

**CUMBRIA POLICE AUTHORITY
PERSONNEL COMMITTEE**

27 February 2006

Agenda Item No 8

HUMAN RESOURCES MANAGEMENT IMPROVEMENT

A Report by the Chief Constable

Background

In October 2005 Her Majesty's Inspectorate of Constabulary's Baseline Assessment of Human Resource Management rated the Constabulary as 'Poor but improved'. Whilst the report recognised many strengths, areas for improvement were highlighted.

Recommendation

That members note the report.

Detail

The Personnel and Development Service Improvement Plan identifies these issues and outlines action and planned action and progress to date.

HMIC have recently re-visited the Human Resource Management function and have verbally acknowledged the improved performance management and improvements made.

**Michael Baxter
Chief Constable**

P & D Service Improvement Plan - HMIC Baseline Assessment HR Management

Ref	Area for Improvement	Action	Action Owner	Planned Action	Progress to Date	Success indicators/review
6A1	The number of working hours lost through police officer sickness absence has increased from 84.3 in 2003/04 to 85.20 in 2004/05. This placed the Constabulary fifth out of seven in its MSF group, which had an average of 82.85.	Reduce number of working hours lost through police officer sickness absence.	GN/BG	Redesign of OH Nurse Service Implementation of back strategy Stress Risk Ass Tng for Managers Flu immunization programme	<ul style="list-style-type: none"> Continuation of Attendance management Strategy has resulted in reduced absence this year. Projected absence is 77 hours. Appointment of Area personnel staff. Absence management in BCU plans Absence Management at Performance Conference and Performance Review Attendance targets set for SPP, CRTP, promotion, etc. Stress Risk Assessment Training programme for managers piloted in Summer and commenced in November for all managers. Flu immunization programme 	Q/E 31 Dec absence is down Out turn is expected to be under target – eg 70 hours per annum per officer and 58 hours per annum per police staff
6A2	The number of medical retirements per 1000 police staff increased from 0 in 2003/04 to 5.48 in 2004/05 significantly above the MSF average of 2.38, placing the sixth out of six of its MSF.	Reduce number of medical retirements.	GN	None, other than continued scrutiny of all retirement issues by Health Management Panel.	<ul style="list-style-type: none"> 2004/05 figure is statistically abnormally high. Historical figures are significantly lower. 2005/06 – 1 Police officer retirement, 0 police staff retirements 	Ongoing – low trend and none anticipated for final quarter

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6A3	<p>Whilst P&D endeavour to concentrate only on core activities, there is inevitably a draw on resources due to other internal and external priorities, notably, the demands of Review 2004 and a variety of externally driven projects such as the current work on criminal justice structures. April 2005 will see the deployment of BCU based personnel managers, with suitably devolved powers and functions.</p>	<p>Deploy BCU based personnel managers, with suitably devolved powers and functions.</p>	GN	<p>Provision built into departmental plan objectives for abstraction of personnel staff to corporate projects and other initiatives.</p> <p>All work outside dept plan to be assessed for impact/risk</p>	<ul style="list-style-type: none"> • Appointment in April 2005 of BCU based personnel advisers, with devolved powers and functions. Some reliance on P&D staff by corporate projects and initiatives is inevitable (and indeed necessary to ensure compliance with legislation and sound industrial relations). • No major abstractions in 2005/06, but likely to be an increasing demand for HR services in support of restructuring. • GN to write to key stakeholders re all new/proposed work outside of plan to be assessed for impact • Collaboration and outsourcing wherever possible eg SEARCH,promotion 	June 2005

