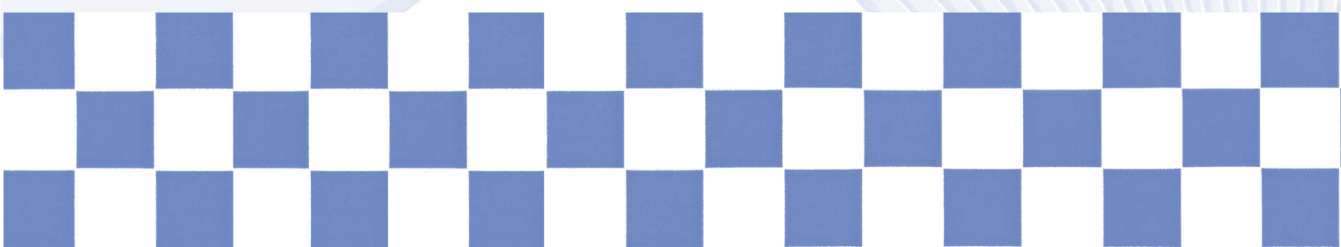
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Background Papers:
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Humberside Police

Personnel Branch



People Strategy 2007-2008



Executive Summary

People Strategy 2007-8

The over arching aim of the Strategy is to *'improve performance through people'*. There are numerous work streams throughout the People Strategy that are designed to support and enable delivery of policing. Those which specifically focus on Policing Plan Priorities are;

'To improve the force's focus on the needs of its citizens'

Maintaining and continually improving our call handling processes

How are we contributing?

- Embedding and evaluating structures, roles and career paths within the Call Handling Function in order to ensure incident handling improvements are achieved.
- By progressing the conversion of police posts to achieve the desired staff mix.
- By ensuring we select staff that are medically fit, suitably qualified and experienced.
- By providing quality training and skills development.
- By ensuring staff are succession planned to ensure staffing levels are optimised.

Keeping citizens informed

How are we contributing?

- By placing our training within the community utilising role players drawn from the community we serve and actually training at various locations throughout the Force area.
- By consulting widely with the community in relation to key policies for example the Disability Equality Scheme and the Gender Equality Scheme.
- By endeavouring to recruit staff from all sectors of the community.

'To improve Performance in reducing and detecting crime'

How are we contributing?

- Substantially increasing the number of officers categorised as front line policing.
- By re-engineering business processes staff roles, working patterns and re-defining the staff 'mix in crime investigation teams and custody suites.
- By selecting staff with the right skills and succession planning to meet demand (using a mix of agency/temporary and permanent arrangements).
- By being an acknowledged leader nationally in the area of crime training.
- By spearheading a new interactive training initiative which provides operational officers with improved skills to improve the investigative process.
- By retaining investigative skills wherever possible.
- By ensuring, through good attendance management and supporting systems, that the maximum number of staff are available and that their health and welfare is supported.

‘Providing dedicated, visible and responsive policing teams to all neighbourhoods in the Humberside Police area’

How are we contributing?

- By recruiting and training a total of 330 Police Community Support Officers who will provide a highly visible presence in local neighbourhoods.
- By increasing the number of applicants and appointments to the Special Constabulary.
- By increasing the number of volunteers working with the Organisation.
- By promoting all roles to under represented groups.
- By developing career paths within the Neighbourhood Teams.

‘Work with partners and communities to reduce levels of Anti Social Behaviour in our communities’

How are we contributing?

- By ensuring that staff have a range of complimentary skills and knowledge to support their local neighbourhood.
- By training managers through the Core Leadership Development Programme (CLDP) with modules involving neighbourhood policing skills.

‘Work in partnership with the Joint Police Authority for Yorkshire and the Humber’

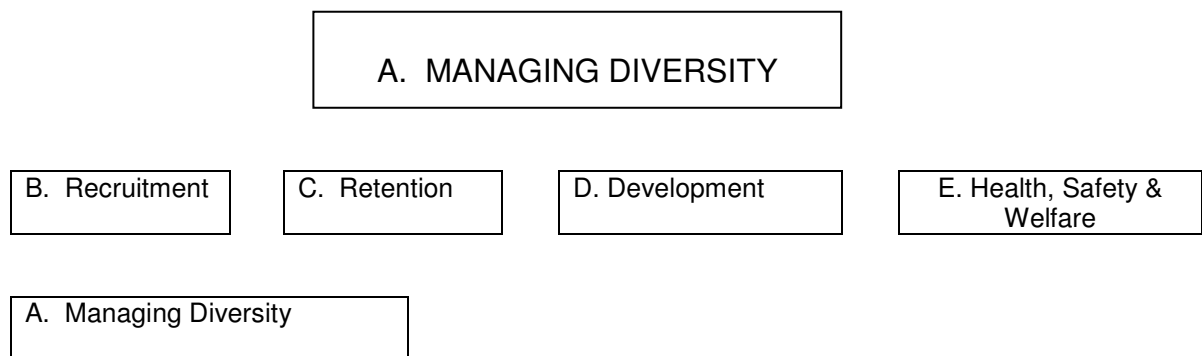
How are we contributing?

