

## **PEOPLE STRATEGY 2005/06 – PERFORMANCE OUTTURN REPORT**

### **INTRODUCTION**

1. This Report provides information for Members regarding the achievements against the People Strategy for 2005/06..

### **INFORMATION**

2. The Personnel Performance Outturn Report (Appendix 1) provides an outline of the key issues progressed and performance metrics during 2005/06. Much of the content of the attached report was covered and expanded upon at the HR Workshop for Members on 30<sup>th</sup> May 2006.
3. The Report demonstrates the continuing significant contribution that the HR function makes to service delivery, it includes examples of how we have repeatedly risen to the challenge to successfully respond to unforeseen national requirements in short timescales and makes reference to the national recognition received for being amongst the leaders in the field service wide on a number of issues.

### **RECOMMENDATION**

4. It is recommended that:
  - i) Members consider the information contained in this report.

**TIM S HOLLIS**  
**Chief Constable**



## **HUMBERSIDE POLICE**

**PERSONNEL STRATEGY 2005/06**

**PERFORMANCE OUTTURN REPORT**

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## **FOREWORD**

This performance outturn report provides a comprehensive account of activities and achievements to deliver the Strategic Aims and Objectives set out in the People Strategy 2005/6.

The report is set out to show how each Unit has progressed its Development Plans and performed against targets.

As a collective document it illustrates how the Branch has contributed to improving performance, safeguarded the integrity of the Organisation, how we performed against national and local targets and standards, which policies and practice directions we have revised to comply with the law, in addition to keeping going the operations of recruiting, developing, training and looking after our staff.

**Performance Indicators 2005/6**

**Personnel Branch**

**March**

**Statutory Performance Indicators (SPI)      -      National**

<b>Indicator</b>	<b>Description</b>	<b>2005/2006 Target</b>	<b>Performance 2004-5</b>	<b>Performance Year End</b>
SPI 3	e) i) Proportion of police recruits from minority ethnic groups compared to: ii) the proportion of people from minority ethnic groups in the economically active population.	At least 4% of all recruits to be from minority ethnic groups.	0	0.88%
	f) Ratio of officers from minority ethnic groups resigning to all officer resignations.	To report performance.	0	0
	g) Percentage of female police officers compared to overall force strength.	At least 22%	22.7%	23.25% (528 officers)
SPI 13	a) Average number of working hours lost per annum due to sickness per police officer.	To maintain or improve upon 2004/05 performance.	6.8 days	Down 19%
	b) Average number of working hours lost per annum due to sickness per police staff.	To maintain or improve upon 2004/05 performance.	8.9 days	Down 5.9%

**Local Performance Indicators (LPI)**- **Police Authority**

<b>Indicator</b>	<b>Description</b>	<b>2005/2006 Target</b>	<b>Performance 2004-5</b>	<b>Performance Year End</b>
LPI 18	Number of minority ethnic police officers in the Force.	At least 27	23	23
LPI 19	Percentage of police recruits that are female.	At least 35% of recruits to be female.	31.6%	28.3%
LPI 20	Number of Special Constables on Local Policing Teams.	388	328	330
LPI 21	Number of volunteers working within LPTs	To report performance.	N/A	N/A

**Internal Performance Indicators**- **Branch PIs****Diversity**

<b>Indicator</b>	<b>Description</b>	<b>2005/2006 Target</b>	<b>Performance 2004-5</b>	<b>Performance Year End</b>
PB I	Percentage of officers from minority ethnic groups resigning to all other officer resignations.	No more than 3% of all officer resignations.	0	No resignations since April 05.

## Recruitment

Indicator	Description	2005/2006 Target	Performance 2004-5	Performance Year End
PB 2	Percentage of recruits who are confirmed after two years.	90%	92%	91%
PB 3	The extent to which number of recruits enables funded staffing level to be met.	98%	100%	100%
PB 4	Percentage of police applications processed (i.e. rejected or offered) within four months.	75%	70%	65% (see note 1)
PB 5	Percentage of police applications processed (i.e. rejected or offered) within six months.	90%	89%	68% (see note 1)
PB 6	Percentage of support staff vacancies offered within 12 weeks (from receipt of vacancy management form).	75%	70%	57%
PB 7	Percentage of support staff vacancies offered within 16 weeks (from receipt of vacancy management form).	90%	93%	89%
PB 8	Percentage of in house bureau requests offered to suitable applicants within 2 days	75%	N/A	90%

