

**Devon and Cornwall Police Authority HR Committee
24 March 2009**

Open for the purposes of FOI
Report by Director of Human Resources

Proposed Restructuring of the HR Function

Recommendation(s):

- (i) that the HR Committee considers the proposals for restructuring the HR function and identifies any issues to be considered by the Force**
- (ii) that the HR Committee notes a further update will be provided to the May meeting**

Introduction

1. This report provides a progress update and outlines specific proposals for the planned restructure of the HR function. This follows a previous paper submitted to the HR Committee on 27 January 2009 and initial references to the restructuring of HR in the 'Key Issues Facing Human Resources in the Force' report submitted to the HR Committee in September 2007.

Background

2. It is necessary for Devon and Cornwall Constabulary to achieve an organisation design for the HR function which will:
 - Deliver the required economic reductions in posts and ensure a balanced budget and sustainable cost base
 - Maintain and build upon a 'fit for purpose' HR function as assessed by the HMIC grading of 'Fair' achieved in 2008
 - Modernise the HR function to ensure that people management across the Force is better equipped to support the 2012 vision and beyond.
3. Delivery of savings is the first phase of a three-phase Corporate Services Transformation (CST) project covering Human Resources, Finance and Resources and ICT. The subsequent two phases focus on process re-engineering and technology investment to deliver enhanced efficiency, effectiveness and modernisation. These phases will be subject to separate business cases and would likely be delivered between 2010 and 2012. Further restructuring and reduction in posts may result although there are no specific targets for this currently.
4. The three phases of CST will collectively contribute to the delivery of the People Strategy for 2012.
5. The design principles adopted include:
 - Application of the Force's organisation design principles.
 - For core HR services, managers are our only customer
 - For Learning and Development, operationally relevant front-end service delivery
 - The need to deliver all mandatory activity (legislative, NPIA and ACPO standards, etc.) *
 - High quality, relevant and consistent expert advice
 - Technology solutions and self service (in future phases as outlined in paragraph 3 above)
 - Strategic and empowering but not controlling
 - Line managers managing and leading

- Adding value, business-focused, operationally relevant and appropriate

* Mandatory activity is described in Appendix A.

Progress Update

6. Restructuring proposals have been developed (attached as Appendix B, with supporting commentary), and are in the process of being consulted on with:
 - The Partnership Group, comprising the trades union and police officer staff associations
 - All staff in the HR Directorate
 - Internal customers through nominated representatives of BCUs and Departments.
7. Consultation may change the proposals so this report represents the current thinking.
8. The proposals deliver the required reduction of police staff posts across the HR Directorate of 56.5 full time equivalent (FTE) posts with an additional 10.0 FTE police officers returning to front-line duties. This represents 26% of the current total of police staff and officer FTE posts. The actual number of people affected by the changes will differ from the FTE figure as some staff will work part-time and some posts will be vacant. The breakdown of post savings is as follows:
 - 20.4 FTE police staff posts from Core HR
 - 29.6 FTE police staff posts and 10.0 FTE police officers returning to front-line duties from Learning and Development
 - 6.6 FTE police staff posts from Equality and Diversity, Health and Safety and Occupational Health

Risk Management

9. There are a number of risks inherent in the proposed restructuring of HR. The CST Project Board (headed by ACC Debbie Simpson) and the HR Senior Management Team regularly review the risks and the associated mitigating actions. Key risks and associated actions include:
 - Delay in reaching agreement with customer and trades union representatives meaning savings are not achieved by September 2009
 - to be mitigated by meaningful ongoing consultation in line with legal requirements.
 - Impact on service in short- to medium-term due to economic savings needing to be delivered ahead of process re-engineering and technology investment
 - to be mitigated by prioritisation of activity to deliver mandatory and most important discretionary activities (achieved through customer consultation).
 - Reduced operational effectiveness during the transition phase due to the scale of change proposed
 - to be mitigated by detailed planning and condensing of the implementation in conjunction with staff and customers
 - Line managers not equipped to take on their full people management responsibilities
 - to be mitigated by developing a better understanding of the skills gap and providing associated development (much already available).
 - Loss of key skills from the Directorate or Force
 - to be mitigated by open communication and consultation with staff and condensing the implementation as much as possible to remove uncertainty early in the change process and promotion of the future prospects for the function and roles within.
 - Lack of appropriate space to accommodate a highly centralised structure
 - to be mitigated by the early involvement of Estates Department to identify options.
 - Reduced morale and productivity

- to be mitigated by open communication and consultation with staff in the short term and investment in the development of those who remain in the future organisation from September onwards, together with clear plans for future development and further improvement of the function and roles within.

