

HMIC BASELINE ASSESSMENT 2005

Recommendation 2: To evidence consultation with relevant minority support groups within the organisation and consider the use of external community partners.			
Chief Officer: Nigel Holt	BCU/Dept Commander: Nigel Holt	Recommendation Owner:	Co-ordinator:
<u>Recommendation action plan:</u>	<u>Previous update:</u>	<u>Target Date</u>	<u>Current Progress:</u>
1. Hold a BAWP meeting in respect of Gender Agenda.		Complete	1. This meeting was held on 02/02/06. Feedback provided from meeting by ACC Winter; staff survey circulated. Establishment of BAWP support group is in progress – force lead Supt. Jo Tennant. From Diversity Unit - Gender Strategy currently out for consultation, with Action Plan to fall out of Strategy. (22/02/06)
2. Engage with partners to provide community placements for two separate weeks during student officers' probation period		Complete	2. This will be an ongoing process via the IPLDP project. (22/02/06)
3. To establish a forum for Part Time Employees in each BCU.		Complete	3. Part-timers' forum established in each BCU/Department. (22/02/06)
4. To ensure all Staff support groups, GPA, BME, Disability Forum, BPA and Christian Police Association – have budgets provided by Force and regular meeting structure.		Complete	4. All the support groups are provided with a budget and have a regular meeting structure.. An umbrella group is being considered to represent all minority employees centrally. The established support groups are already consulted individually as appropriate, i.e. in the formulation of appropriate policies. (22/02/06)

Recommendation 27: To review the effectiveness of succession planning arrangements for key posts			
Chief Officer:	BCU/Dept Commander:	Recommendation Owner:	Co-ordinator:
<u>Recommendation action plan:</u>	<u>Previous update:</u>	<u>Target Date</u>	<u>Current Progress:</u>
			Corporate succession planning is covered in rec. 84. (Ch/Insp Matthews 22/02/06) Liasing with D/Ch/Insp Kevin Tilke and Ch/Insp Baker re: key posts within their Depts. (22/02/06)

Recommendation 84: Consideration should be given to the introducing screening into the selection process for certain ranks, to ensure that the staff who are appointed have the necessary skills and aptitudes to undertake these key responsibilities			
Chief Officer: Nigel Holt	BCU/Dept Commander: Nigel Holt	Recommendation Owner: Chris Miller	Co-ordinator: Ch/Insp Matthews
Recommendation action plan:	Previous update:	Target Date	Current Progress:
1. Selection from suitability pools is based on a number of factors, which include skills set.		Complete	1. Policy D93 defines. (22/02/06)
2. Specialist promotion and recruitment processes to be held in order to address specific skills, e.g. CID, dog handlers, helicopter adviser etc.		Complete	2. This has been carried out. Existing policy, practice and processes already support this. (22/02/06)
3. Develop effective talent management programme to include identifying leaders with high potential and provide opportunities.		30/06/06	3. 3.6 in HR Improvement Plan will address this. (22/02/06)
4. Develop effective succession planning in key roles across the organisation.		30/06/06	4. 3.7 in HR Improvement Plan will address this. (22/02/06)

Recommendation 89: At the time of assessment the constabulary was nearing completion of a JE process for all police staff. This project had been ongoing for many years and had, for various reasons, suffered significant slippage. Comments were received from senior and junior managers, staff associations and other respondents on a number of related issues and the implications of the publication of its findings. Since the baseline assessment and publication of JE external and internal enquiries are in hand.			
Chief Officer:	BCU/Dept Commander:	Recommendation Owner:	Co-ordinator:
Recommendation action plan:	Previous update:	Target Date	Current Progress:
		Closed	No further action – Job Evaluation is being dealt with through the Met Police, Police Authority independent Enquiry and Operation Marlow. These reports are due in Jan/Feb 2006. A website has been set up which is regularly updated. ACC Melville has engaged with Police Staff Consultation Group, as has the new Head of HR. Union engagement is now much stronger and they will be involved in the initial sharing of the Met report. One of 7 HR business objectives for 2006/07 (in Strategy document) is to provide sufficient HR Support. (22/02/06)

Recommendation 90: To reconsider the decision not to apply for re-qualification of IIP			
Chief Officer: Nigel Holt	BCU/Dept Commander: Annie Broadbent	Recommendation Owner: John Shuttleworth	Co-ordinator: James Manser
Recommendation action plan:	Previous update:	Target Date	Current Progress:
1. Agree future plan with regard to re-accreditation.		Complete	1. Reviewing revised framework with a view to conducting force assessment and incorporating into change management programme. Aiming for re-accreditation in 2007/08. Supported by Operational Commanders' Board. This is within the HR Plan and Strategy (9.4) (22/02/06)

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Recommendation 91: Recent events have brought into question the leadership and levels of strategic expertise available in relation to HR management. There is a belief that certain key events and issues currently being experienced within the organisation might have been avoided with the benefit of timely qualified advice			
Chief Officer:	BCU/Dept Commander:	Recommendation Owner:	Co-ordinator:
Recommendation action plan:	Previous update:	Target Date	Current Progress:
		Complete	The Force has employed two experts – a Head of Human Resources and Head of Training. (16/01/06)