## Development and Training

Indicator	Description	2005/2006 Target	Performance 2004-5	Performance Year End
PB 9	Training courses delivered against plan agreed by Training & Supervision Board	100%	No target set	Internal 695 W/place and Distance Learning 210 External 263
PB 10	Number of new courses delivered by Courtland Road, mapped against National Occupational Standards	Target – 3 ACPO investigative interviewing, Diversity, IPLDP	IPLDP, ACPO tier 2 & 3 investigation	4 - IPLDP, ACPO tier 2 and 3, IT and Driver Training.
PB 11	Percentage of trainers (Courtland Road) with NVQ Level 3 in training or equivalent	90%	100%	100%
PB 12	Percentage of training events at Courtland Road Validated Evaluated at Level 1 Level 2	90%	Not previously monitored	75% 50%
PB 13	Number of abstractions per month as a percentage of the force	To be agreed in conjunction with TSB	N/A	Internal courses 16.34% DLP 2.12% OSPRES 1.83% External 0.88%
PB 14	Trainers assessed as per TDO policy (Courtland Road)	100%	100%	100%
PB 15	Number of officers trained in ACPO interview strategy tiers 1 - 4	350 across all tiers	New target	c. 350
PB 16	Number of divisional officers qualified as Trainers	12	New target	12
<b>Indicator</b>	<b>Description</b>	<b>2005/2006</b>	<b>Performan</b>	<b>Performance</b>

		<b>Target</b>	<b>ce 2004-5</b>	<b>Year End</b>
PB 17	Percentage of operational training courses quality assessed	10%	New target	Process commenced
PB 18	Number of trained mentors across the organisation	25-pilot	New target	25
PB 19	Number of role profiles completed by April 2006	80% pilot 95% forcewide	New target	100%
PB 20	Percentage of PDRs completed within 60 days of commencement of PDR cycle	Pilot -30 days From April 2006 – 60 days	New Home Office target	Circa 80%
PB 21	Number of supervisors receiving training in new PDR process	85%	N/A	90%
PB 22	Number of officers receiving organisational support in preparation for OSPRE examinations	80%	New target	Inspectors pt 2 -29% received financial reimbursement. Sgts part 2 100% offered in house training workshop.
PB 23	% of young in service officers receiving Back to Basics modules training	80%	Training module being developed	N/A

## Health & Safety

Indicator	Description	2005/2006 Target	Performance 2004-5	Performance Year End
PB 24	Number of medical retirements per 1000 officers or support staff; a) police officers b) support staff employees	To be in best 10 Forces nationally.	Not yet known until other Force figures are published. a) 5:1000 b) 1:1000	a) 2.5:1000 b) 5 : 1000
PB 25	Percentage of requests for recuperative duties dealt with within three days of receipt.	95%	98%	96%
PB 26	Percentage of requests to attend external physiotherapy seen within three working days.	90%	96%	96%
PB 27	Percentage of safety site visits carried out within one working day of notification	95%	100%	100%
PB 28	The proportion of time that returning staff spend on recuperative duties.	To be monitored.	65 days	63 days
PB 29	Percentage of staff referred, within four weeks of receipt of request, to see the AFMO.	95%	90%	87%
PB 30	To dip sample 50% of safety inspections/audits carried out by Divisions and Branches.	100%	100%	100%

<b>Indicator</b>	<b>Description</b>	<b>2005/2006 Target</b>	<b>Performance 2004-5</b>	<b>Performance Year End</b>
PB 31	Percentage of staff contacted and offered support by the Occupational Health, Welfare and Safety Section within 48 hours after notification of traumatic incidents via Command and Control.	100%	100%	100%
PB 32	To review 10 injury on duty cases to ensure that necessary savings are being achieved.	10	12	10

# **EMPLOYEE RELATIONS UNIT**

## **MANAGER'S REVIEW**

The 2005/6 period has seen an increase in the volume, diversity and complexity of work across the whole of the Unit, some generated from within the Organisation, and some from external influences.

The long awaited move of the Occupational Health, Welfare and Safety to 'properly' equipped accommodation at Courtland Road took place in February. Service delivery to clients has been much improved with two clinic rooms and a counselling room.

The introduction of the Disability Discrimination Act to Police Officers in October 2004 has continued to impact on systems and procedures, workloads and costs.

A cognitive behavioural therapist has now been engaged following the loss of Dr Duckworth, the Force's long time Clinical Psychologist. The successes are apparent from the feedback of those individuals who are referred to him. Numbers of staff in Occupational Health practitioners have risen to meet increasing demands placed upon the Section.

