

Devon and Cornwall Police Authority HR Committee

11 June 2008

Open for the purposes of FOI

Report of Chris Haselden, Director of Human Resources

Performance Indicators for Human Resources

Recommendation:

The Committee to note the current state of development in creating a Human Resources performance report and the continuing work planned, and consider any further action required.

Introduction/Summary

At the meeting on 21 November 2007, the Human Resources Committee agreed the development of a package of performance indicators to provide an overview of performance for human resources management in Devon & Cornwall Constabulary. This report describes the current state of development of the performance package and the on-going work to complete the initial development of a Human Resources (HR) performance report.

A working draft of the performance report is attached in the state developed to the point where reports for this Committee meeting needed to be provided. This work continues, and a further developed version will be provided for the meeting.

Background Information

It has previously been agreed that the HR performance report should, in the first instance, cover:

- The current statutory HR performance indicators, namely
 - Proportion of police recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population (Ref SPI 3e)
 - Proportion of female police officers compared to the overall Force strength (Ref SPI 3g)
 - Percentage of police officer time spent on frontline duties (Ref SPI 11a)
 - Delivery of cashable and non-cashable efficiency targets (as these relate to staffing) (Ref SPI 12a)
 - Percentage of working hours lost due to sickness for police officers (Ref SPI 13a)
 - Percentage of working hours lost due to sickness for police staff (Ref SPI 13b)
- Resourcing
- Retention
- Development
- Health, safety and welfare
- Diversity
- Employee relations
- HR efficiency.

The performance report would provide the basic data and an analysis, drawing particular attention to exceptional variations from expected performance. The analysis would be prepared in consultation with Police Authority officers.

The performance report prepared for the Committee will be a high level overview of HR performance across the force. Within the Constabulary, more detailed reports on the performance of human resource management will be produced at a) BCU/Department level and at b) unit level. Each level of reporting will contain increasing levels of detail.

Work has taken place over recent months to develop the necessary data sets within the corporate systems and to create the requisite specific reports to feed into the performance report. A number of the data sets and reports were already available and a number of the others have been completed, though there remain some which continue to be developed. Devising the most effective method of collating the various reports to comprise the single performance report also continues.

An outline performance report has been constructed. Appendix A provides the version available at the time this report needed to be provided for the meeting. Dummy pages have been inserted where development work has not been completed. In particular, the analysis of the data and performance is not included since this required recent consultation between the force officers and Police Authority officers and this has not proved possible in recent weeks.

The programme of development work is in line to provide a first full HR performance report for the next meeting of the Committee in September 2008.

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Sponsored by Chris Haselden, Director of Human Resources

Human Resources Police Authority Management Information Pack - April 2008

Section A	Overall commentary and analysis
Section B	Statutory HR performance indicators
Section C	Resourcing
Section D	Retention
Section E	Development
Section F	Health, safety and welfare
Section G	Diversity
Section H	Employee relations
Section I	HR efficiency

SECTION A OVERALL COMMENTARY AND ANALYSIS

To be completed in consultation between force and Police Authority officers

SECTION B STATUTORY HR PERFORMANCE INDICATORS

Reference	Indicator	Performance at
SPI 3e	Proportion of police recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population	
SPI 3g	Proportion of female police officers compared to the overall Force strength	
SPI 11a	Percentage of police officer time spent on frontline duties	
SPI 12a	Delivery of cashable and non-cashable efficiency targets (as these relate to staffing)	
SPI 13a	Percentage of working hours lost due to sickness for police officers	
SPI 13b	Percentage of working hours lost due to sickness for police staff	

