

HUMAN RESOURCES DEVELOPMENT (PEOPLE STRATEGY)

PRIORITY ACTIONS - UPDATE

PURPOSE OF THE REPORT

1. This report updates Members regarding the priority actions being progressed by the Humberside HRD function during 2011/12, in alignment with the intent of the Policing Plan (Strategic Aims) for 2011-15 and within the context of the regional HR collaboration programme.

BACKGROUND

2. Due to the changes underway and planned in HRD, coupled with the uncertainties of the changing policing landscape (Winsor/Neyroud) a re-writing of the People Strategy document is not considered to be appropriate at this time. In recognition of this, and in response to a previous Police Authority request, this report provides an alternative update on the HR priority actions linked to the People Strategy, Force Strategic Aims and regional collaboration.

POLICING PLAN & PERFORMANCE

3. In order for HR to support and contribute more effectively to the achievement of the Policing Plan 2011, a significant amount of work and effort is being focussed on value for money, and the delivery of streamlined, high quality, consistent HR practices.
4. Appendix 1 summarises the priority actions either underway or planned between now and April 2012, in each of the 9 strategic areas of the People Strategy and identifies the links with the 5 Aims of the Strategic Policing Plan 2011-15.
5. In a number of cases the links between the Strategic Heading e.g. Managing and Maximising Performance and the Force strategic aims are implicit, however, a number of more tangible contributions are being made, particularly, in relation to Strategic Aim 4, i.e. improved performance through the best use of resources (see Financial implications).
6. Work in HR Shared Services, in relation to IT development, continues to be a priority for the function, notably the ORIGIN HR System, which has introduced the automation of a number of traditionally paper based and bureaucratic HR processes into a self service workflow. This is now in place with robust plans to further develop this functionality.
7. Other and significantly larger core HR processes, such as sickness absence are currently in the latter stages of development with the launch of self service due before the end of the financial year. These processes and structures are now

beginning to 'bed in'. A rolling programme of local briefings to first and second line managers by professional HR staff, continues to feature in the calendar with the next sessions due in January, which will focus on the new sickness procedure. These changes are beginning to empower police officer and staff line managers, promoting local accountability, improving supervisor capability and confidence. The simplified HR policy framework is still in the early stages of development and work is underway to develop a joint workstream into a detailed project plan with South Yorkshire Police, to commence in January 2012.

8. Within L & D, Career Services and Workforce planning a number of key initiatives continue to be rolled out, typically on a joint basis with SYP, e.g. training and leadership delivery, promotion assessment design, PDR model scoping and positive action support in relation to the progression of women. The recent results of the staff survey, reported to Chief Officer Group during October, will also further inform the development of some of the key priorities at Force, Division and Branch level in the next 6-12 months.
9. In relation to Occupational Health, an interim joint head of function has been appointed to manage the services in Humberside and South Yorkshire and to review service delivery and development going forward in anticipation of Phase 2 being implemented in April 2012.
10. The Health and Safety staff from Humberside and South Yorkshire are also working together to identify common areas of working, simplification and alignment of key policies and procedures. This work is strongly linked to the wider regional efforts on Health and Safety, and related to the recent West Yorkshire Police Authority Internal Audit report findings. Implementation of these recommendations is being coordinated by West Yorkshire Police at a regional level with planned lead input from Humberside and South Yorkshire practitioners on key actions.
11. A number of the HRD priorities in Appendix 1, may require future review depending on the outcome, timing and implementation of the Winsor and Neyroud review recommendations during 2012.

IMPACTS ON OR LINKS TO COLLABORATION

12. The HRD function continues to play a pivotal role in the transformation of HR support to front line policing service delivery, contributing significantly to the delivery of the CSR2015 programme, in terms of cost savings and wider corporate support, in planning and delivery of the approved changes.
13. The function is in the process of reviewing all HR services and activities as part of **Phase 1** of the regional collaboration programme, i.e. adopting a best practice in-Force HR model for Humberside, based on the Shared Services, Centres of Expertise and HR Business partner model. At a meeting of the Humberside and South Yorkshire Chief Officer teams on 26th September 2011, approval was granted to work towards the establishment of a single HR and Training function for both Forces.
14. To build on this decision HRD senior management leads from both Forces are now working on detailed **Phase 2** proposals, i.e. the scoping of a single HR and Training

function for both Humberside and South Yorkshire Police Forces, as well as considering partnership working opportunities in the shorter term.