Home Office initiative money continues to be put to good use with around £20k being invested in 'fast-track' referrals for staff requiring speedy access for consultations/scans/operations, which has resulted in savings in lost opportunity costs of around £160k. Although funding ceases from April 2006.

Sickness Absence levels have reduced by 18.2% for Police officers and 5.3% for Police Staff giving an outturn of 5.6 and 8.5 days respectively. This has been down to a combination of better case management of long term sickness and the consistent application of the Attendance Criteria practice direction. One ongoing initiative has been to raise the profile of the Police Efficiency Regulations with managers in order to deal with poor performance which includes sickness absence.

Inputs on attendance management and conduct/capability has been provided to the Forces 'Leadership Development Programme' as well as ad-hoc delivery to supervisors of Divisions/Branches as requested.

Ill health retirements of Police Officers have fallen by half from 2004/5 to 5 in 2005/6 following a year of robust management of cases.

Injury on Duty Awards continue to be reviewed and requests meticulously investigated. This has led to savings being made on the Force Pensions Budget in both the short and longer term. Cumulative figures over a four year period show 'lifetime' savings in the order of £4.16m.

The effective management of restricted duties for Police Officers sees the Force with only 25 officers' on its books', which represents only around 1.1% of the

workforce.

The introduction of a national policy on Substance Misuse has meant the development of a business case by the Unit which has identified all resource aspects associated with its introduction in Humberside Police. This was accepted in principle following a presentation to Strategy Team. Further work is to be carried out on updating and consulting on a practice direction before the Force makes a decision on its adoption.

The Force has undergone much structural change (including the review of Command Centres) that has required Employee Relations staff to be heavily involved in the whole 'change management' process from consultation to role-change to relocation and new contracts.

Decriminalisation of on-street parking has meant a review and consultation exercise to establish whether Traffic Wardens in Hull would be transferred under TUPE or given the opportunity to become PCSO's. A successful outcome was achieved in tight timescales with the vast majority of Traffic Wardens successfully becoming PCSO's.

Due to the active good management of the Retraining and Redeployment process, the list of primary supernumerary staff' on the books' remains at just one.

The introduction, negotiation and adoption of the national Police Staff Council (terms and conditions) Handbook has been achieved although work is still ongoing to establish retrospective costs associated with, for example, shift payments. Work will also need to go on in respect of dovetailing our local terms and conditions into the Handbook.

Examples of some of the other work of the Unit that has taken place include researching and writing (or rewriting) Practice Directions and/or involvement in such things as:

- Conduct and Grievance Appeals to Police Authority. Attendance Criteria Reviews/Updates
- Protection and Use of Work Equipment
- George Street Car Parking - Loss of Facility etc. Blood Born Viruses
- Psychological (at risk) Assessments
- 30 Plus Scheme changes

# RESOURCING UNIT

## MANAGER'S REVIEW

The Resourcing Unit exists to fulfil those aspects of the Strategic Aims of the People Management Strategy in contributing to performance by:-

- ***Getting the right people in the right place at the right time...whilst***
- ***Simultaneously developing a representative workforce which inspires the trust and confidence of the Community***

The year 2005/2006 was most notable for the Home Office announcing part way through the year that funding was to be made available for the recruitment of a further 285 Police Community Support Officers in the years 2006/2007 and 2007/2008.

The Police Authority approved the bringing forward of the recruitment to commence at the start of April, 2006 instead of January, 2007.

This necessitated early advertising in January, 2006 and the selection of suitable staff through an in House Assessment Centre given that the one promised by the Home Office would not be available until mid-way through 2006. The Force did however participate in the pilot Assessment Centre run regionally at Wakefield, which provided a useful opportunity to influence the national process.

Below is a summary of the main corporate work of note that was undertaken during the year.

## OUTLINE OF CHANGES IMPLEMENTED TO REDUCE THE TIME TAKEN TO RECRUIT POLICE STAFF

- A competency based short listing process was implemented for police staff posts on 1 June, 2005.
- The Vacancy Management System (VMS) was revised to increase the awareness of those producing Business Cases with staffing implications. Forward planning for new growth and amended posts enables the Unit to undertake job evaluation earlier in the process thus lessening the overall recruitment timescale.
- The implementation of the In House Bureau was implemented to overcome short term staffing problems, where Branches and Divisions needed "job ready staff" that had been prior vetted and interviewed. The Bureau has received positive feedback from customers. A post implementation review is currently being undertaken following the initial 12 months. All retiring staff are

automatically asked whether they wish to apply to be placed on the In House Bureau Register.