Recommendation 92: To review the levels of autonomy, headquarters links and co-ordination of BCU HR personnel			
Chief Officer: Nigel Holt	BCU/Dept Commander: Nigel Holt	Recommendation Owner:	Co-ordinator: Ch/Insp Matthews
Recommendation action plan:	Previous update:	Target Date	Current Progress:
1. Consider relationship and structure between HQ and devolved HR function to facilitate autonomy within agreed framework – part of HR Plan.		30/06/06	1. Reshaping of HR function included in HR Strategy & Improvement Plan for 2006 (22/02/06)
2. Review current communications strategy.		31/03/06	2. Interim Manager currently reviewing HR communications strategy. Newsletter to be published (27/02/06) and will be produced regularly. (22/02/06)
3. Functional review being undertaken with regard to consistency and effectiveness of training responsibility held by BCU/Departmental Personnel Managers.		30/06/06	3. Introduction of training panels in BCUs and Departments with central representation will facilitate consistency across Force. (22/02/06)

Recommendation 93: Although excellent liaison between HR, finance, procurement and ITC has been reported regarding the introduction of the integrated management system, the reality experienced in other force areas has been that the roll-out of these types of integrated packages is not without its problems. Benefit might be achieved in networking among other forces and bodies who have useful experience to mitigate and counter any difficulties.			
Chief Officer: Nigel Holt	BCU/Dept Commander: Nigel Holt	Recommendation Owner:	Co-ordinator: Ch/Insp Matthews
Recommendation action plan:	Previous update:	Target Date	Current Progress:
1. Contact other police forces and organisations that have implemented integrated systems to learn from their experiences		Complete	As part of the procurement process, members of the FIMS implementation team undertook a series of site visits. These included police forces e.g. Kent (SAP), Warwickshire (NSPIS), Thames Valley (Peoplesoft), and other organisations i.e. South West Water (Oracle), New Forest District Council (Agresso), Wessex Water (Agresso). These visits provided valuable experience to enable us to limit implementation difficulties. The rollout of phase 1 was completed according to plan. (22/02/06)

Recommendation 94: To ensure staff and supervisors maintain records and compliance with working time directive.			
Chief Officer: Nigel Holt	BCU/Dept Commander: Nigel Holt	Recommendation Owner:	Co-ordinator: Ch/Insp Matthews
<u>Recommendation action plan:</u>	<u>Previous update:</u>	<u>Target Date</u>	<u>Current Progress:</u>
1. Top O/T earners are circulated currently. Increase application and review of this data.		Complete	Line managers are responsible for monitoring the hours worked by their staff on a monthly basis and for facilitating compensatory rest. Comprehensive guidance is available on the intranet site. Central review of compliance with WTR taking place with a view to recommending discussion as standing item at Senior Management Team meeting across the organisation and consideration for all officers/staff exceeding the 48 hour working week to have voluntarily signed an opt-out agreement (within allowed short timescales) or cease those hours. (22/02/06)
2. Ensure leadership and management training delivers WTR awareness.		30/06/06	2. Leadership training programme being developed which will address this. (22/02/06)

Recommendation 95: To review Force Policy and examine the effectiveness of current formal and informal mediation process.			
Chief Officer: Nigel Holt	BCU/Dept Commander: Nigel Holt	Recommendation Owner:	Co-ordinator: Ch/Insp Matthews
<u>Recommendation action plan:</u>	<u>Previous update:</u>	<u>Target Date</u>	<u>Current Progress:</u>
1. To conduct a study in relation to disciplinary and mediation processes for line managers.		30/06/06	1. Study underway as part of the forthcoming leadership and management development programme to review training in relation to disciplinary and mediation processes for line managers with a view to increasing awareness and sharing good practice. (22/02/06)
2. As part of the launch of the BAWP support group within force, review of mediation in relation to fairness at work issues for women.		30/06/06	2. Request comment from Jo Tennant. (22/02/06)

Recommendation 96: The Police Federation has expressed concerns over the limits being placed on information sharing under the banner of the Data Protection Act. The issue appears to be that they (the Police Federation) are not 'members' of the police service and thus not privy to the data held on individuals within the organisation's management systems. One example quoted was a member of staff who had not been contacted by the federation over a period of some two years while on long-term sickness. The issue of data protection is in urgent need of being addressed, as is the wider issue of interaction and engagement to ensure appropriate welfare is being provided and the early identification of those who need it.

Chief Officer:	BCU/Dept Commander:	Recommendation Owner:	Co-ordinator:
Recommendation action plan:	Previous update:	Target Date	Current Progress:
		Complete	<p>Letter from Personnel Units to staff on long-term sick to include offer to contact Federation or Union to advise of position on their behalf.</p> <p>HR provide reports on long-term sickness absence to various strategic forums with Federation representation (22/02/06)</p> <p>This has been resolved. Legal opinion was sought by the force as QC level as supported the stance that personal data relating to police officers is owned by the Constabulary. The Federation is a completely total legal entity and has no automatic right of access to the HR information systems of the force. They can seek the individual officer written permission to gain this access to individual records but they do not wish to do this.</p> <p>The Federation should be gathering and using their own data on their members and not seeking to illegally piggyback on the Constabularies systems. Federation have been made aware of this. (22/02/06)</p>

Recommendation 97: Current referral arrangements between BCUs, departments and the occupational health unit (OHU) are reported to be uncoordinated (there being eight or nine methods). One of the reasons attributed to this is the lack of professional advice being readily available in more remote areas. There are plans to embed qualified occupational health nurses on BCUs, and this has the potential to assist in corporacy and timely advice.

