

***DRAFT***



**DEVON & CORNWALL**  
**CONSTABULARY**

**HUMAN RESOURCES 3-YEAR  
STRATEGY  
&  
BUSINESS PLAN  
2006-09**

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Devon and Cornwall Constabulary is a large police force of over 6,000 officers and staff covering a major part of the South West of England. Its inheritance is strong with the Force consistently performing alongside the better performing police forces nationally in terms of Home Office targets.

Set in one of the most attractive and picturesque parts of Britain with few areas of large-scale urban deprivation has resulted in a stable and efficient organisational culture consistently meeting stretching budgetary limitations.

The organisational landscape, however, is changing fast with change drivers coming from all directions. Some of these changes are high profile such as the imminent re-structuring of police forces announced by the Home Office in late 2005, the increased focus on security in the light of recent terrorism incidents and the full implementation of neighbourhood policing to provide greater re-assurance to the public.

Added to these drivers are the need for the Force to reflect the community it serves in an age of increasing expectations in communications and customer focus.

Equally important is the way the Force manages its people and resolves conflict between a highly structured policing culture (driven by targets and regulations) and the development of a culture, which requires managers to manage by encouraging high levels of consultation, participation, flexibility and innovation from their staff. The adoption of this style of management is a pre-requisite if we are to successfully restructure the Force and sustain change.

For Devon and Cornwall Constabulary to succeed in the face of these new challenges requires radical change; continuing with existing practices is no longer an option. There is a need to develop a new and dynamic organisation to ensure the force continues to meet the increasingly high standards the public will expect in the future.

With such a big change agenda it is crucial the Force, its officers and police staff, adapt to these changes positively if the changes are to be successfully achieved. Whether as an enhanced stand-alone force or as part of a new merged force, success is dependent upon a co-ordinated, strategic approach to the management of people issues. These will be amongst the most prominent to deal with and will involve a reshaping exercise affecting every part of the Force.

As such, the Human Resources Strategy will form the centrepiece of this change agenda, identifying the key actions required for the Force to achieve

its objectives by becoming a change orientated, flexible organisation which fully engages its staff. These changes will enable the force to become both a 'high performance organisation' and an 'employer of choice' in a competitive world but also as a reference point for progressive management practice in the sector.

The HR strategy is founded on an analysis of the Force Strategic Plan, together with an assessment of internal and external factors and extensive consultation with stakeholders.

The HR function including Training and Occupational Health will act as the catalyst for this strategy and the driving force in supporting line management to promote effective performance and a positive approach to change.

It is imperative the HR strategy is seen to be "owned" by the Force Executive and have the full and active support of managers at all levels. This wide range of interventions included in this HR strategy cannot achieve their potential unless they are integrated, prioritised and have this high level of support and commitment.

While other factors are important in helping the force achieve its targets the people issues of engagement, motivation, morale, commitment and productivity of our workforce will continue to be the most crucial determinants of success in an era of accelerated change.

**Nigel Holt**  
**Head of Human Resources**

Devon and Cornwall Constabulary has already made real efforts to change aspects of its culture and organisation to meet the new demands being placed

on it, but its executive management recognise the need for more radical change to meet the new challenges that lie ahead.

The success of the force in areas such as the implementation of neighbourhood policing point the way for development of other key themes which will support the organisation and enable it to become one of the very best performing police forces in Britain and a reference point for others.

To become both a **high performance organisation** and an **employer of choice** requires a clear vision and the implementation of specific interventions related to key policing targets.

These interventions include building up the skills of the workforce, making changes to streamline organisational structures and processes, in addition to creating effective leaders.

It requires a new culture which is flexible, customer orientated, performance led and exemplifies our respect for people, race and diversity through positive skills development and investments in people accreditation.

It also means comprehensive workforce and resourcing strategies, which drive greater flexibility of staff, agile resourcing, increasing levels of engagement and the retention of key skills.

There is a lot to be done and will take the full period of this strategy to realise, some areas requiring particular priority include developing effective and emotionally intelligent managers, strong performance management processes and competitive reward packages to attract high quality staff.

The HR function is pivotal in supporting the force and its managers to achieve these changes and must be structured and resourced appropriately to deliver this. For the force to become truly **world class in policing** requires an unrelenting drive to maximise the benefits of workforce modernisation which will release warranted officers to perform the urgent front line and protective services roles now required. Interventions detailed in this strategy and supporting 'closing the gap' will respond to these issues.