- In addition to the above, the following were also introduced, a simplified employer reference request form, a pre sift of applications by the Resourcing Unit prior to short listing by Branches and Divisions, a quicker turn around of interview papers and the introduction of a Service Level Agreement to enable performance to be monitored.
- All of the above served to reduce the time to recruit to Police Staff vacancies from 15 weeks in 2004 to 10 weeks throughout the financial year.

## **WORKFORCE MODERNISATION PROGRAMME**

- SERGEANT REPLACEMENT PROGRAMME - All of the 10 sergeant posts identified for release in 2005/2006 have been actioned and Police Staff recruited to fill the resultant vacancy. Funding for this came from the Police Authority
- Work commenced through the Call Handling Project in identifying posts occupied by police officers whose duties could be undertaken by police staff. The 33.5 posts so identified will form the basis of the Workforce Modernisation Programme in 2006/2007.
- Work commenced on the implementation of appropriate reward/development and career progression structure in the Command Centres to facilitate improved performance and more closely align with the principles of the Call Handling Strategy

## **POLICE RECRUITMENT**

- In the year only 1 recruit has come from a Visible Minority Ethnic (VME) background. This was disappointing given that 11 applicants were being mentored by the Positive Action Officer. Further work in this area is being undertaken currently and is reported upon separately in the Positive Action Initiatives below.
- In the recruitment drive in June 2005, the Force received 1010 applications to join the Force. This recruitment action was to select the remaining vacant recruit places for the remainder of the financial year, namely 30.
- Following the National Recruit Assessment Centre (NRAC) in March, 2006, the Force has provisionally selected the recruit intakes until November, 2006. Centrex quality assured the Centre and provided very positive feedback on the local implementation of the process.

## **POSITIVE ACTION**

- Events to promote policing as a career were held throughout the Force Area and at a location of the target audience's choice. The purpose was and is to raise the awareness of the types of roles and the career progression available. The events ran from October, 2005 until January, 2006. In October the first event was held in the Sikh Temple in Scunthorpe. This was followed by events with the Chinese Community and the Muslim Community both in November, 2005; both of these were in Scunthorpe.
- A "Preparation for Application" day was held in February, 2006. This comprised imparting details of the recruitment process, the completion of the application form, what the competency based questionnaire entails, (practice session included), a practice psychometric test, a video of the assessment centre and also the fitness test.
- Two Women only events were held in February in Hull and Scunthorpe promoting police and police staff recruitment.
- Police Community Support Officer, (PCSO) roles are actively being promoted as careers for both females and members of VME groups.
- The Police Recruit Mentoring Programme was extended to members of VME groups who apply for police staff vacancies in an effort to reduce the high wastage rate at the short listing stage of the selection process. This commenced in March, 2006.
- In conjunction with the English Language Tuition Group, ESOL, the Positive Action Officer and officers from other police disciplines attended ESOL lessons to promote policing as a career. This commenced in November, 2005.
- In 2004/2005 the Home Office ran the "Could You" Police recruitment campaign. This resulted in 90 applications from females and 5 applications from persons with a visible minority ethnic background. In 2005/2006 the Resourcing Unit ran its own recruitment advertising campaign together with the events detailed above. The result was that 390 applications were received from females and 17 applications from the visible minority ethnic population.

## **POLICE COMMUNITY SUPPORT OFFICERS, (PCSO's)**

- As previously indicated work commenced on the logistics of advertising for, recruiting and training the 285 additional PCSO's. Whilst the funding for these posts was not fully available to the Force until January, 2007 and October, 2007 the project was deemed business critical and the necessary planning commenced at the end of 2005. The first tranche of PCSO's enter the Force on 24 April, 2006.

- Recruitment advertising commenced in January and over 750 applications were received.
- Assuming that the success rate achieved so far prevails, the Force will have identified the recruitment intakes up until January, 2007. With the exception of one, all of the D Division Traffic Wardens affected by the de-criminalisation aspects were successful in securing a post as a PCSO.
- The requisite training package was written to accommodate the changes emanating from the enhanced powers to be afforded PCSO's

## **ADOPTION OF THE INTEGRATED COMPETENCY FRAMEWORK**

Having agreed the Role Profile methodology, 99% of all role profiles were generated and quality assured to ensure the adoption of full integration of ICF by April, 2006. This involved the consultation with clients and subsequent validation and quality assurance processes.

