

IMPROVING PERFORMANCE THROUGH PEOPLE STRATEGIC SUMMARY

INTRODUCTION

1. This report provides Members with a Strategic Summary of the key issues in the 2006/07 People Strategy. It identifies the direct links with Policing Plan priorities for 2006/07 and summaries core HR issues to be progressed.

BACKGROUND

2. In April 2006 this Committee considered a draft 'People Strategy' which set out:
 - Strategic Aims
 - Objectives
 - Position Statement and Strategic Direction
 - Work Plans for 2006/07
 - Performance Indicators/measures and targets, and
 - Costed Staffing Plans
3. At the April Personnel Committee and at the HR workshop on 30 May broad support was indicated for the strategic direction and plans outlined for 2006/07 and the value this will add to improving performance.
4. As a result of feedback received a Strategic Summary (Appendix 1) has been produced for Police Authority approval. The more detailed document will be available for any Member who wishes to view it and performance/updates will be reported at various stages throughout the year to this Committee and future workshops.

5. RECOMMENDATION

It is recommended that:

- (i) Members consider & approve the Strategic Summary; and
- (ii) Reports on progress be brought to future meetings of this Committee

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Background papers: none

People Strategy 2006-07 Strategic Summary

Policing Plan Priorities

There are numerous work streams throughout the People Strategy that are designed to assist in the delivery of our four key policing priorities and objectives for 2006-07. The following examples particularly demonstrate the key linkage between the People Strategy and our ethos of 'maximising performance through people' and the 2006-07 Humberside Policing Plan.

1. Incident Handling – To improve the way in which calls from the public are handled so as to ensure they receive a prompt response and are dealt with effectively.

How are we contributing?

By:

- a) Leading and implementing the Organisation review and re-design of roles within the Command Centres in accordance with the Incident Handling Improvement Team (IHIT) Recovery Plan.
- b) Delivering the Force IHIT conversion programme together with other appropriate strands of workforce modernisation.
- c) Reviewing and amending recruitment methods to ensure applicants are suitably qualified and experienced.
- d) Introducing succession planning.
- e) Providing quality training for all new staff.

2. Volume Crime – To implement a system for investigating crime that ensures, when evidence exists, the offender is identified and dealt with promptly.

How are we contributing?

By:

- a) Being an acknowledged leader nationally in the area of crime training. Indeed the ACPO investigative Interviewing Strategy has been fully embraced and is now being delivered

Performance Indicators	2005/06 Target	2006/07 Target
No of officers trained in ACPO interview Strategy	300 across all tiers	450 across all tiers

tiers 1-4	(target exceeded)	
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- b) Spearheading a new interactive training initiative which provides every operational police officer with a solid foundation of basic policing skills and knowledge designed in part to improve the investigation process. This initiative is being led by the Streetcraft Team.
- c) Retaining investigative skills within the Organisation which can be deployed flexibly via the In House Bureau.

3. Neighbourhood Policing – providing a dedicated, visible, accessible and responsive policing teams to all neighbourhoods in the Humberside Policing area.
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How are we contributing?

By:

- a) advertising, recruiting and training 285 new Police Community Support Officers who will provide a highly visible presence in local neighbourhoods.

Performance Indicator	2005/06 Performance	2006/07 Target
The percentage of time PCSOs spend outside the Police Station and in the public eye	69.6%	80%

- b) increasing the number of applicants and appointments to the Special Constabulary, whilst maintaining standards, to ensure that predicted resourcing requirements are achieved.
- c) taking Positive Action by promoting all roles to under represented groups to achieve a representative workforce.

Performance Indicator	2005/06 Performance	2006/07 Target
The percentage of time active Special Constables Spend outside the Police Station and in the public eye.	71.9%	80%

- d) leading on changes to the Force establishment, data restructuring and reporting arising from the Neighbourhood Policing Model.
- e) placing our student officer training within the community and utilising 140 role players drawn from the neighbourhood we serve.

4. Pride and Respect – To increase pride and respect within neighbourhoods by dealing effectively with anti-social behaviour, criminal damage and other incidents that make communities feel unsafe.

How are we contributing?

