

PEOPLE STRATEGY – 2015 UPDATE

PURPOSE OF THE REPORT

1. This report seeks to inform Members regarding the Force's People Strategy 2010-2014, in particular it's relevance in current form to the Force priorities (Corporate Plan) as well as highlighting the key challenges, risks and opportunities over the longer term moving towards 2015, and taking into account the changing Policing landscape.

BACKGROUND

2. The People Strategy was initially developed and reported to the Police Authority HR Committee during 2009. The People Strategy describes the Force's vision towards its current and future staff, structured as 9 Strategic Areas that are broadly linked to the 4 strategic goals of the Force Corporate Plan. See Appendix 1.
3. The People Strategy is underpinned by the HRD Branch Delivery plan, which is used by senior managers in the function, as the plan for prioritising and monitoring workstreams and achievements for the next 12 months, in line with the overall People Strategy and Force Corporate Plan.

OPTIONS, RISKS AND OPPORTUNITIES

4. The current People Strategy broadly reflects the original professional intent of the ACO (HR), and the important links with the Force's priorities. However, there is now recognition from within the HR function that the content of this document requires further refinement to more accurately reflect the future challenges presented by the dynamic policing environment.
5. The period to which the People Strategy applies should now be amended to cover the period from 2011-2015 in line with the Force's CSR 2015 Change Programme and the Policing Plan and the 5 Strategic Aims.
6. Also, in light of the complexity and ambiguity of the policing landscape, particularly the changes associated with Police & Crime Commissioners, the NPIA, NCA and the Hutton and Winsor reviews, it is recommended that the document is consulted on, updated and reported to the Business Development Committee on an annual basis to maintain it's relevance.
7. With these factors in mind, any People Strategy for 2011-2015 should be viewed as a dynamic document, that should inform the priorities and the focus of HR services, in support of achieving the Force's aims and objectives, ultimately linked to the Policing Plan 2011-15.

8. Previous discussions at the Business Development Committee centred on the consideration of a Workforce Development Strategy for 2011-2015.
9. The 'workforce development' aspects of the People Strategy primarily relate to the following strategic areas; Learning & Development, Workforce Planning & Modernisation, Career Development and Technology.

Learning & Development

10. The L & D function embracing Leadership will continue to deliver management training and professional development for line managers and HR staff. Clearly, the future impact of the Neyroud review will be closely monitored, including the potential impact of a Police Initial Qualification and a Senior Management in Policing Qualification. The L & D team will continue to work closely with Workforce Planning and Career Development colleagues in delivering a joined up service, linked to future workforce, operational priorities and recruitment plans. The scoping of a single L & D function for Humberside and South Yorkshire Police, including leadership delivery solutions is currently being scoped by both Humberside and South Yorkshire Police.

Workforce Planning & Modernisation

11. The Workforce Planning team continues to monitor and refine the 5 year rolling workforce planning model, in parallel with CSR 2015, (establishment and budgets/savings), as well as the resilience planning project, regularly reviewing the rationale and assumptions that underpin future changes to the establishment, recruitment and resilience demands.
12. 'Headroom' projections for police officers and staff will continue to be a key responsibility of the team to inform the timing of any future police officer and staff recruitment. The workforce planning assumptions, projections and performance against plan are regularly reviewed in-Force by the team and presented and discussed in the IBM cycle.
13. Resilience planning work previously undertaken by the CSR Programme Support Office will now be taken forward by the Workforce Planning team within HR. Linked closely to the workforce planning projections for police officers and staff, this work will include scoping of:
 - Improved resilience information to inform strategic and operational decisions;
 - multi and secondary skilling of police staff, to reflect the projected police officer/staff composition of the Force;
 - resilience work with SYP with regard to workforce plans, succession planning demands and the potential for joined up solutions e.g. promotion demands, specialist/key risk post planning.

Career Development

14. The Career Development team will build on existing links with the Workforce Planning team, using HR intelligence to inform the design and development of future promotions and succession planning solutions to meet future leadership, recruitment and key risk post demands.

15. The Career Services team are currently scoping the adoption of the National PDR framework and the opportunity for a common solution potentially linked to ORIGIN and the Police Professional Framework. This is being undertaken jointly with South Yorkshire Police. It is anticipated that the implications of the Neyroud review and professionalising the service will bring new challenges to the career development team, working closely with the Leadership team, although it isn't possible to quantify these at this stage.

Technology

16. The aim of the HR function is to continue to harness technology to ensure that day to day queries and support are delivered through self service functionality which empowers managers. We will continue to utilise the ORIGIN portal workflow capabilities in order to support process redesign and host the knowledge database which, in turn, will support the new simplified policy framework. This element of the strategy may be developed through any joint working opportunities with South Yorkshire Police following ISB function join up and a common adoption of ORIGIN for core HR processes and potentially the PDR process.

