

**Devon and Cornwall Police Authority HR Committee**

**21 November 2007**

Open for the purposes of FOI

Joint Report of Chief Executive and the Director of Human Resources

**Development of Performance Indicators for Human Resources**

**Recommendation(s):**

- (i) For the Committee to agree and/or suggest alternative categories for the development of performance indicators**
- (ii) For the Committee to agree to the further development of performance indicators in these topic areas for the next meeting of the Committee**

**Introduction / Summary**

1. The Committee will recall that at the last meeting it received a report on the Key Issues facing Human Resources in the Force. This set out a number of areas that the Committee might monitor. The report also suggested that Key Performance Indicators might be identified and developed to assist the Authority. This report takes that suggestion forward.
2. At present, the only published corporate performance indicators relating to Human Resources are the statutory indicators collected by Professional Standards and Performance Department. Not all of these are reported to the Authority's HR Committee.
3. HR department is developing its own set of internal performance indicators to ensure more robust control over activities. While some of the more detailed indicators will be for use within the Force, others will be important to the Authority in monitoring both the work of the HR function and 'people management' more general within the Force in the context of the report to the last Committee.

**Background Information**

4. These proposals have been prepared jointly by Force and Authority officers.
5. The current statutory HR related performance indicators are identified in the table below:

Reference	Indicator
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
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

6. It is proposed that these are reported regularly to the Committee in future.
7. Such data however represents only a limited view of 'people management' within the Force and it is therefore proposed, subject to the views of the Committee, to develop a regular performance report for the Committee covering the following broad areas of HR management;

- Resourcing
- Retention
- Development
- Health, safety & welfare
- Diversity
- Employee relations
- Human Resources efficiency

Examples of the specific data that might be produced in each of these categories are provided in the appendix attached.

8. Building on the positive experience of the common attendance management report that has been developed, it is proposed that the HR performance report will be utilised both within the Force and for reporting to the Police Authority to provide common data and information for a specific period. The 'high level' report for the Authority will be underpinned by a more detailed performance report for use in the Force for managing the HR function. This will also facilitate speedy responses to any areas from the high level report where more detailed information is required.
9. In developing the information that will be collected for presentation it is intended to draw on experience and good practices from other Forces.
10. Some information may best be presented annually showing trends and changes from year to year. Other data may be better collected on a quarterly basis and cover the position to date – the current year, comparison with previous quarter and comparison with the same quarter in the previous year (e.g. to cater for unusual fluctuations). To avoid 'data indigestion' it is not proposed that the Committee receive data on every category at every meeting. However the Committee will receive data, commentary and analysis: in some areas where it is proposed to produce performance data, the systems within the Force already capture the information; in others they do not and work will need to take place to ensure that the data can be obtained where it is not already readily available.

## Conclusion

11. Subject to the views of the Committee, the outline list will be further developed for the next meeting, with a view to creating the full performance report process to start from the beginning of the next financial year in April 2008.

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## Appendix

### Resourcing

- Police officer establishment and strength
- by HMIC role (Operational, Operational Support, Organisational Support)
- breakdown to BCU/HQ departments
- by 1000 population per BCU and Force
- police staff establishment and strength (excluding PCSOs), breakdown to BCU/HQ departments
- PCSOs establishment and strength, per BCU and Force, breakdown to BCU/HQ departments
- Specials strength, per BCU and Force
- Police officer overtime – average hours per week, per BCU/HQ department & Force
- posts attributed to Force priorities

### Retention

- leavers: numbers and reasons
  - percentage turnover rate
  - trend of recruitment and leavers
  - average length of service for current police officers
  - average length of service and turnover against Force priorities
- (Each covering police officers, police staff and PCSOs)

### Development

- number of training days delivered
- number of officers and staff attended
- number PDR, completed or mid year reviews, by BCU/HQ department and Force total and percentage completion rate

### Health Safety & Welfare

- sickness rates (as per current report)
- all reported injuries, by type, by BCU/HQ department and Force total
- HSE action plan progress

### Diversity

- breakdown of strength by diversity category by BCU/HQ department and Force total, for officers, staff, PCSOs and Specials
- breakdown of strength by diversity category by rank/grade and Force total for officers and staff
- breakdown of leavers by diversity category by main reasons for leaving (retirement, resignation, dismissal, etc), for officers, staff, PCSOs and Specials
- recruitment of officers, staff, PCSOs and Specials by diversity category if targets set

### Employee Relations

- number of grievances, by type, with breakdown of diversity groups and by stage of resolution
- number of unsatisfactory performance cases, with breakdown of diversity groups and by stage reached
- number of discipline cases, by penalty type for officers
- number of discipline cases, by warning type/dismissal for staff

**Efficiency**

- ratio of full-time equivalent staff to full-time equivalent within HR
- ratio of organisational expenditure to HR expenditure