Future Activity

10. A firm proposal on the final structure will be shared with the Partnership Group by the end of March 2009 and subsequently announced to staff.
11. Selection of staff into the new structure will be managed throughout April and May so that appointments can be confirmed during June. Staff who are not successful in securing a position in the new structure will be placed 'at risk' and served with formal notice of redundancy no later than 30 June 2009 and a leave date no later than 30 September 2009.
12. A further report will be submitted to the HR Committee in May including a more detailed assessment of the staff and service impact of the changes.

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Appendix A

Mandatory Activity

HR

- Maintain basic records, statement of particulars, contracts
- Oversee recruitment and deployment of police staff and officers to national standards
- Ensure the effective management of police staff and officer exits
- Provide appropriate people related policies
- Ensure provision of expert / technical advice and guidance
- Provide data to legitimate external bodies, e.g. HMIC, NPIA
- Maintain / assist with appropriate employee relations
- Conduct pre-employment and in-service checks (vetting)
- Ensure basic legal compliance
- Equip managers to conduct key people management processes, including discipline, fairness at work and attendance
- Undertake agreed centralised activities, eg. recruitment

Health and Safety

- Ensure provision of expert / technical advice and guidance
- Provide appropriate health and safety policies.
- Audit compliance with health and safety policies / legislation
- Record and, where required, investigate accidents.
- Report accident trends and statistics
- Assist in/complete risk assessments
- Provide data to legitimate external bodies, e.g. HSE, HMIC, NPIA

Equality and Diversity

- Provide support to critical incidents regarding community impact through the Diverse Communities Team
- Provide a neighbourhood policing approach to community engagement with minority communities through the Diverse Communities Team
- Provide funding for community projects where they meet the strategic needs of the police to identify, engage and understand the needs of existing and emerging minority communities
- Provide corporate support regarding existing equalities legislation to the 2012 development programme
- Help the organisation to effectively monitor inequalities issues through the strategic meetings structure so as to comply with existing equalities legislation
- Organise an Independent Advisory Group structure than helps the organisation understand the equality impacts of strategic changes
- Ensure the organisation is prepared for new national developments such as the Equality Standard for Policing and the Equality Act
- Provide an equality and diversity training programme which meets national standards and is workable within the geography of this force

Occupational Health

- Undertake medical assessments for specialist groups e.g. divers, air crew, drivers
- Maintain medical files in line with statutory requirements (Health and Safety at Work Act, Data Protection Act)
- Provide risk assessment advice to management
- Conduct pre-employment medical assessments
- Manage the medical aspects of police staff and officer-ill health retirements and injury on duty awards
- Provide specialist occupational health advice to management

Learning and Development

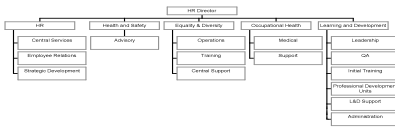
- Training required by criminal law, civil law or human rights law and which would result in legal proceedings against the Constabulary if not delivered
 - Health and safety training
 - Officer Safety Training, including Taser
 - Stop search training
 - Custody training
- Training mandated by HMIC, NPIA or ACPO and which would result in withdrawal of licences or other serious sanctions against the Constabulary if not delivered (such as withdrawal of Armoured Response Vehicles)
 - Initial student officer and PCSO training
 - First aid training
 - Firearms training
 - Special Constabulary training

Discretionary Activity

Activity not listed above is regarded as discretionary and will therefore be prioritised appropriately in partnership with BCU and Department customer representatives to deliver the most operationally-relevant and value-added activity.

Appendix B

Proposed Future HR Directorate Functional Structure



Devolved Training
•Crime
•Dogs
•Driver
•Firearms

Supporting Commentary

The organisation design has been developed based on the need to find new ways of working consistent with the aim of becoming a top performing Force by 2012.

