

## **PERSONNEL ISSUES – UPDATE REPORT**

### **INTRODUCTION**

1. This report provides updates on the Force Training and Supervision Board, the recent Gender Agenda Conference, development of the Leadership Strategy in the Force and the most recent APA Tramline meeting.

### **TRAINING AND SUPERVISION BOARD**

2. This section of the report updates Members on issues discussed at the Force Training and Supervision Board meeting held on 9 November 2006. The meeting was attended by the Chair of Personnel Committee and the Performance and Resources Officer.
3. It was explained that the training budget is currently showing an overspend of £102k, partly due to increased costs. This shortfall was considered against the current list of courses with no names/dates yet allocated. This list is currently valued at £121k. Assistant Chief Constable Leaver stressed that Divisions and Branches must review their training plans immediately and identify any courses that are not now required so that the monies saved can be used elsewhere.
4. Prioritising training – a discussion on how training should be prioritised next year took place. The main options under consideration include:
  - (i) prioritising against the three priorities of dealing with calls for service, reducing crime through improved investigation and reassuring communities (plus training that is required by statute)
  - (ii) prioritising against the big 5 of burglary, vehicle crime, violent crime, robbery and sanction detections
5. Training Improvement Plan – the Staff Development and Training Manager outlined draft project plans for 6 projects to be undertaken:
  - (i) Continuous Professional Development
  - (ii) Flexible Working Patterns
  - (iii) Key Stakeholder Management
  - (iv) Quality Assurance
  - (v) Training Administration System
  - (vi) Key Performance Indicators

Further details on these projects will be given to Members in the presentation to be given at the meeting by the Staff Development and Training Manager (Agenda item 6).

6. Other issues that were covered during the meeting include: training evaluation update, environmental scanning, General Conflict Management Training and new requests for training. The cost of requests to this Board totalled £13,300 plus travel costs. In light of the current overspend and the fact that the requests had not been submitted through the correct channels (i.e. Personnel and Support), the requests were to be passed back to the Branch, with the intention that savings be identified on those courses that were planned for this year but will not now be taken up.

### **GENDER AGENDA CONFERENCE II – “INSPIRED 2006”**

7. This one day event was attended by Alene Branton MBE and the Performance and Resources Officer as well as a wide cross section of attendance – both male and female, from across the Force. The conference, organised by Humberside Police Force but staged by consultancy “Afta Thought”, included powerful and inspirational presentations by:
- the Chief Constable who outlined action taken by the Force since the last Gender Agenda Conference, who his inspirations were and how he was inspired by the numbers of people attending
  - Julia Hodson (Acting Chief Constable West Yorkshire Police) gave a highly personal presentation covering role models, feminine traits and the importance of bringing your whole self to work
  - Dr Karen Moloney (of Moloney Minds) gave a powerful presentation on the differences between the sexes in terms of genetics/hormones and other behaviour/language
  - DLG plc and Afta Thought Dramatics led a number of exercises exploring personal style
  - the Deputy Chief Constable outlined the upcoming Gender Agenda “Inspired” Award (January 2007) which will be in two categories:
    - (i) Contribution to the development of women in the organisation – this award for contribution to the development of women in the organisation can be awarded to any member of staff who is employed by Humberside Police
    - (ii) Inspirational woman of the year – aimed at acknowledging any female who has inspired others to develop and progress through their work and influence others around them
  - Sarah Brummit, Image Consultant, talked about maximising your personal brand and delivered a visual presentation on dress code definitions
  - Chief Inspector Julie Davies informed the conference about the new Women’s Integrated Network, which is open to all, regardless of gender, rank or role and is dedicated to bringing about positive change. CI Davies stressed that the network needs people to support it if it is to be successful
8. Other sessions throughout the day included a series of workshops aimed at developing attendees confidence and the conference was brought to a close by the Deputy Chief Constable who felt that the event had been worth every penny, taking account of the energy and power in the room (further information on the conference can be found in Gender Agenda item on this agenda).

## **LEADERSHIP STRATEGY**

9. In October 2006, the Chief Constable set up a project to develop a Leadership Strategy for the Force. The purpose of the project is to enable Humberside Police to actively encourage positive and pro-active leadership throughout the organisation.
10. The aim is to achieve this by defining the core values set down by the Chief Constable, identifying what enables effective leadership and describing: (i) the expected standards of performance, (ii) what that actually means and (iii) how each person will contribute to that in a practical way as part of the Leadership Strategy.
11. It is intended that the strategy will be a practical document containing the necessary detail for staff to know what is expected of them and what the organisation will provide in terms of support and guidance in relation to both personal and professional leadership.
12. In October 2006, the Leadership Strategy Steering Group was formed and a Project Approach Document was agreed. The Steering Group comprises five phases for completion by March 2007 and current research includes the following:
  - Clarity on values, standards and leadership style for Humberside Police
  - Consideration of current and future rewards and recognition
  - Review of policies and practices to ensure they enable staff in their roles and support the core values
  - Identify where the Leadership Strategy links to Performance and Development Review, Core Leadership Development Programme, Police Race and Diversity Learning & Development Programme and National Occupational Standards
  - Clear and practical guidance for all staff on what is expected of them in relation to Leadership and how their performance will be measured
13. Members of the Steering Group have recently held a series of focus groups to get to the heart of the right leadership style for Humberside in the years to come. The results of these focus groups will be fed back to the Steering Group in February 2007.
14. In addition, the Steering Group have also engaged the support of some external consultants to undertake a force-wide survey of leadership. This will inform the thinking of the group by obtaining candid and honest views from people who work in the Force. The survey, being administered electronically, is called the ethical Leadership Culture and Change Inventory (LCCI). The results will help the Force to understand their leadership skills, qualities and behaviours and the effects these have on the organisational culture. This information will be made available via the Force Leadership Intranet Site and allow identification of the issues and progression being made.
15. Quality Assurance of the Project is being undertaken by the Police Authority's Performance & Resources Manager on behalf of the Steering Group.