15. The outcome of this detailed review work and a proposed single model and HR structure for both Forces is to be reported to both Police Authorities – 22nd November 2011 for HPA and 9th December 2011 for SYPA. If approved, consultation with staff and stakeholders would commence during January 2012, with implementation of Phase 2 planned to commence from April 2012 over 24 months.
16. Again, subject to the approval of Police Authorities, Phase 2 will provide the foundation for a move towards a formal regional solution, i.e. **Phase 3**, comprising 4 Forces and potential outsourcing options. The work to scope this is planned to commence during 2013.
17. It is proposed going forward that the HRD priorities and links to the Strategic Aims in the form of an updated People Strategy should reflect the regional collaboration intent, and in the next 6 -12 months, particularly that of the Humberside and South Yorkshire Police Forces.
18. Once the impact of the Winsor review becomes clear, it is anticipated that a combined South Yorkshire and Humberside joint HR People Strategy could be appropriately developed in 2012, to reflect common intent, aims and objectives and the sub-regional partnership approach.

FINANCIAL IMPLICATIONS

19. Since August 2010, savings of £1.1m as a result of the Choices review have been made from the HRD budget which equates to a 30% budget reduction, based on pay savings (reduction of 33 posts) and non-pay costs. Projected additional savings of £800k have been delivered for 2011/12 (Phase 1), and beyond that a further £1M (specifically for Humberside Police) arising from sub-regional collaboration with South Yorkshire Police during 2012/14 (Phase 2).
20. Also, as a result of process improvements, through the use of IT/ORIGIN software, opportunity costs savings of approximately £20k have been identified in year from the recent SPP application process. Front line Police Officer feedback from this recent process improvement initiative was very positive. Whilst the SPP process is unlikely to continue next year, the principles of how the technology has been applied can be extended to other core HR administrative processes and with potentially greater opportunity costs savings, reducing bureaucracy and improving front line capacity.
21. It is anticipated that within the next 3-6 months, opportunity costs savings of approximately £38k, will also be achieved through the automation of the sickness administration and reporting process. This is based on in-Force changes only (Phase 1) and has the potential to increase working in collaboration with South Yorkshire Police during Phase 2.
22. Other potential opportunity costs savings exist in relation to areas where a single HR Operational Partner has become the lead advisor on behalf of 2 Forces in response to national and regional reviews e.g. Winsor review, review of National Air

Service, regional scientific services and procurement. The abstraction, travel and subsistence costs associated with these projects will be significantly lower going forward, and this approach will also create capacity In-Force for the HR Operational Partner role.

23. It is clear that as we step up our collaborative efforts the level of savings, both real and opportunity, will begin to grow very quickly as managers explore new ways of working and the changes become more fully embedded. A recent example of this is the re-use of stinger devices, that are no longer required by SYP, delivering savings of £24k.

LEGAL IMPLICATIONS

24. Work is currently underway to identify the legal implications of joint working with South Yorkshire Police, linked to Section 23 of the Police Act 1996 and TUPE regulations. Our approach to be adopted will reflect the agreed employment framework arising from JPAC.

EQUALITY AND DIVERSITY AND HUMAN RIGHTS

25. None identified at this stage; however, a full equality impact assessment will be undertaken in regard to the development of any future People Strategy, as well as the creation of a single HR and Training service for HP and SYP. .

CONCLUSION

26. The current priorities and Phase 1 changes of the HRD function review continue to support the Force Strategic Aims. Moving towards a single HR and Training function with South Yorkshire Police, based on a common IT platform (ORIGIN), promotes an opportunity for best use of HR resources, and this is anticipated to increase over the next 2 years, with potentially an additional £1M in future savings to Humberside services.