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Ref	Area for Improvement	Action	Action Owner	Planned Action	Progress to Date	Success indicators/review
6A4	All officers and staff have been issued with a copy of the Constabulary Health and Safety policy (currently under review). Most senior officers and police staff have successfully completed the IOSH managing safety course	Complete review of Health and Safety policy.	GN	Health and Safety Training continues to be rolled out.	<ul style="list-style-type: none"> Health and Safety Adviser appointed. Revised H&S Committee structure implemented. Risk Assessment Training refreshed. Other legislative training scheduled. HSE 3 year Constabulary inspection ongoing. Internal H&S audit programme initiated. Revised H&S policy to be issued February. 	Ongoing
6A5	The Constabulary has implemented the core modules of NSPIS HR, including personnel, training administration and duties management (not fully implemented at this time). In addition, the Constabulary is in the process of implementing the Health and Safety Management module of NSPIS HR. All users have been provided with bespoke training through a dedicated NSPIS HR trainer.	Complete implementation of NSPIS HR.	PMU / JB	Continue implementation of Duties Management module.	<ul style="list-style-type: none"> NSPIS personnel and Training Admin modules now embedded. System used for management information and statistical reporting. System used to integrate data with payroll NSPIS H&S implemented and signed off at NSPIS project board NSPIS HR used to record details of PDR eg timeliness 	Ongoing

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6A6	The Constabulary has had difficulty in recruiting a Health and Safety Advisor and recently appointed a new advisor. As a temporary measure a 'Health and Safety Advisor' has been used from a neighbouring force to assist in administering H&S police requirements. The Constabulary plans to link H&S with Occupational Health in the future and appreciates its vulnerability whilst a permanent replacement is found.	Recruit permanent Health and Safety Advisor.	BG		<ul style="list-style-type: none"> H&S now an integral part of Occupational Health structure and strategy. Vulnerability reduced with new appointee and integration into OH. Updates on H & S issues to RSB H & S officer attends BCU H & S meetings Resilience increased through appointment of nursing staff with Health and Safety experience and skills. 	Q reports to RSB
6A7	The Constabulary should review and 'Risk Assess' positions within the Constabulary which are critical to effective and efficient performance. Processes should be introduced which provide resilience and business continuity to those posts which are 'identified' as being vulnerable to other external market forces.	<p>Risk assess performance-critical roles.</p> <p>Introduce processes that provide resilience and business continuity to those roles identified as being vulnerable to other external market forces.</p>	<p>GN</p> <p>GN</p>	<p>Risk assessment process ongoing in light of restructuring activity.</p> <p>Succession planning, procedural changes and specific retention measures being implemented.</p>	<ul style="list-style-type: none"> Risk assessment process ongoing in light of restructuring activity. Commanders/Heads of Depts requested to identify key posts for business continuity P & D contribution to Business continuity plan Succession planning, procedural changes and specific retention measures being implemented. 	<p>End December 2005</p> <p>March 2006</p>

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6A8	Health and Safety structures and processes have been assessed as insufficiently effective and a consultant with experience in police health and safety has been engaged to recommend improvements in constabulary strategy, systems and procedures.	Implement effective Health and Safety structures and processes as per consultant recommendations.	GN	Processes form part of an action plan which is being implemented during 2005/06	<ul style="list-style-type: none"> • Recommended structures approved by HSE and implementation planned for 1st quarter 2006. • Action plan in place • HSE inspection Nov 2005 	Apr 2006
6A9	Consideration should be given to extend the use of honoraria provisions for police staff, to reward exceptional performance and contribution.	Extend the use of honoraria provisions for police staff, to reward exceptional performance and contribution.			<ul style="list-style-type: none"> • Honoraria continue to be used appropriately to reward exceptional performance and contribution. • Quarterly report for Performance review on use and scope of honoraria GH 	

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6A10	The recently introduced ICF PDR system will provide a credible performance related appraisal system linking skills and development with performance at a local and Constabulary level. This new system for police staff requires an investment in training and understanding to enable a culture change in the way police staff are assessed.	Train managers in the new ICF / PDR process. Manage associated change.	JB / PT JB	Further training to be delivered following quality assurance of initial PDRs Quality assurance ongoing. Revised policy to be issued February 2005	<ul style="list-style-type: none"> • Stage 1 training completed. Completion rate 99% officers and 95% police staff. • Change has been managed without dispute or significant disruption – Unison involved fully in process and in review of implementation. • Review in conjunction with Unison completed • Policy review – Jan 2006 • Review of training to Ops Board Feb 06 	Nov 2005 Ongoing December 2005
6A11	All ICF role profiles contain a core responsibility for health and safety appropriate to the role. Such responsibilities will be assessed through the new PDR process	PDR process to assess responsibility for health and safety appropriate to the role.			<ul style="list-style-type: none"> • All profiles have H&S included appropriate to role. Performance and competency is being assessed in the same way as other competencies. 	