16. The Core Values will be launched by the Chief Constable in January 2007.

### **TRAMLIN (TRAINING MEMBERS LIAISON NETWORK)**

17. The last APA TRAMLIN meeting was on 11 October 2006. The meeting discussed the following:

- Collaboration, Partnership, Shared Services and Peer Review
- Professionalising the Investigative Process (PIP) Programme
- Alternative Funding for Training & Development – General Issues
- The Role of QA and Evaluation in Improving Performance

18. The meeting discussed that there were a number of aspects of the policing landscape that were subject to change with the work on partnerships and collaboration ongoing. The issues of learning would underpin the success of such partnership and collaborative working.

### **Collaboration, Partnership, Shared Services and Peer Review**

19. Robin Field-Smith welcomed the implementation of IPLDP (Initial Police Learning & Development Programme) as a step in the right direction for police learning and development. He then discussed the following issues:

- *Collaboration* – current thinking was that freeing up resources will allow forces to do more for same/less. Reducing ‘back office’ functions was key, although police authorities need to harmonise systems/working practices first.
- *2006 Baseline Assessments for Learning & Development* – it was hoped the self-assessment framework/peer-review process would encourage forces to move away from working in silos and end the culture of forces not declaring weaknesses. Some forces were still failing to meet the minimum requirements for learning and development, with effective governance/scrutiny being key.
- *Peer Review Process* – the approach has identified good practice and provided a structure for discussions. The problems are no identified definition of ‘excellence’ and a lack of challenge in the process itself as forces did not challenge what other forces awarded them.
- *The Future (2007)* – a more risk-based approach would be adopted to baseline assessment, with plans to inspect human resources and learning & development in 2008. It was crucial that police authorities considered ways to improve their oversight/compare approaches and show greater leadership. HMIC is working with police authorities to produce a ‘toolkit’ to allow all police authorities to undertake governance and scrutiny of HR functions by 2008 (Lincolnshire Constabulary was given as an example of a force that has fully integrated Human Resources and training functions, which are scrutinised by the Police Authority's HR Committee).

### **Professionalising the Investigative Process (PIP) Programme**

20. Dan McGrory and Bill Mandeville from the National Centre for Policing Excellence (NCPE) explained that PIP was initiated in 2001 to improve investigative quality and deliver capable/competent investigators to undertake investigations properly. To date PIP has delivered practical investigative advice and an

assessment/accreditation framework. The PIP programme team hope the APA and police authorities will play a greater role in the future and explained the three phases for consistent PIP implementation:

- (i) The right materials – for officers and staff able to carry out investigations.
- (ii) Deliver and confirm competencies – use of the PDR system for existing officers and staff.
- (iii) Put right things that have gone wrong – including development of a template on force investigation policy that will help to deliver consistency.

21. There are challenges facing all forces implementing PIP and cultural change will be required. It was hoped that police authorities would recognise the potential for the PIP programme to improve performance/increase efficiency, and the need to support/encourage forces with implementation.

### **Alternative Funding for Training and Development - General Issues**

22. Alistair Paterson from Skills for Justice informed the group that 'level two' is where funding is being provided for NVQs, but that this excluded police forces. Attempts were being made to establish a national contract with the Learning and Skills Executive to secure funding and meetings are being held with local skills councils.

### **The Role of QA and Evaluation in Improving Performance**

23. Jean Garrod from Centrex gave a presentation entitled "What gets measured, gets done", and asked (i) how could QA and Evaluation be used to improve performance? (ii) what are forces and authorities wanting to achieve?, (iii) can these aims be met?, (iv) what are the costs and timescales?, and (v) will the process be considered a success?

24. The PIP programme was used as a case study to show how QA and Evaluation can work in an operational setting:

- PIP set out to narrow the justice gap through improving crime detection rates, bringing more offenders to justice, and improving confidence in the police and criminal justice system.
- In 2004, Cumbria Constabulary identified PIP as crucial to improving investigative performance, and set up a team to implement the programme, quickly recognising that the PIP and PDR procedures were similar, and that they had to be dovetailed to prevent duplication.
- In April 2006, their training programme commenced with an initial focus on improving the investigative and other core skills of seventy sergeants and four hundred constables.
- The results were assessed through a series of knowledge checks that showed increased knowledge amongst officers who had undertaken the training and increases in their sanction detection rates, demonstrating a quantifiable benefit.

### **Enhancing Force Training Plans (Workshop Session)**

25. Roz Bendall from the Home Office informed the group of the review of training plans that had been undertaken and a questionnaire had been sent to the Chairs

of regional training manager groups asking for feedback (by August 2006). The feedback offered a range of views on training business plans and strategies, and this was now being used to develop training strategy/business plan formats for future use. In the meantime, Home Office Circular 44/2005 would still be used as a minimum standard. The importance of training managers ensuring that the self-assessment and peer review process processes are followed was also stressed.

## **RECOMMENDATIONS**

26. It is recommended that Members:

- (i) discuss any matters arising from this report, and
- (ii) agree to further updates at the next meeting of this Committee.

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Background Papers: None