## **PROMOTION ASSESSMENT CENTRES**

A satisfaction survey was undertaken by Psyton Associates of all candidates attending the Centres in the past three years. The survey revealed the following information.

- Overall 92% were satisfied with the process.

In terms of the Assessment Centre's relevance and performance the majority of candidates expressed strong satisfaction for the process in the following terms.

- 87% indicated satisfaction that the process was fair and provided an equal opportunity for all

However 73% indicated that they would like to see development of the career advice and support offered by the Force after the Assessment Centre feedback.

- To counteract this and to provide further assistance, all candidates attending an Assessment Centre in the future will receive in addition to the normal feedback, a further feedback session with an Occupational Psychologist from Psyton and the Force Resourcing Manager. This will entail exploring the results of the personality measure used in the Assessment Centre, and the assessment of relevant information that could be incorporated into the Officer's PDR for the use of both the Officer and line manager.

Overall, the selection preferences attracting most confidence from candidates were as follows:-

- the Assessment Centre as at present -83%

With the following being the least favoured:

- Branch/Divisional recommendation only, i.e. line manager assessment only – 27%

## **WORKFORCE PLANNING**

- This year has seen the advent of the 30+ Scheme. This resulted in fewer recruits being brought into the Force because of officers staying on beyond 30 years. In total 29 officers of all ranks from Constable to Chief Inspector were admitted onto the Scheme.
- The relaxing of the necessary length of service, (from 4 years to 2 years), to apply for tenured and non- tenured posts resulted in an increase from 180 applications to 349 in the last 6 months of the year.

## **SPECIAL CONSTABULARY**

- Work continued on all aspects of Special Constabulary recruitment, training and associated issues. The overall gain of only 20 officers in this year was disappointing given that 95 officers were recruited. The wastage of 75 officers is being examined as a matter of urgency in an attempt to uncover any underlying features that can be rectified to prevent a similar occurrence in 2006/2007.

## **PRACTICE DIRECTIONS**

The following Practice Directions were reviewed and implemented:-

- Selection and Promotion
- Tenure
- Secondments
- Transfers into and out of Force
- Special Priority Payment Scheme

and with the migration to Neighbourhood Policing both the;

- Special Constabulary and
- Police Community Support Officer documents (to take account of, also, the new powers and delegated authorities being bestowed upon PCSO's)

## **NATIONAL CRIME SQUAD (NCS) / SERIOUS AND ORGANISED CRIME AGENCY (SOCA)**

- Advice was given to Humberside Officers who were or still are on secondment to NCS and who were contemplating joining NCS initially and then SOCA from 1 April, 2006 by direct recruitment, thus severing their link with the Force. In the event, 14 of the Force's 17 seconded officers elected to join SOCA. Of the remaining 3 officers, one retired, one returned to Force and one remained on secondment with SOCA.

# STAFF DEVELOPMENT AND TRAINING UNIT

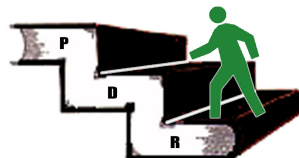
## MANAGER'S REVIEW

2005/06 saw the development, progression and implementation of a number of significant issues, some of the main ones are outlined below.

### PDR

- New “*Maximising Performance and Potential through PDR*” process launched on schedule on April 1<sup>st</sup>, 2006 bringing Humberside into full compliance with Home Office guidelines and HMIC requirements.
- New PDR achieving more cohesive assessment of performance, aligning individual and organisational objectives and focusing evidence requirements only on what is relevant.
- New PDR process more flexible providing a choice of two PDR tracks to encourage higher level of engagement
- PDR website launched March 2006 to provide access to the PDR and ICF, and a comprehensive point of reference for guidance on all aspects of the new PDR process and software.
- Marketing and Communications strategy for PDR commenced April 2005 including introduction of PDR tag line “*Maximising Performance and Potential through PDR*” and development of PDR logo for high visibility and recognition.

Maximising Performance and Potential



Integrated Competency Framework

- Mandatory One Day PDR Workshop designed, evaluated and delivered to 99% of supervisors across the organisation over a 12 week period.
- Optional Half Day PDR Workshops designed and delivered around Force to brief non-supervisors on new PDR process. Workshops very well attended attracting attendance of 45% of force population over a three week period.
- Worked commenced on integration of PDR into HR processes. PDR to be embedded initially within recruitment and selection processes with development and pilot during 2006/07. Expected full integration of PDR into recruitment and selection from beginning of next PDR year 2007/08.