To be completed

SECTION C RESOURCING

Police Officer Strength

Rank	Chief Officers			Ch. Supts.			Supts.			Ch. Insp.			Inspectors			Sergeants			Constables			Total		
	Est	FTE	Diff.	Est.	FTE	Diff.	Est.	FTE	Diff.	Est.	FTE	Diff.	Est.	FTE	Diff.	Est.	FTE	Diff.	Est.	FTE	Diff.	Est.	FTE	Diff.
Cornwall & Isles of				1.0	1.0	0.0	3.0	3.0	0.0	4.0	4.0	0.0	30.0	30.0	0.0	119.0	118.9	-0.1	602.0	609.2	7.2	759.0	766.1	7.1
Plymouth				1.0	1.0	0.0	2.0	2.0	0.0	4.0	4.0	0.0	22.6	17.6	-5.0	73.3	72.2	-1.0	454.0	457.8	3.8	556.8	554.5	-2.3
Devon				1.0	1.0	0.0	4.0	4.0	0.0	8.0	8.0	0.0	50.0	49.5	-0.6	176.0	172.6	-3.4	1028.5	1038.3	9.8	1267.5	1273.3	5.8
Call Mgmt. & Comms							0.0	1.0	1.0				10.0	9.8	-0.2	10.0	9.9	-0.1	11.0	6.9	-4.1	31.0	27.6	-3.4
Corporate Comms				1.0	1.0	0.0				2.0	3.0	1.0							0.0	1.0	1.0	3.0	5.0	2.0
Crime				1.0	1.0	0.0	4.0	4.0	0.0	11.0	10.0	-1.0	24.0	23.7	-0.3	73.7	72.0	-1.7	249.0	240.5	-8.5	362.7	351.2	-11.5
Criminal Justice				1.0	0.0	-1.0	1.0	0.0	-1.0	3.0	2.0	-1.0	12.0	12.0	0.0	80.0	81.5	1.5	7.0	4.8	-2.3	104.0	100.2	-3.8
Command Team	5.0	6.0	1.0	0.0	1.0	1.0	0.0	1.0	1.0	0.0	1.0	1.0	1.0	0.0	-1.0							6.0	9.0	3.0
Diversity													1.0	1.0	0.0							1.0	1.0	0.0
Human Resources													2.0	2.0	0.0	8.0	11.0	3.0	19.6	25.5	5.9	29.6	38.5	8.9
Operations				1.0	1.0	0.0	2.0	2.0	0.0	3.0	3.0	0.0	12.0	11.0	-1.0	49.0	47.0	-2.0	277.9	274.9	-3.0	344.9	338.9	-6.0
Prof. Sdards & Perf.				1.0	1.0	0.0	2.0	2.0	0.0	5.0	6.0	1.0	7.0	7.0	0.0	5.0	5.0	0.0	4.0	3.0	-1.0	24.0	24.0	0.0
Territorial Policing				1.0	1.0	0.0	1.0	1.0	0.0	1.0	2.0	1.0	1.0	1.0	0.0	0.5	1.0	0.5	1.0	1.0	0.0	5.5	7.0	1.5
Projects																1.0	5.0	4.0	4.0	4.0	0.0	5.0	9.0	4.0
Total	5.0	6.0	1.0	9.0	9.0	0.0	19.0	20.0	1.0	41.0	43.0	2.0	172.6	164.4	-8.1	595.4	596.1	0.7	2658.0	2666.9	8.8	3500.0	3505.4	5.4

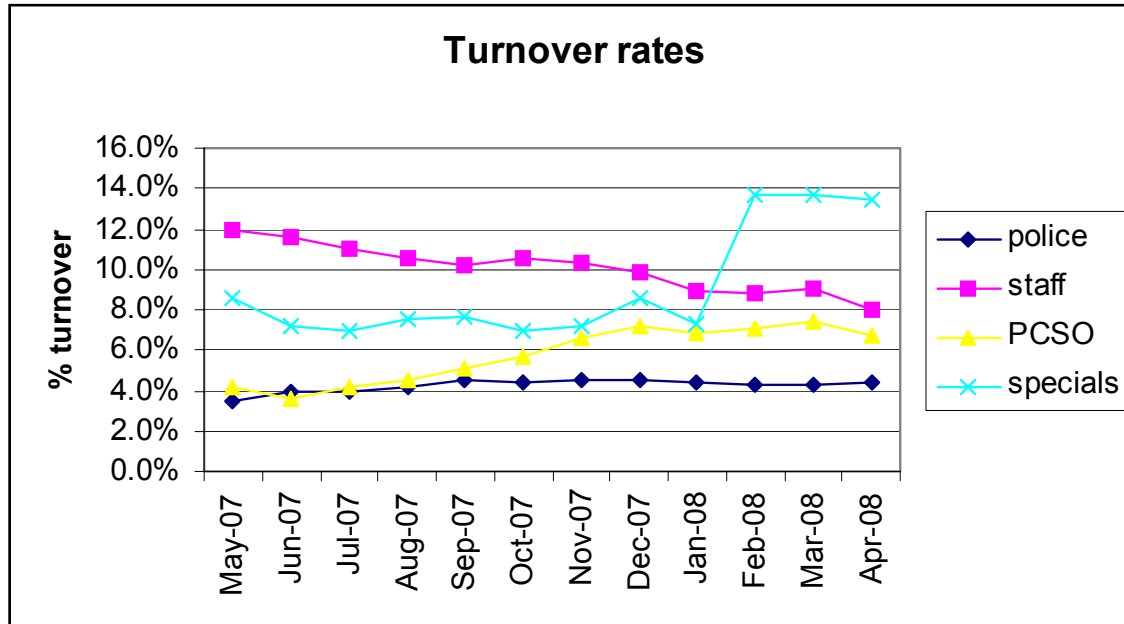
Seconded Police Officers							
Station	Ch. Supts.	Supts.	Ch. Insp.	Inspectors	Sergeants	Constable	Total
ACPO Impact Team			2.0				2.0
Bristol		1.0					1.0
HMIC			2.0				2.0
Immigration Service					1.0	2.0	3.0
IPCC Manchester	1.0						1.0
Iraq						1.0	1.0
London		1.0		2.0	1.0	2.0	6.0
Metropolitan Police						3.0	3.0
NPIA Wyboston			1.0				1.0
SOCA London						1.0	1.0
Special Branch –HQ						1.0	1.0
Trinidad & Tobago						1.0	1.0
Weston Super Mare						5.0	5.0
Total	1.0	2.0	5.0	2.0	2.0	16.0	28.0