Chief Officer: Nigel Holt	BCU/Dept Commander: Nigel Holt	Recommendation Owner: Dr Challenor	Co-ordinator: Ch/Insp Matthews
Recommendation action plan:	Previous update:	Target Date	Current Progress:
1. Ensure consistent referral arrangement		Complete	1. A single email template is now used for OHSU referrals.
2. Improve co-ordination of OH management between OHSU and BCU/Departmental units.		Complete	OHSU provide regular opportunity for case conferences between line management, OHSU and personnel units across whole Force area.

Recommendation 98: To ensure the 8 strands from the Home Office police strategy “for a healthy police service” initiative are fully implemented			
Chief Officer: Nigel Holt	BCU/Dept Commander: Nigel Holt	Recommendation Owner: Dr Challenor	Co-ordinator: Ch/Insp Matthews
Recommendation action plan:	Previous update:	Target Date	Current Progress:
1. Implement the 8 Strands.			E-mail sent to Dr Challenor requesting action plan to be drawn up for all 8 strands. Suggested having one action point per strand so an update can be provided separately. (22/02/06)

Recommendation 99: To consider the business case to maintain or obtain an equivalent funding provision for the current Employee Assistance Programme (EAP)			
Chief Officer: Nigel Holt	BCU/Dept Commander: Nigel Holt	Recommendation Owner: Dr Challenor	Co-ordinator: Ch/Insp Matthews
Recommendation action plan:	Previous update:	Target Date	Current Progress:
1. Source HO portion of EAP funding (now elapsed)		Complete	The Force has committed to making up the shortfall in the EAP funding. (21/03/06)

Recommendation 105: For senior managers to demonstrate tangible positive action in support of the Force commitment to race and diversity issues.			
Chief Officer: Nigel Holt	BCU/Dept Commander: Nigel Holt	Recommendation Owner:	Co-ordinator: Ch/Insp Matthews
Recommendation action plan:	Previous update:	Target Date	Current Progress:
1. To develop a positive action strategy for diversity, age & inclusiveness.		31/12/06	1. This will be addressed in the HR Plan (1.2). Nigel Holt sits on the Equality & Diversity Committee and C/Insp Matthews on the Equality & Diversity Action Group, reinforcing the established strong links with the Force Diversity Unit. The capacity for even greater commitment and a proactive approach to race and diversity is a key tenet of Nigel's proposed reforms within HR. (22/02/06)
2. Increase by X% (figure being finalised) the proportion of female, minority ethnic and disabled candidates applying for posts.		31/03/07	2. This will be addressed in the HR plan (1.6). (22/02/06)

Recommendation 110: To review and establish the causal factors on relation to voluntary resignations rates of: A) Police Officers from Minority Ethnic Groups B) Male and female officers			
Chief Officer: Nigel Holt	BCU/Dept Commander: Nigel Holt	Recommendation Owner: Ros Bolton	Co-ordinator: Ch/Insp Matthews
Recommendation action plan:	Previous update:	Target Date	Current Progress:
1. Review resignation statistics		Complete	1. The statistics for officer resignations over the preceding 3 years are as follows: 2003/04 total 27 (male 21; female 6). Gender ratio 1:3 (female to male). No ethnic minority resignations. 2004/05 total 35 (male 23; female 12). Ratio 1:2. 1 male ethnic minority resignation during period. 2005/06 total to date (31/01/06) 35 (male 28; female 7). Ratio 1:4. No ethnic minority resignations. (22/02/06)
2. New National Exit Interview process is in place		Complete	2. Exit interviews are offered to all staff resigning and retiring. Policy in place. Exit interview information is collected force-wide and analysed by the Strategy, Policy & Performance Unit, this includes the causal factors. Statistics are provided to Home Office, HMIC, Police Authority, Head of HR and the Command Team. (22/02/06)

Recommendation 114: To consider a cultural audit when carrying out further survey and consultation work regarding sexual orient, bullying and morale.			
Chief Officer: Nigel Holt	BCU/Dept Commander: Nigel Holt	Recommendation Owner:	Co-ordinator: Ch/Insp Matthews
Recommendation action plan:	Previous update:	Target Date	Current Progress:
1. Further staff survey planned for 2006 to assess employee engagement, effectiveness of people management policies and procedures. Recommendation above with respect to cultural audit will be incorporated.		30/06/06	From Diversity Unit - In November 2005 a thematic review was conducted by the Diversity Unit with operational and tactical delivery staff. Also included were members of IAG's. The review centred on what the force did well and what could be improved in relation to diversity. Report due in March 2006. (22/02/06)