- Force wide evaluation of PDR and software to be undertaken July 2006.
- Development of PDR software for PCSO and Specials under review.
- Electronic Evidence Storage Facility under development with expected launch date - autumn 2006.
- Humberside approach to PDR endorsed as good practice by Skills 4 Justice. Showcased new PDR at National PDR Conference in February 2006 with positive feedback and reactions from other Forces and requests for more information in relation to the 2 track approach.
- Significant reference to Humberside's approach to PDR made within new Skills for Justice National PDR Guidance document.
- 4 page article published in Police Professional Magazine on Humberside's approach to PDR in April 2006.

## **INTEGRATED COMPETENCY FRAMEWORK**

- Production of ICF Compliant Role Profiles for all police officers and police staff
- Consultation and validation of new ICF role profiles
- Launch of new ICF role profiles on PDR website
- The Humberside ICF role profiles were started and completed within an 8 month period. Other Forces with a similar number of role profiles took between 12 – 18 months to complete this exercise.

## **STREETCRAFT UNIT**

- Procurement and customisation of a combination of software and hardware products to create bespoke interactive training facility.
- Development of story boards, scripts and filming of scenarios to produce a 3 hour "Back to Basics" interactive training workshop for all operational police officers.
- Interactive "Back to Basics" training programme launched on schedule in March 2006. To date training has been very well received and officers have reacted very positively to the new interactive training methodology.
- Further development of the "one stop shop" Streetcraft website resource providing answers to all operational policing issues and questions.

- Development of network of Streetcraft Advisors on Division to provide the conduit between the Streetcraft Unit and operational staff regarding skills gaps, best practices and the transfer of knowledge.
- Portable reference tools and checklists developed and distributed.
- Streetcraft Unit assigned to take ownership and full responsibility for PCSO training in January 2006. Premises at Queens Gardens identified as appropriate training venue. Training to commence April 24, 2006.
- Lesson plans developed and completed for launch of new PCSO training – April 24, 2006.
- 3 Additional PCSO trainers recruited to supplement existing resources.
- Significant cost savings incurred as a result of adopting a piecemeal approach to developing the interactive training facility. Each unit was built in house by purchasing all the separate software and hardware components separately at a cost of £5,000 per unit. The same Judgemental Tutor product would have cost £22,500 per unit if purchased directly from manufacturer.
- Preparations for launch of new PCSO training undertaken in a very timely manner in addition to maintaining Streetcraft workload, with no extra resources.

## **E-LEARNING AND ALTERNATIVE LEARNING STRATEGY**

- Decision taken to suspend the engagement of an external consultancy to scope the e-learning needs of Humberside Police. This was agreed as a result of announcement of future amalgamations and the development of NCALT e-learning portal by Centrex.
- Funding secured from original business case returned to corporate pot minus funding allocated to development of Streetcraft Interactive Training Facility. Original business case became redundant as recommendations were superseded by NCALT developments.
- Business case prepared to operate a one year pilot to author and run e-learning training courses for software applications across the Force.
- Identification and professional qualification of staff in progress to provide additional training resources on Division to enhance flexibility and timeliness of training.

## **OSPRES SUPPORT**

- Staff Development Officer assigned responsibility for the Ospre portfolio and under direction of Staff Development Manager has put in place several new initiatives to improve the level of support that the organisation offers to Ospre

candidates. The designation of a dedicated resource and launch of new support initiatives forms part of the strategy to identify the barriers to applying for promotion and providing effective solutions to encourage and secure high potential performers for future succession planning.