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6A12	<p>The Constabulary has been successful in increasing its numbers of the Special Constabulary, female police officers and officers from VEM. The Constabulary needs to continue with initiatives to encourage female officers, who now represent over one third of the constable strength, into specialist roles such as MSG and Dog Section. The Constabulary is seventh in its MSF group in respect of percentage of female sergeants and are sixth in its MSF group in relation of percentage of female Inspectors to overall Inspectors.</p>	<p>Produce strategy for encouraging female officers to apply for specialist roles.</p>		<p>Confidence and Equality board created to promote greater diversity, with sub-group led by C/Supt dealing specifically with internal diversity issues including progression of minority groups.</p> <p>Action plan under development.</p> <p>Initiatives continue in relation to Specials recruitment and training.</p>	<ul style="list-style-type: none"> • Strategy drafted. Working group created. Specific training for female progression approved. • Mentoring scheme approved. • Role models for female officers identified. • Perceived barriers being removed – eg Aide programme • Home Office Target for Specials will be met by next intake. • Home Office target for VEM officers exceeded • VEM recruitment plan agreed and implementation ongoing • Specials training increased and aligned to neighbourhood policing initiative. • Nomination for achievement awards for Specials team 	<p>Paper to RSB and CEB and regular updates</p> <p>Bi annual staff survey up to 83%</p>

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6A13	<p>The Constabulary does not have a 'Resource Allocation Model' and deployment of resources is based on established and historical data. As the Constabulary moves to a more formal performance based culture involving all staff being assessed as to their competence and performance outputs, the Constabulary should consider conducting a full skills audit and profile of the workforce. This would assist in workforce and succession planning where they identify they have difficulty in recruiting externally.</p>	<p>Produce 'Resource Allocation Model'.</p> <p>Conduct full skills audit to profile the workforce.</p>			<ul style="list-style-type: none"> • Resource allocation is dealt with by Ops Board, monitored jointly by Personnel and Finance, under the auspices of the Operating Policy. • Resources and other priorities preclude a full skills audit and profiling of the workforce. However, information needed for decision making is obtained via NSPIS Personnel and Training Administration. • Regular updates/monitoring of budgeted posts/workforce plan/ • Timely promotion boards to all ranks in 05/06 • Age/service profiling of officers for workforce planning 	

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6A14	A Force Learning Panel manages the direction, ownership and evaluation of all internal training activities with a view to maximising training's impact on operational performance. Responsibility for H&S training needs, delivery and evaluation has been incorporated into the remit of the Force Learning Panel.	NO ACTION				
6A15	Currently resource disposition is discussed and agreed at Corporate Board level. For example, the disposition of officers across BCUs is remitted to the Operations Board (chaired by ACC Operations) who has the autonomy to make deployment decisions. Thus, the majority of decisions on disposition are made following an open debate involving all parties.	NO ACTION			<ul style="list-style-type: none"> • Regular info to RSB • Info to performance conference re budgeted posts 	

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6A16	<p>The Constabulary has been slow to introduce the ICF PDR system due to problems with the software applications, which work with NSPIS HR. As a consequence the Constabulary has sought alternative software packages from 'Skills for Justice' as the Constabulary believed this would deliver the service they required. However problems have delayed delivery of the product to the Constabulary and is impacting on the ICF roll out.</p>	<p>Complete implementation of ICF / PDR.</p> <p>Resolve NSPIS HR software issues.</p>	<p>GN</p> <p>JB</p>	<p>ICF to be used for police staff recruitment and selection</p>	<ul style="list-style-type: none"> • Implementation continues. PDR in place, with 99% completion for officers, 95% completion for police staff. • ICF embedded in recruitment, promotion, HPDS, etc. • ICF has been used for some Police staff roles – agreed in principle by UNISON – process to be finalised • ICF used for Specials Recruitment. • Problems remain in respect of the national PDR software but we are utilizing NSPIS HR for recording and using a word document until these are resolved. Maintaining a watching brief on National PDR software. 	<p>Dec 2005</p> <p>Ongoing</p>

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