POLICING PLAN & PERFORMANCE

17. The People Strategy will continue to reflect the aims and priorities outlined in the Police Authority's Policing Plan 2011-15. Of course the inception of the Police & Crime Commissioners during 2012, could significantly impact on the Policing Plan, where any changes would have a knock-on effect on the People Strategy intent, priorities and focus.

IMPACTS ON OR LINKS TO COLLABORATION

18. In light of scoping activity and developments in the Operational and HR regional/sub-regional collaboration agenda, it is important that the development of a People Strategy for 2011-15 should also reflect the partnership approach to HR working between Humberside and South Yorkshire Police. A workstream has recently been established, led by the new Head of Strategy and Change, Lorraine Booth (SYP) to develop and bring forward a new People/Workforce Strategy that will more accurately reflect the emerging policing landscape.
19. With this in mind it is proposed that the existing Humberside People Strategy is refined at this stage, rather than overhauled and the future shape and content of the strategy is considered as part of the current partnership scoping review led by the Head of HR Strategy (SYP), under the direction of the ACO (HR).

FINANCIAL IMPLICATIONS

20. The People Strategy will need to be amended to more appropriately reflect the greater emphasis on 'value for money' going forward to 2015. Through regional collaboration opportunities the potential to achieve significant value for money and financial savings are self evident. Whilst in practice the existing People Strategy

very much supports CSR 2015, explicit reference to this should also be incorporated in any revised document.

LEGAL IMPLICATIONS

21. None identified at this stage.

EQUALITY AND DIVERSITY AND HUMAN RIGHTS

22. None identified at this stage.

CONCLUSION

23. Given the changes and continued ambiguities regarding the emerging policing landscape, it is recommended that no significant overhaul of the People Strategy takes place at this stage. However, there is a requirement to update the existing document to take into account existing plans regarding CSR 2015 and also to greater reflect the developments in regional collaboration/partnership with SYP.
24. Consideration of a revised People Strategy should take place during Spring 2012, following the outcome of Winsor stage 2 reports, further developments in regional collaboration opportunities and linked into the appointment of Police & Crime Commissioners. At that time the Force and Members should be in a better position to understand the risks, options and opportunities that lie ahead.

RECOMMENDATIONS

25. It is recommended that Members:
- (i) discuss the content and relevance of the People Strategy (Appendix 1)
 - (ii) endorse the requirement to refine the existing Humberside People Strategy aligned to the Policing Plan for 2011-15 and the 5 Strategic aims and submit to the November Business Development Committee;
 - (iii) revisit the future shape and content of the People Strategy during Spring 2012, following the outcome of the scoping review being undertaken in partnership with SYP, and following the outcome of the Winsor review Stage 2.

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Background documents: Corporate Plan (Appendix 1)



Protecting Communities. Targeting Criminals



Protecting Communities. Targeting Criminals

Humbeside Police
People Strategy
2010 – 2014

MANAGEMENT DOCUMENT



One Team

What is the People Strategy?

The force, and indeed the whole of the Police Service, faces a number of challenges over the coming years from counter terrorism, to delivering the Policing Pledge and Neighbourhood Policing.

At the same time we face numerous operational challenges from tightening budgets, demanding public requirements as well as a regional working agenda. Our People Strategy provides a strategic framework to deliver effective policing in the 21st century through a workforce that is flexible, effective and productive meeting local, regional and national policing needs.

The People Strategy covers the period 2010-2014 and is a means of describing the forces vision towards its current and future staff and to ensure that it is prepared to meet the challenges and deliver against the forces Corporate Plan.


Who Delivers the Strategy?

The People Strategy will be underpinned by the Human Resources Development Branch Delivery Plan to ensure objectives and outcomes are met. The plan will be agreed and monitored by the Police Authority and the Assistant Chief Officer (HR) will provide executive oversight.

What are the Key Strategic Areas of the People Strategy?

There are 9 strategic areas which are underpinned by efficiency, quality, productivity and performance. Each key area has been allocated its own section in the People Strategy together with the broad aims of how each one will be achieved and which of the 4 strategic goals of the Force Corporate Plan, they link to and support. In summary the 4 goals are:-

- 1 Improving levels of confidence and satisfaction through partnership working to reduce crime and anti-social behaviour.
- 2 Focussing on the needs of our citizens and deliver a service which understands their concerns and keeps people and communities involved.
- 3 Working with partners and through communities to tackle threats of terrorism, violent extremism and serious and organised crime.
- 4 Delivering services that are lean and efficient and making best use of resources, by reducing costs and making greater use of technology.