Core HR

- Net reduction of 20.4 FTE from 78.4 FTE police staff posts. No reduction from 2.0 FTE police officer posts.
- Fundamental restructure into three key areas of focus: central services, employee relations and strategic development.
 - Central services, likely to be based at Middlemoor, introduces a 'one stop shop' for the majority of our customers, streamlining administrative support, delivering vetting and expanding the recruitment function to handle all resourcing requirements
 - Employee relations is reinforced to provide increased capability and a 'centre of excellence' for policy development, complex casework and ER issues
 - The introduction of strategic development provides an HR input at the commencement of organisational development and structural issues. This will help to provide a managed approach to organisational change, ultimately adding value and reducing the workload created by unplanned activities.
- Process redesign and realignment of responsibility to line managers will enable them to more effectively manage their own staff.
- Improved efficiency through the elimination of management roles with small numbers of staff will enable better focus on individual and group performance allowing for improved staff development.
- The centralised functions will enable improved consistency, allowing the HR Business Managers to work closely with SMTs to drive up the human performance through the development of people solutions.
- There will be a more formal 'service contract' providing clarity on the service that can be legitimately expected from HR and those activities that cannot. This will clearly re-establish the role of the line manager.

- Centralised vetting has already demonstrated the benefits expected. The reductions are in consideration of establishing an acceptable performance level to meet defined requirements. It is possible that closer co-operation with, or transfer to, Professional Standards Department will increase the effectiveness of the two units.
- Workforce planning has been notably absent in our portfolio. Investment in this area will enhance our ability to consider the workforce capability required and how we can best develop our current staff or recruit accordingly. Close co-operation will be required with Commanders and Heads of Department to help them assess their requirements and consider how these can best be met.
- All mandatory service requirements are met within the new structure, and further investment is made in developing and modernising the core HR service to support the 2012 vision. Any additional requirements to be funded in accordance with the business principles of fully recognising the cost of activities at the inception stage, undertaking appropriate cost benefit analysis and realising the planned benefits.

Health and Safety

- Net reduction of 1.7 FTE from 6.7 FTE police staff posts. There are no police officer posts.
- Staff will continue to be aligned on a BCU/Department basis offering an advisory service to managers.
- Work will be prioritised to ensure that major initiatives and incidents can be appropriately supported.

Equality and Diversity

- Net reduction of 3.5 FTE from 13.0 FTE police staff posts. No reduction from 14.0 FTE police officer posts.
- Equality and diversity training will be delivered across the Force in a new format.
- Advice on Equal Opportunities and Diversity will be provided from a single specialist.
- Plymouth diversity unit will be proportionately aligned in size with the other BCUs.

Occupational Health

- Net reduction of 1.4 FTE from 9.0 FTE police staff posts. There are no police officer posts.
- Reducing the salaried Force Medical Advisers (FMAs) from 1.4 to 1 can, if necessary, be compensated for by adjusting the hours of the three sessional FMAs.
- Alternative methods for accessing the service will be introduced to cater for the removed reception role.
- Prioritisation of cases to ensure that the most urgent can continue be met within acceptable timescales.
- Alternative approaches to required statistical monitoring to be established, possibly in future with the introduction of a specialist software package.

Learning and Development

- Net reduction of 29.6 FTE from 63.0 FTE police staff posts. Return of 10.0 FTE from 70.6 FTE police officers to front-line duties.
- Incorporation of rationale from recent Operational Review of L&D, amended as necessary and appropriate, to deliver the required headcount reduction.
- Fundamental restructure into three key 'faculties': initial training (induction), People Development Units and L&D Support (geographic trainers).
- Continued investment in Leadership as a key pillar for 2012 and this team may migrate over time to be under the direct control of the HR Director as part of a wider leadership facility.
- Centralised administrative support, which, whilst separate from the HR Central Services initially, will be merged over time once new processes are operational and effective.
- L&D local co-ordination role merged into geographic training teams.
- Prioritisation to ensure that all mandatory requirements are delivered and any spare capacity is used to deliver the most tangible benefit to the Force.