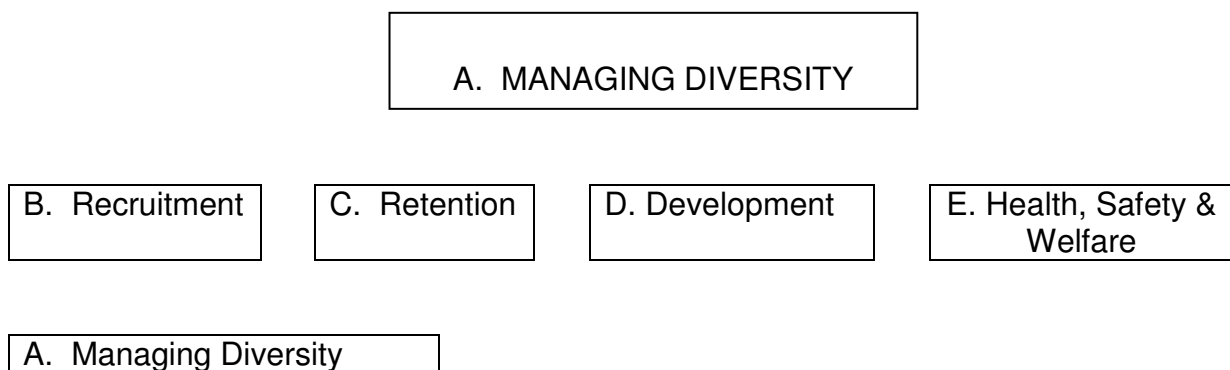
By:

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

Core HR Issues

Two key themes are emerging for the forthcoming year. Firstly the significant 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. Secondly the Workforce Modernisation Programme which includes the need to move from maximising officer numbers alone to ensure the optimum mix of staff to support effective service delivery.

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 met.
- 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

Indicators	Description	2006/2007 Target
SP1 3 (e)	The proportion of Police recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population.	1.6%
SPI 3 (g)	The percentage of female police officers compared to overall force strength.	22.5%
PB2	Number of minority ethnic police	At least 28 (1.22%)
PB3	Number of minority ethnic police staff	At least 16 (1.22%)
PB4	Number of minority ethnic special constables	At least 6 (1.22%)

B. Recruitment

Strategic Aims

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

How will we achieve this?

- **predicting resource requirements and develop staffing profiles (for internal succession planning, effective deployment of staff)**
- **meeting recruitment targets overall**
- **implementing positive action initiatives and work towards a workforce profile that reflects the Community.**

- **monitoring vacancy levels and advise 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.**
- **considering and making recommendations as to how national standards for police recruitment, PCSO's and Special Constables should be implemented/revised.**
- **exploiting to the full the available internal and external recruitment pool in order to ensure continuity of resource levels at each rank.**

Indicator	Description	2006/07 Target
	The number of Police Officers to be recruited	112
	The number of PCSO's to be recruited	190
PB6	The extent to which the number of recruits enables funded staffing levels to be met	98%

C. Retention

Strategic Aims:

- developing a representative workforce which inspires the trust and confidence of the community.

How will we achieve this?

By:

- ensuring that retention targets are met.
- undertaking exit interviews and acting upon the findings.
- offering our staff a series options for work/life balance.
- promoting career break, leave and maternity policies that encourage the retention of our staff.

- offering a 30 plus scheme for police officers in order to retain experienced staff.
- maintaining a detailed dynamic staffing profile.

Indicator	Description	2006/07 Target
PBI	Percentage of officers from minority ethnic groups resigning to all other officer resignations	No more than 3% of all officer resignations.

D. Development

Strategic Aims:

- enabling development of people of maximise individual potential and in order to 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.

Indicator	Description	2006/07 Target
PB14	Training days delivered against plan agreed by Training and Supervision Board/Police Authority	92%
PB22	Number of newly promoted managers	40

	attending the Core Leadership Development Programme each year.	
PB23	Percentage of PDR's completed within 60 days of commencement of PDR cycle	90%
PB24	Number of officers passing OSPRE part 1 or 2 after receiving organisational support in preparation for OSPRE examinations	60%

E. Health, Safety & Welfare

Strategic Aims:

Developing and maintaining a safe, supportive environment to promote a fit and healthy workforce.

How will we achieve this?

By:

- 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.

Indicator	Description	2006/07 Target
SPI 13	a) Percentage of working hours lost due to sickness per police officer.	To maintain or improve upon 2005/06 performance.
	b) Percentage of working hours lost due to sickness per police staff.	To maintain or improve upon 2005/06 performance.
PB 27	Number of medical retirements per 1000	To be in best 10 Forces nationally.

	officers or support staff: a) police officers b) support staff employees	
PB 28	Percentage of requests for recuperative duties dealt with within three days of receipt.	95%
PB 30	Percentage of safety site visits carried out within one working day of notification.	95%