Ian Watson ACO (HR)



Learning & Development

Focusing on organisational need through a range of products and services, developing skills, knowledge and attitudes and encouraging development to enhance both personal and organisational service delivery.

We will achieve this by:

- focusing on business need
- ensuring all learning and development has a citizen focus throughout
- developing accreditation and a quality assured framework
- collaborating on the provision of local training based on local need
- continually reviewing delivery options, remaining flexible, responsive, relevant and accessible
- supporting the promotion process in the development of management skills throughout the force through the Leadership Development Centre
- identifying skills gaps and training needs of divisions and branches – utilising the updated Origin HR system
- providing appropriate training support for displaced staff from the Choices programme
- collaborating/working regionally to provide cost-effective delivery solutions
- creating training solutions to meet emerging training needs through the IBM process
- a robust approach to budget management to ensure training delivery meets organisational need
- evaluating training to ensure products are fit for purpose

This key function supports Strategic Goals 1, 2 & 3 of the Force Corporate Plan



Workforce Planning & Modernisation

To have a workforce planning model that identifies the future people capacity and capability needs of the force, supported by an employment framework that gives us the means to design a flexible and resilient workforce with the right distribution of officers and staff, with appropriate skills in the right roles, in sufficient numbers, of the right type.

We will achieve this by:

- having an efficient and effective Change Management Framework
- targeting resources and recruitment plans to support Choices & BWFM
- implementing an organisational development process that calculates the workforce needs in advance using the 5 Year Rolling Strategic Workforce Plan
- supplying appropriate training under BWFM programme
- having appropriate operational resilience and succession plans

This key function supports Strategic Goals 1, 2, 3 & 4 of the Force Corporate Plan



Technology

To have systems and processes that develop and harness technology that ensures our workforce has the skills and flexibility to work in a technologically rich environment.

We will achieve this by:

- creating a joint strategy between ISB and HRD to optimise the use of technology where appropriate
- aligning our people management and development initiatives with the work emerging from the National IT Strategy
- using 'Learning-On-The-Go' to support delivery of Mobile Data/MOPI/Data Quality
- implementing the Origin HR system to improve the efficient and effective use of HR processes (including Self Service) and data storage/monitoring/reporting

This key function supports Strategic Goals 1, 2, 3 & 4 of the Force Corporate Plan



Leadership

The identification of leadership profiles and requirements that identify, develop and support those (police officers and police staff) with potential for leadership.

We will achieve this by:

- recognising and rewarding outstanding performance
- raising the standard of confidence and ability amongst leaders and supervisors through the delivery of appropriate leadership development programmes that deliver tangible outcomes that benefit both the organisation and the individual
- identifying options for delivery of promotion assessment processes for police officers HPDS, Sergeant, Inspector, Chief Inspector & Superintendent
- developing a fast track development scheme for non-HPDS police officers and police staff
- identifying and promoting career pathways to promote lateral and vertical development
- ensuring the PDR process recognises leadership (see Managing & Maximising People Performance)
- developing a range of training solutions that support the 'Frontline' police supervision agenda

This key function supports Strategic Goals 1, 2 & 3 of the Force Corporate Plan



Talent Management and Career Development

To have selection and planning/promotion frameworks and processes that attract, select, develop, deploy and retain a skilled/committed workforce which reflects the community it serves and which ensures promotion on merit.

We will achieve this by:

- identifying career pathways to promote lateral and vertical development
- shaping the processes for selection and promotion that enables a more diverse mix of staff to be identified, selected and promoted, including appropriate positive action initiatives that target hard-to-reach and under-represented minority groups
- developing web-based solutions to improve effectiveness and promote a positive image to applicants
- creating and promoting an appropriate Humberside Police employer and career brand
- integrating in-house succession planning and talent management processes and introduce succession plans that include 'key risk' roles
- designing a talent management programme that includes attracting, engaging and retaining leadership within the Organisation

This key function supports Strategic Goals 1, 2 & 3 of the Force Corporate Plan



Communication and Engagement

To have frameworks that ensure staff are fully engaged in their work through proper communications and feedback systems, both of a force-wide level as well as a personal level.

We will achieve this by:

- delivering a new partnership agreement with staff associations and Unison
- developing an interactive HRD web site
- developing, monitoring and reviewing (through feedback) an engagement process (Staff Survey) that provides staff with an opportunity to directly influence changes within their immediate work environment

This key function supports Strategic Goals 1, 2 & 3 of the Force Corporate Plan



Recognition & Reward

To attract, recruit, motivate and retain excellent people through a framework that allows us to apply recognition and remuneration policies and practices fairly, in a flexible and efficient manner.