- By contributing to the Business Case for ‘Workforce Modernisation’ demonstration site status of the two joint regional projects.
- By identifying HR issues appropriate for collaboration and/or sharing services at regional level.

Core HR Issues

A number of themes are emerging for the forthcoming year. These include the continuing changes to the way we deliver our policing style on Divisions, which includes the implementation of volume crime and neighbourhood policing models with complimentary improvements to call handling systems and resources. This is complemented by the professionalising of the wider HR function to support the development of the Policing Business at local level. Secondly the Workforce Modernisation Programme which includes the need to move from maximising front line policing officer numbers alone to ensure the optimum mix of staff to support effective service delivery and where possible generating additional capacity..

Over-arching the whole HR function is the need to enhance equality and diversity.



Strategic Aims

- developing a representative workforce.
- creating, promoting and supporting a fair and inclusive culture.
- safeguarding the Organisation against unnecessary claims of unfair treatment.

How will we achieve this?

By:

- complying with legislation and best practice.
- developing a workforce which reflects our multi-ethnic population and commands the confidence of all our diverse communities.
- ensuring that recruitment, retention and progression targets for minority groups are vigorously pursued.
- reinforcing and consolidating equality and diversity as a core part of the force ethos – and ensure this is reflected in all policies, practices and activities.
- securing a fair and open working environment in which all staff are respected and where discriminatory behaviour is unacceptable.

- creating and supporting a working environment that enables the Force to retain the skills and recognise the contribution that people make.
- Impact assessing all policies and practice directions to ensure absence of bias

Key Deliverables:

- Respect & Dignity at Work Procedure
- The Gender Agenda
- Age Discrimination Implications
- Employment Monitoring Duty
- Disability Equality Scheme
- Gender Equality Scheme
- Disability Standard
- Review of Flexible Working Procedure

B. Recruitment

Strategic Aims

- getting the right people in the right place at the right time.
- developing a representative workforce which inspires trust and confidence.

How will we achieve this?

- predicting resource requirements and develop staffing profiles (for internal succession planning, effective deployment of staff)
- meeting recruitment targets overall to maximise optimum staffing levels including the services of the in House Bureau and external Agencies
- implementing positive action initiatives and working towards a workforce profile that reflects the Community.
- monitoring vacancy levels and advice on maximising funded staffing levels through the Workforce Modernisation Programme.
- exploring potential for capacity building.
- continuously monitoring and revising recruitment and selection processes to ensure adoption of best practice measures.
- Evaluating and providing post implementation feedback as to how national standards for police recruitment, PCSO's and Special Constables should be developed/revised.
- exploiting to the full the available internal and external recruitment pool in order to ensure continuity of resource levels at each rank.

Key Deliverables :

- Additional capacity in crime investigation, custody and neighbourhood functions.
- Workforce Modernisation Programme
- PCSO Recruitment Programme
- Special Constabulary recruitment and retention
- Review of Police Staff Recruitment Processes
- Positive Action Events to attract under-represented community groups

Targets		
Recruitment		
Current	March 2008	
Police	Maintain current funded levels	
Special Constables	332	400
PCSO's	171	330

C. Retention

Strategic Aims:

- Getting the right people in the right place at the right time
- developing a representative workforce which inspires the trust and confidence of the community.
- Maximising people available for service delivery.

How will we achieve this?

By:

- developing career paths.
- ensuring that retention targets are vigorously pursued.
- undertaking exit interviews and acting upon the findings.
- offering our staff a series of options for work/life balance through flexible working, career break and family leave.
- offering a 30 plus scheme for police officers in order to retain experienced staff.
- targeting under represented and minority groups.
- Operating an In House Bureau to retain the skills of those who are retiring.

Key Deliverables;

- Talent management - A motivated supply of workers with the right skills and experience to meet business demand.

D. Development

Strategic Aims:

- enabling development of people to maximise individual potential and drive Force performance.

How will we achieve this?

By:

- encouraging and supporting leadership qualities in all our staff.
- ensuring there are sufficient people qualified to the ranks of Sergeant and Inspector to meet Organisational need.
- ensuring that all staff have the appropriate leadership skills and competencies to carry out their role.
- ensuring that all staff have an annual Performance Development Review and that the outcome of the PDR process directs individual activity and informs the development of the training plan.
- ensuring that everyone has the opportunity to develop the knowledge, understanding, skills, attitudes and behaviour required to meet the present and future needs of the Force.
- producing an integrated training plan which ensures that business needs drive training delivery.
- ensuring training is driven by the business and linked to operational objectives.
- ensuring that the quality of training delivery is enhanced and high standards sustained.
- Ensuring that training is evaluated.

Key Deliverables ;

- The Leadership Academy
- Core Management Development Programme
- Core Leadership Development Programme
- Assessment Strategy – need to develop a strategy to meet national requirements.