- A one year pilot that provided financial reimbursement for successful Ospre candidates was completed and evaluated. Findings of pilot indicated that a reimbursement programme was too restrictive and a more proactive solution would provide a greater level of support.
- Funding secured and a programme of in-house weekend and evening workshops for Part 2 candidates commenced in September 2005. The workshops are funded 100% by the organisation and are open to all candidates on a first come first served basis. To date all officers wanting to participate in a workshop have been accommodated.
- CDs and information packs have continued to be developed and distributed on a regular basis to Ospre Part 1 candidates. Research still ongoing to identify a suitable online mock exam product for Ospre Part 1 candidates.
- Ospre newsletter “Ospre Oracle” currently under development to encourage and promote high levels of interest and success in passing Ospre examinations.
- The latest monitoring figures reveal that 100% of all Ospre candidates have requested and received some kind of support from the Staff Development Unit – either free materials or access to a free seminar or workshop.
- The number of officers participating in Ospre examinations has risen over the last year. (E.g. Ospre Sergeants Part 1 2005 – 119 officers sat the examination. The same examination for this year 2006 saw 155 officers sitting the examination. This could be attributed in part to the higher level of support and communication that the Staff Development Unit have established during 2005/06.
- Since launching the Ospre workshops for Part 2, the feedback and gratitude from many officers has been overwhelming. After the Inspectors examination in May 2006, we will be able to ascertain the impact that the support has had on the overall success rate.

## **INITIAL POLICE LEARNING AND DEVELOPMENT PROGRAMME (IPLDP)**

- There have been 6 intakes since May 2005 = 94 student officers on IPLDP programme, delivered by a team of dedicated, professionally qualified trainers.
- This includes 56 interactive training days in and with the community working with 145 community volunteers from diverse backgrounds. Each intake

involves 60 community volunteer opportunities to work with the student officers.

- Links have been forged with statutory bodies, local community groups, BCU Commanders, Diversity Unit, community cohesion officers, FIAG and Police Authority.
- Each intake delivers 792 high visibility training hours within community locations. Per annum this equates to 4752 hours.
- Each division has set up and maintained a professional development unit (PDU) and 10 weeks additional protected learning time. All PDU staff are either working towards or will be registered for the national A1 assessors award. The PDU's have been responsible for embedding the new assessment against the 22 National Occupational standards.
- Assessment being driven at BCU level and 200 staff trained in student officer learning and assessment portfolio methods.
- Phase 2 'Community Safety and Partnerships' has direct links to performance using the NIM through a tasking process in the PDU's. A problem solving approach is used to target low level crime and anti social behaviour and aims to increase trust and confidence in the local community.
- A flexible, bespoke and practical programme to give officers the knowledge and skills needed to effectively carry out policing in the Humberside area.

#### **POLICE RACE AND DIVERSITY LEARNING AND DEVELOPMENT PROGRAMME. (PRDLDP)**

- ACPO produced guidelines and imposed targets for delivery of the PRDLDP.
- Action plan developed in line with ACPO guidance identifying the work to be carried out.
- Business Case submitted to COG for additional resources to achieve the targets set in relation to the learning and assessment requirement of the PRDLDP Action Plan.
- Role profiles agreed for two additional posts within the Staff Development & Training Unit.
- Scoping work will commence on the learning assessment requirement across the force when staff have been appointed in order to provide a realistic cost implementation of the action plan.

## **HMIC BASELINE ASSESSMENT OF LEARNING & DEVELOPMENT**

- The Staff Development & Training Unit took part in a full inspection during March 2006 as a result of the poor grade received in 2004.
- As a result of the work undertaken and the progress made the Force was upgraded to Fair with clear improvements being shown.
- The information from the EFQM Self Assessment has been used to prepare a Training Improvement Plan for 2006/07 that will be monitored by the Police Authority on a quarterly basis.

## **LEARNING & DEVELOPMENT STRATEGY**

- Home Office guidelines were produced in 2004 clearly outlining the framework for all forces to use their Learning & Development Strategy.
- Humberside's Strategy 2006-2009 has been recently inspected by HMIC and was assessed as being compliant with Home Office circular 44/05.
- Full consultation has been taking place to include Key Stakeholders including presentation to the Personnel Committee in April 2006.

## **COSTED TRAINING PLAN**

- The Training & Supervision Board agreed in 2005 that all costs of training should be captured for the Annual Costed Training Plan.
- Protocols were agreed to ensure all costings captured across the Force.
- Workshops and written instructions for completing templates were delivered to all key staff responsible for collating costings.
- Data produced for 2006-07 end of February 06 enabling Costed Training Plan to be presented to Police Authority in April 06.
- Actual costs for 2005/06 capture all training delivered both centrally and remotely across the Force.