RECOMMENDATIONS

27. It is recommended that Members:
- endorse the priorities of the HRD function (Appendix 1) & the links to the 5 Strategic Aims of the Policing Plan;
 - endorse the proposal to scope and develop a combined workforce strategy for Humberside and South Yorkshire Police, taking into account the Winsor review outcomes during Spring 2012, led by the Head of Strategy & Change (SYP);
 - note the in-Force progress on Phase 1 of HRD regional collaboration;
 - receive an update on the progress and scoping of Phase 2 of the HRD regional collaboration programme at the January 2012 Business Development Committee.

TIM S HOLLIS
Chief Constable

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5 Strategic Aims of the Humberside Policing Plan – 2011-15

1. Improve local trust, confidence and overall satisfaction
2. Tackling of anti-social behaviour
3. Reduce levels of local crime
4. Deliver improved performance through the best use of resources
5. Maximise the capability to respond to regional and national threats

HRD Priority Actions & Links to the Strategic Policing Plan (2011/12)

PEOPLE STRATEGY WORKSTREAM	PRIORITY ACTIONS	LINK TO STRATEGIC POLICING AIMS	TIMESCALES	RESPONSIBILITY
1. Learning & Development	1.1 Scoping of options for pre – join to the Police Service.	1,4 & 5.	Dec 2011.	Ch Insp Hall
	1.2 Development and sharing of e learning materials including the formation of a single domain for NCALT products.		April 2012	
	1.3 Joint procurement of training resources including Clinical Governance and mobile Hydra facilities.		.	
	1.4 Joint training delivery in a number of specialist areas such as surveillance, public protection, Investigation		April 2012	
	1.5 A review and evaluation of the Special Constabulary recruitment and development programme is taking place with a view to providing Chief Officers with recommendations to improve retention and reduce turnover..			
	1.6 Directing resources to support and develop frontline policing locally including contribution to command support and mutual aid where appropriate.	1 & 4	Dec 2011	
	1.7 Introducing OST / first Aid refresher into the new training days at Divisions.	1, 4 & 5	Nov/Dec 2011	

Learning & Development	<p>1.8 Supporting the force plans for the Olympics by ensuring that resources are available when needed. The Training centre has been nominated to act as a logistics centre during this period.</p> <p>1.9 Actively pursuing continuous improvement activities to ensure all resources and products are relevant, proportionate and contribute to Force goals. E.g. trainer provided on secondment to the Professional Standards Branch to support training re: perceived complaints of incivility across the force</p> <p>1.10 To create a single Learning & Development function for Humberside & SYP as part of the phased partnership arrangement</p>	<p>4 & 5</p> <p>1 & 4</p> <p>1,2,3,4 & 5</p>		<p>Ch Insp Hall</p>
2. Workforce Planning & Modernisation	<p>2.1 To continue to working closely with Finance and other key stakeholders, reporting on a joint basis to Chief Officers and through the IBM process.</p> <p>2.2 To monitor future 'headroom' capacity on a monthly basis</p> <p>2.3 To refresh and report the current planning assumptions rationale and turnover projections linked to CSR deletions and to report on a 6 monthly basis to Chief Officers and monthly via the IBM process.</p> <p>2.4 To create a single Workforce Planning & Career Development function for Humberside & SYP as part of the phased partnership arrangement</p>	<p>4 & 5</p> <p>4 & 5</p>	<p>Ongoing support to CSR, IBM and Chief Officers</p>	<p>M.Shillito</p> <p>A.Stojkovic</p>
3. Technology	<p>3.1 To develop self service solutions in support of revised processes approved by the Operational User Advisory Group.</p> <p>3.2 To utilise the ORIGIN portal to provide fully automated management information</p> <p>3.3 To scope the joint working opportunities in relation to South Yorkshire Police implementation of ORIGIN.</p> <p>3.4 To create a single Shared Services function for Humberside & SYP, based on ORIGIN, as part of the phased partnership arrangement</p>	<p>4 & 5</p> <p>4</p>	<p>December 2011- March 2012 – SYP Scoping re ORIGIN</p> <p>April –October 2012 – SYP move to ORIGIN, Humberside move to R12 providing a common platform across both Forces.</p>	<p>S.Wilson</p>