E. Health, Safety & Welfare

Strategic Aims:

- developing and maintaining a safe, supportive environment to promote a fit and healthy workforce.
- Safeguarding the Organisation against unnecessary claims of unfair treatment.
- Maximising people available for service delivery.

How will we achieve this?

By:

- Continuous review and development of attendance management policies and practices.
- Continuously reviewing/developing/introducing policies as a result of changes to, introduction of, employment legislation and other external and internal factors.
- Providing quality advice, guidance and support to managers and staff.
- achieving or exceeding targets for reducing absence.

- implementing the ACPO Occupational Health Strategy.
- complying with Health & Safety legislative requirements.
- ensuring that occupation health issues are mainstreamed in the force.
- reducing the number of work-related accidents.
- reducing the number of ill-health retirements.

Key Deliverables;

- Substance Misuse Policy –including regional collaboration over procurement of services/equipment
- Risk Assessment Based Medical Examinations
- Fast Track Referrals (for scans/consultations/surgical interventions)
- Nurse Led Clinics
- Work on paternity/maternity legislation
- New Noise at Work Regulations
- Review of payments to car users? Not sure why this is here
- Cycle to work scheme
- Preparations for Force response to potential Avian Flu Pandemic.
- Introduction of in-house Hep B service.

Targets	
% of working hours lost due to sickness- police officers	To maintain or improve upon 2006/07 performance
% of working hours lost due to sickness – police staff	To maintain or improve upon 2006/07 performance
Number of medical retirements per 1000 police officers	To be in the best 10 forces nationally
Number of medical retirements per 1000 police staff	To be in the best 10 forces nationally
The proportion of time that returning staff spend on recuperative duties	To maintain or improve upon 2006/07 performance
Number of officers on restricted duties	Not to exceed 20 per 1000 officers To be in best 10 forces nationally

COSTED STAFFING PLANS

1. Staffing							
	Detail	2004/05	Actual	2005/06	Actual	2006/07	Actual
		No.	£	No.	£	No.	£
	Chief Officers	5	604,400	5	625,400	AWAITING YEAR END	
Police Officers	Constables	1772.53	58,475,764	1744.55	59,157,691		
	Sergeants	309.05	13,202,616	316.40	13,984,880		
	Inspectors	108.60	5,684,124	114.60	6,206,736		
	Chief Inspectors	34	2,003,620	35	2,134,300		
	Superintendents	25	1,898,500	26	2,043,080		
	All Officers (total)	2254.18	81,869,024	2241.55	84,152,087		
Police Staff	MP	64.74	2,508,027.6	73.96	2,674,245.6		
	SO	75.27	2,087,989.8	80.28	2,156,963		
	Sc 4/6	409.87	8,799,908.9	454.38	9,184,837.3		
	Sc 1/3	476.85	7,496,082	490.81	7,789,154.7		
	MW	43.84	548,438.4	41.02	513,602		
	TW	45.27	951,575.4	35.84	753,356.8		
	All Police Staff (total)	1115.84	22,392,022	1176.29	23,072,159		
Special Constables	Special Constables	328		330			

Manual workers now included on scale 1/3

2 Additional staff costs (Personnel Branch)

	Detail	2004/05 Hours	Actual £	2005/06 Hours	actual £	2006/07 Hours	Actual £
Temporary staff	Employed & Agency	1000	9,000	950	8,900	N/A	2,000(ii)
Consultants	Consultants	200	2,200	N/A	4,2000 (i)	N/A	£12,000 (l)

(i) Includes support for the Assessment Centre Process. (ii) Reduction due to use of in-house bureau.

3 Staff numbers and recruitment

	In post during 2005/06 (at 31/12/05)						In post during 2006/07					
	Min. Ethnic		Other		TOTAL		Min. Ethnic		Other		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F
Police Officers	19	5	1726	517	1745	522	17	6	1690	556	1707	562

4 Training

	2003/04	2004/05	2005/06	2006/07
	£	£	£	£
Total Budget	550000	670000	749,000	1,130,000
Actual spend	660000	670000	749,000	1,100,000 (i)
Number of training events offered	1850*	1900*	1950*	N/K

* Number of training events does not include externally delivered courses.

(i) predicted out turn.

5 Ill Health Retirements

	2003/04		2004/05		2005/06		2006/07	
	No.	£	No.	£	No.	£	No.	£
Police Officers	2	67,820	10	339,100	4	135,640	2	69,540
Police staff	1	15,870	1	15,870	5	79,350	2	31,740

6 Absence

	Detail	2002/03		2003/04		2004/05		2005/6		2006/07	
		No.	£	No.	£	No.	£	No.	£	No.	£
Police Officers	Total	16,617	1,548,039	13,389	1,247,319	15,252	1,420,876	12,822	1,224,757		
Police Staff	Total	8,477	368,580	9,643	419,277	9,310	404,798	10,308	539,578		

Costs calculated using Police Constable and Police Staff scale 3 ready reckoner figure (Dec 2006).