Abstractions	
BCU/Dept	FTE
Cornwall & Isles of Scilly	24.5
Plymouth	14.8
Devon	39.8
Crime	3.0
Criminal Justice	4.0
Human Resources	1.0
Operations	3.0
Total	90.0

Student Officers & Rejoiners	
BCU/Dept	FTE
Cornwall & Isles of Scilly	45.0
Plymouth	45.0
Devon	107.8
Total	1979.8

SECTION D RETENTION

Turnover



To be completed

SECTION E DEVELOPMENT

To be completed

SECTION F HEALTH, SAFETY AND WELFARE

Sickness Absence

March 2007 – February 2008

Duty days lost

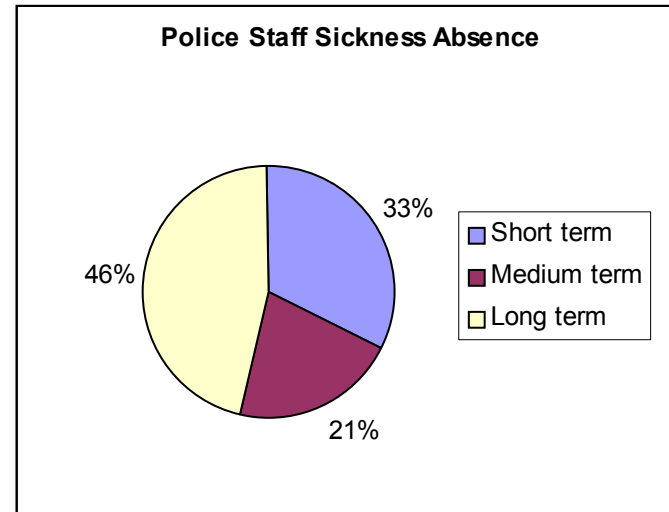
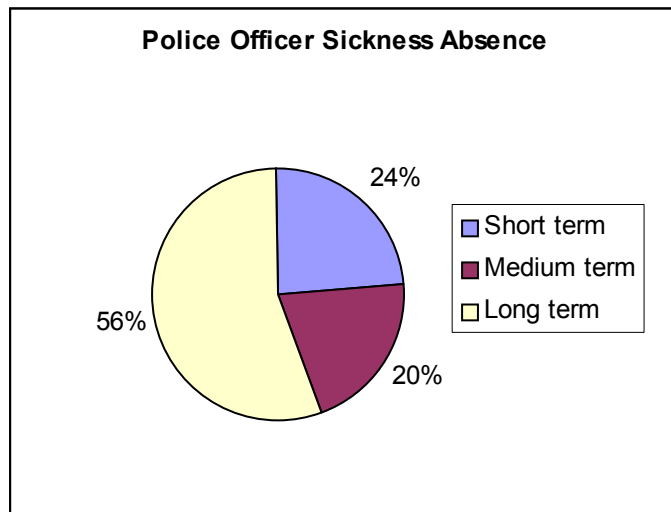
	Short term	Medium	Long term	Total
Police Officers	7,536.1	6,349.2	17,562.0	31,447.3
Police Staff	9,135.7	5,849.7	13,048.0	28,033.4
Total	16,671.8	12,198.9	30,610.0	59,480.7

NB.