4. Leadership	<p>4.1. To deliver targeted leadership training to the Specials Constabulary</p> <p>4.2 To introduce a 2 part Detective Inspector development programme across Humberside and SYP using HYDRA facilities</p> <p>4.3 To continue to deliver and develop collaborative change management programme with SYP linked to Winsor and Neyroud review outcomes</p> <p>4.4 To create a single Leadership training function for Humberside & SYP as part of the phased partnership arrangement</p>	<p>1 & 4</p> <p>1,2,3,4 & 5</p>	<p>Nov-Dec 2011</p> <p>Jan 2012</p> <p>Jan - March 2012</p>	<p>Ch Insp Hall</p>
5. Talent Management/Career Development	<p>5.1 To design & implement a promotion process for Supts (Jan- Feb 2012) and Ch Insp (April – June 2012), linked to the Force Promotions Timetable published and reviewed annually.</p> <p>5.2 To review key risk post with Ops Commanders and Unit Managers to mitigate resilience risks in these functions, using appropriate succession planning methods</p> <p>5.3 To design, and implement a 'career review model' for specialist posts linked to value for money, organisation resilience and career development needs.</p> <p>5.4 To create a single Workforce Planning & Career Development function for Humberside & SYP as part of the phased partnership arrangement</p>	<p>4 & 5</p>	<p>Nov – Dec Nov 2011</p> <p>Next reviewed in April 2012</p> <p>Nov 11- Jan 2012</p>	<p>A.Stojkovic</p> <p>C.Baggs</p> <p>A.Stojkovic</p>
6. Communications & Engagement	<p>6.1 To publish the Staff Survey results and implement the improvement action planning process, reporting to Chief Officer Group plus on a 6 monthly basis, the CNCC & Police Authority</p> <p>6.2 To continue with key stakeholder engagement & consultation including Unions, Staff Associations, Police Authorities (lead member engagement), and Commanders ,in relation to the HR changes. Important meetings include:</p> <ul style="list-style-type: none"> - CNCC meetings for the Federation, Unison and Staff Associations chaired by the Chief Constable - Key engagement with operational staff formally through the Operational User Advisory Group and informally via focus groups where any change in HR policy, process and practice is robustly challenged to ensure it meets the needs of the users and business - Police Authority meetings, formal sub-regional, formal in-Force updates and informal briefings with lead members 	<p>1,2,3,4 & 5</p>	<p>Nov 2011- Nov 2012</p> <p>Ongoing</p>	<p>C.Baggs</p> <p>S.Wilson/HRD SMT</p>

	<ul style="list-style-type: none"> - Operational Commanders meetings - 			
7. Managing & Maximising Performance	7.1 To scope with SYP the adaptation & implementation of the national PDR model & PPF (Police Professional Framework) for implementation during April 2012.	1 & 4	Nov 2011- Apr 2012	A.Stojkovic
	7.2 To present proposals and consult with key stakeholders including both Force Command Teams, UNISON, the Police Federation & operational user workshops.			
	7.3 To improve the sickness recording and scrutiny process and promote the wider use of sickness data, aligning the process across Humberside and SYP.	4	Feb 2012	S.Wilson
	7.4 To review current systems and devise a single project plan to align the sickness processes			
	7.5 To further develop the Origin self service sickness process and provide workshops/briefings to operational staff regarding usage of the system.			
	7.6 To develop a standardised absence management stats/information pack			
8. Occ Health, Welfare & Safety	8.1 To undertake a review of both Occ Health and Welfare and Health & Safety functions, policies and processes – in anticipation of a single function and strategy with SYP	4 & 5	Nov 2011 – April 2012	A.Stojkovic
	8.2.To scope opportunities for in-house and or external service delivery in the longer term			
	8.3 To integrate the sub-regional review work with the wider 4 Force regional action plan arising from the recent WYPA value for money report			
	8.4 To create a single Occupational Health, Welfare and Safety function for Humberside & SYP as part of the phased partnership arrangement			
9. Recognition & Reward	9.1 To monitor developments/outcome of WINSOR Part 1 Review regarding alternative reward options linked to professional accreditation for specific roles.	4	Nov 2011 – Feb 2012	A.Stojkovic
	9.2 To monitor the policing landscape being cognisant of any developments in relation to the WINSOR Part 2 review, consultation and recommendations		Feb 2012	L.Booth

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