We will achieve this by:

- having a pay, progression policy/system based on performance and achievement
- developing flexible local recognition and reward frameworks, that recognise excellent work, and linked, where appropriate, to national police reform developments
- reviewing the current police staff job evaluation schemes taking account of regional collaboration

This key function supports Strategic Goals 1, 2, 3 & 4 of the Force Corporate Plan



Managing & Maximising People Performance

To create a high performance environment where people are clear of what is expected of them, receive regular feedback and where poor performance is addressed.

We will achieve this by:

- recognising excellent performance
- developing strong leaders
- raising the level of performance of officers and staff, especially those whose performance is poor (linked to UPP) and equipping supervisors with the knowledge and confidence to challenge and deal with officers and staff who under-perform
- developing a more efficient and relevant PDR process that recognises leadership and includes challenging objectives and targets that are properly aligned to force/local strategy
- reviewing police staff conduct and capability procedure to ensure alignment with ACAS guidance
- delivering procedural training to relevant HR Managers/Officers to facilitate front line delivery to supervisors
- reviewing the dress code, raising its profile, and ensuring staff adhere to it and managers enforce it
- having robust attendance management systems in place
- replacing HR practice directions with a simplified policy framework and electronic staff handbook taking account of regional collaboration to align relevant HR policies and procedures where appropriate

This key function supports Strategic Goals 1, 2 & 3 of the Force Corporate Plan



Health Welfare & Safety

To provide and encourage a healthy and safe work environment that helps maximise attendance, and therefore enhance performance, through a range of proactive policies.

We will achieve this by:

- developing an occupational health and safety strategy
- developing and promoting a health and safety culture by raising awareness of staff through promotions/education/publications /HRD web site etc, in order to minimise risk of ill health, accidents and injuries
- closer management of long term absence cases through involvement of partners – Occupational Health Welfare and Safety and HR staff and line managers
- examining ill health/accident trends and introduce measures to reduce or eliminate
- producing and implementing a post HSE inspection action plan in partnership with HSE
- introducing an IT system (Cohort) in OHW&S to improve efficiency and effectiveness in the speed of data recording, monitoring and evaluation
- examining the services provided to ensure that they are delivered proactively wherever possible
- examining the scope for regional collaboration where practicable
- raising the profile and role of the 'welfare' side of OHW&S
- providing annual reports to the Police Authority

This key function supports Strategic Goals 1, 2 & 3 of the Force Corporate Plan

What is the Force Vision & Values in Relation to the Strategy?

Our Vision

To provide an outstanding police service where the people we employ have the appropriate skills, knowledge, information and equipment; where careers are developed, outstanding performance is encouraged and recognised, and people are well led and motivated by managers that they, and the community, respect and have trust and confidence in. The Strategy supports a workforce which is:-

- Well led and supported
- Citizen Focused (reflective of the community it serves)
- Modernised
- Healthy and engaged
- Recognised and rewarded
- Skilled and capable
- Resilient and flexible
- Highly performing
- Diverse and financially stable

Our Values

Team Humberside has one set of values. These values act as a guide for both individual and collective behaviour. We will:

- Act with integrity
- Use common sense
- Confidently manage risk
- Support each other
- Take pride in our work
- Deliver results

How Does the People Strategy Link to Diversity?

The Force is fully committed to ensuring effective and meaningful diversity and equality in all our working practices and services. Integrated with, and directly supporting this People Strategy, we have produced a separate Diversity plan that sets out our commitments and standards in terms of our **People, Culture, Services and Organisational Processes**. For further information on the Diversity Strategy please link to **'Our Commitment to Diversity'** on the Force Intranet or, alternatively, by contacting the HRD Branch.

Feedback and Comments

We welcome feedback and comments on the People Strategy. If anyone wants to discuss the strategy or make a wider contribution then please contact the ACO (HR) direct by e-mail or telephone.

What will be the Outcomes of the People Strategy?

The People Strategy will deliver the following outcomes:

- a professional, flexible and responsive, representative workforce able to meet the changing and challenging requirements of the communities we serve and committed to the 'One Set of Strategic Goals' set out in the Force Corporate Plan
- an organisational culture which reflects the citizen focus approach that guides our individual and collective behaviour and responsibility, which in turn will enable us to deliver a professional and responsive service to our community
- improved morale and pride
- well recognised and rewarded staff
- well developed and managed staff
- increased capability, capacity and resource usage
- strong, active and productive strategic partnerships with our key stakeholders
- organisational values and beliefs reflecting community needs and expectations
- managers who are well developed and well supported

An HR Scorecard will assist in measuring and monitoring Key Performance Indicators associated with the strategy for key stakeholders.