# EQUALITIES AND DIVERSITY

## MANAGER'S REVIEW

- The start of 2005/06 saw the first 3 year review of the Race Equality Scheme (RES). The Impact Assessment of policies and procedures is required under the Race Relations Amendment Act and is included within the action plan of the Scheme. Training was provided for all Practice Direction authors across the Force. Subsequently within Personnel Branch 95% of Practice Directions scheduled to be assessed during 05/06 have been completed.
- Following the extension of the Disability Discrimination Act to police officers in October 04 an in-house workshop was delivered to managers, UNISON and Federation representatives. A further workshop was delivered to managers and Personnel Branch staff covering the pending age discrimination legislation which is due to come into effect on 6 December 2006.
- The number of formal grievances continues in a downward trend reducing from a high of 56 in 2000/01 to 31 this last year. For the third consecutive year 'management decisions' was the category with the highest proportion of grievances (35.5%) followed by 'bullying and harassment' (16%). The numbers of bullying / harassment grievances have decreased from 7 in 04/05 to 5 in 05/06.
- The Equalities and Diversity Adviser continues to support and advise managers in grievance resolution (there have been a number of complex grievances this year) and reviews each completed grievance. In preparation for the Police Authority role in scrutiny of completed grievance files a training session was delivered by the EDA to Police Authority Members.
- The Flexible Working Practice Direction continues to be well utilised (although applications were the lowest since 2003) with 78 applications during 05/06, only one being rejected.
- Following the training of additional First contact Advisers (FCA) in March 05 considerable efforts were made (and continue to be made) to market the scheme. In addition the first support network group is up and running and February 06 saw the first in-house FCA conference.
- The Gender Agenda continued to be driven forward with the high point being an in-house conference in November 05. Open to both men and women the audience of 126 was made up of 80% women. There is a resultant action plan, part of which is the responsibility of the Gender Agenda Steering Group to progress, the remainder lies with the Chief Constable as the Force Diversity head. At National Level the Gender Agenda is undergoing review. Humberside took an active part in the consultation process, both support staff and police officers attending a workshop in Lincolnshire.

- 2005/06 saw the targets for numbers of female police officers, minority ethnic sergeants and inspectors and resignation and dismissals of minority ethnic officers achieved. The spread of female officers across the ranks continued to increase, albeit it slowly. The year saw the highest percentage of female applications and appointments recorded to date.
- The Equalities Website has been further developed to include additional advisory documents e.g. ACAS Guide to Religion and Belief, 2006 Faith Calendar, information relating to Civil Partnerships.
- Other areas of work covered include the development of a Transgender Policy and a Career Progression Practice Direction; drafting of the Control Measures Document following the reinstatement issue; actions emanating from the introduction of the Civil Partnership Act; exploring the possibility of introducing sexual orientation monitoring and exploring the potentially unlawful sexual discrimination aspect of Police Regulations concerning maternity leave. In addition an advisory / consultancy service covering employment equality and diversity issues continues to be provided to Chief Officers and managers.

# MANAGEMENT SERVICES UNIT

## MANAGER'S REVIEW

The year has presented the Unit with a host of challenges as the Unit seeks to provide both administrative and finance support to the Branch. The growth in staff numbers and training provision has meant that workloads have increased in all areas and the need for additional space at Courtland Road, for both staff and additional filing, has created many challenges and led to a variety of innovative approaches to solving these issues.

### Efficiency Plans

The Branch has played an active part in the process striving to assist the delivery of Force targets. In 2004/5 we contributed £1,075,200 to the Force figure which equated to 10.7% of the total. In 2005/6 we contributed £486479 to the total of cashable savings, which equates to 21.5% of the savings.

### Audits

A number of audits have been carried out to ensure compliance with policies and Practice Directions;

Competency Related Threshold Payments – ensuring that only those officers entitled to receive the payment actually got it. Checks were undertaken regarding capability attendance and performance.

Reward Leave – The audit ensured it was being fairly interpreted across the Force area and came up with a number of suggestions for modifications to the scheme.

## HR COMPUTER SYSTEM

**Core System – The** system has brought large business benefits including better management information, complex search facilities and the ability to produce dynamic statistical returns. The system supports activity based costing as all posts are shown at LPT/Unit level. At present interfaces are being developed to allow inter-operability with NMIS and Command and Control.

**Training Administration** – Encompasses all stages of the training process from identification of a training need to completion of the course. It will assist in the allocation of resources, availability of trainers and classrooms. In addition it will provide strategic management information to assist the production of the costed training plan and highlight future training pressures. The module is due to go live, on a limited basis, in March 2006.

**Duties Management** – This has replaced existing duties management systems throughout the Force and is delivering an integrated product which is fully compliant with Police Regulations. In 2005/6 the system went live for all operational officers at Divisions. In the next year phase two of the project will see the rest of the Force utilising the system.