Short term = sickness absence of up to 7 days

Medium term = sickness absence of between 8 and 28 days

Long term = sickness of more than 29 days

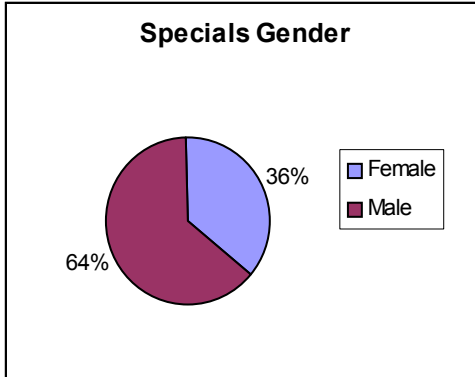
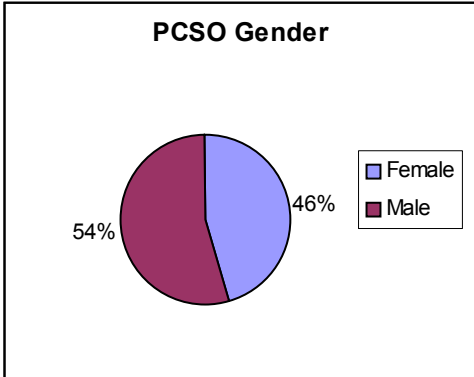
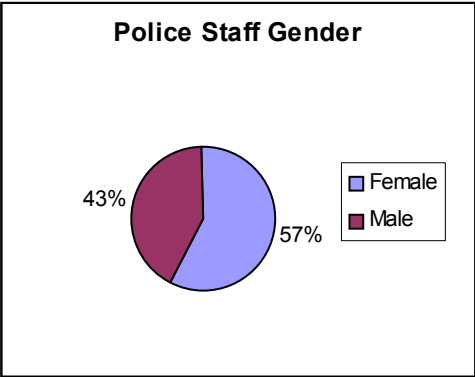
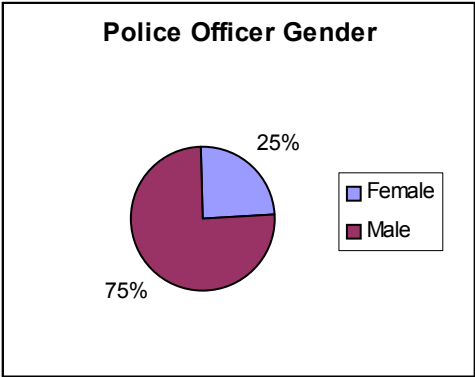


SECTION G DIVERSITY

Ethnicity and Gender Profile

	Asian or Asian British		Black or Black British		Chinese or other ethnic group		Mixed		White or White British		Not Stated		Total	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Police Officers	0	2	2	6	2	3	2	10	757	2455	114	224	877	2700
Police Staff	1	0	2	0	3	2	2	1	1218	927	117	86	1343	1016
PCSO	0	0	0	1	2	0	1	3	119	142	49	58	171	204
Specials	0	1	0	0	0	0	0	1	173	315	16	16	189	333

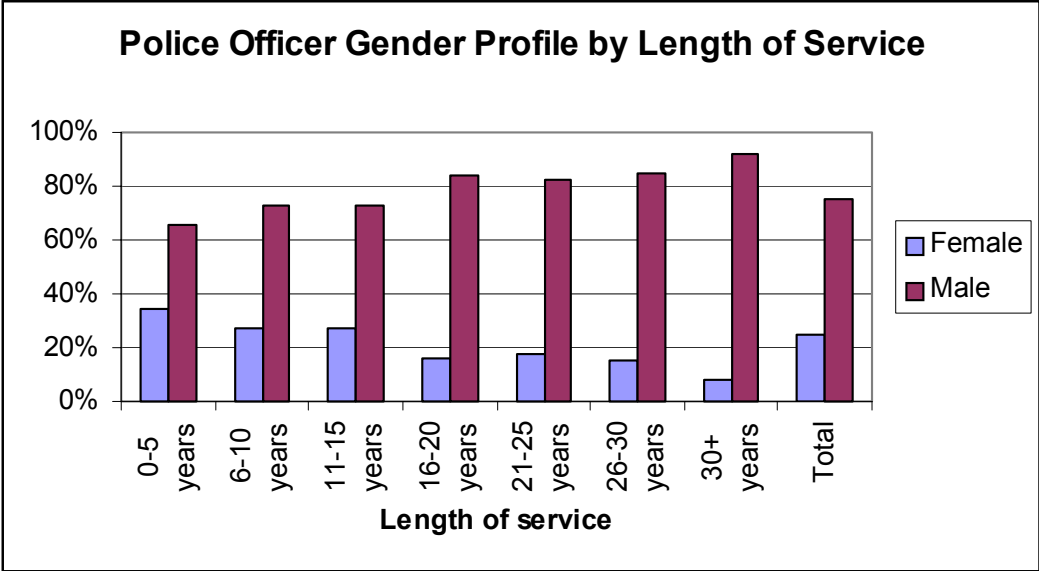
Figures refer to numbers of individuals



Police Officer Service and Gender Profile

	Length of Service							
	0-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26-30 years	30+ years	Total
Female	331	189	154	97	82	43	4	900
Male	632	510	413	510	386	235	47	2733

Figures refer to numbers of individuals



Joiners – Gender Profile

April 2007 – March 2008

	Female	Male	% Female
Police Officers	56	110	34%
Police Staff	12	10	55%
PCSOs	30	45	40%
Specials	44	55	44%
Totals	142	220	39%

SECTION H EMPLOYEE RELATIONS

To be completed

SECTION I **HR EFFICIENCY**

To be completed