It also means the force needs to provide effective leadership and management by achieving 'what' is required in terms of outputs but also determines 'how' it is delivered in terms of handling of people with respect and dignity.

Staff morale and line management behaviours will require building up carefully and although the existing cultural differences of uniformed officers

and police staff are considerable in the majority of areas moving to much greater convergence of these groups and how they are managed is important.

The opportunities presented by closing the gap and the recruitment of an extra 450 Police Community Support Officers over the next two years will help to provide enhanced services to the public but also provide the catalyst for workforce modernisation changes as the existing force profile will be changed forever.

The other key area is that of increased cost constraint and the need to achieve 'more for less' as the public sector becomes more and more accountable for delivering value for money services to the public. This also means the need for radical rather than incremental change to the organisation and the ability of the force to benchmark itself with other leading organisations.

This drive to reshape the organisation, rebalance its skills and adopt a culture of performance based management practice are core to the change programme required and essential if we are to become **a true reference point for workforce modernisation.**

To support the Force strategy the main themes and objectives of the HR strategy (and the Learning and Development strategy) are to:

- 1) **Create leaders**
- 2) **Improve standards**
- 3) **Increase citizen and customer focus**

To achieve these objectives requires a series of conscious interventions both from HR but also from executive and line management over a period of 3 years.

#### ❖ **Create Leaders**

*Develop a more diverse leadership cadre and workforce profile*

*Improve employee communications and engagement*

*Create greater clarity of purpose*

*Develop effective leadership and management behaviours*

*Develop an organisational high potential programme*

#### ❖ **Improve Standards**

*Improving available resources and utilisation*

*Demonstrating value for money*

*Reducing duplication, costs and unnecessary work*

*Develop professional capability*

*Increasing front line resources through proactive management of sickness and attrition*

**❖ Increase Citizen and Customer Focus**

*Improving the attractiveness of our employment proposition*

*Enhanced performance and resources through reshaping, redeployment and workforce modernisation*

*Develop improved performance through better information, performance management and learning*

The range of interventions proposed are broad, but form the basis of a complete organisational development approach with people 'at the heart of everything we do'. It is critical that Constabulary officers take responsibility for the delivery of these interventions and the engagement of their staff in order to maximise their commitment.

It also means that line management need to be change agents and champion these developments positively. It is essential that staff associations and unions work in partnership with the force to ensure the changes made are to the benefit of both the force and its staff.

**MISSION**

The Human Resources Strategy & Costed Business Plan fully supports the Devon and Cornwall Constabulary towards achievement of its key objectives and targets for 2006/07 and beyond.

Under new leadership at Force Executive Board level, the Department is committed to a programme of well-managed and effective change in support of opportunities under the strategic Force agenda, HMIC Baseline Assessment, Workforce Modernisation, People Matters, Gender Agenda and Breaking Through recommendations.

The Human Resources Department incorporates the Learning & Development Department and the Occupational Health Support Unit (OHSU) and their respective Plan and Strategy support the overall development of the function. This document is also linked to a number of other Force Plans, notably the Annual Force Plan and the Diversity Strategy.

This is a dynamic phase for the Human Resources Department and one in which our people will lead a most significant and progressive area of business through and beyond the forthcoming financial years and into a new era for contemporary policing.

**VISION**

**Working in partnership with our people, the Human Resources Department supports the Force Vision in promoting a skilled, professional, well-motivated and diverse workforce able to effectively serve the communities of Devon, Cornwall and the Isles of Scilly and inspire greater confidence in the police.**

**VALUES**

The Vision is underpinned by a set of corporate values that will enable our staff to make a difference by providing a service that is:

- ❖ **Straightforward**  
*Honest, clear, trustworthy & respectful*
- ❖ **Helpful**  
*Seeing things from a customer perspective*
- ❖ **Citizen Focus**  
*Awareness of customer needs and social issues*
- ❖ **Engaging**  
*Listening & working in partnership*
- ❖ **Excellence**  
*Changing to improve*

**KEY THEMES**

In order to achieve our Vision & Values, our supporting principles are founded across three key theme areas:

- ❖ **Create Leaders**  
*Develop a more diverse leadership cadre & workforce profile*  
*Improve employee communications & engagement*  
*Create clarity of purpose*  
*Develop effective leadership & management behaviours*  
*Develop an organisational high potential programme*
- ❖ **Improve Standards**  
*Improving available resources & utilisation*  
*Reducing duplication, costs & unnecessary work*  
*Develop professional capability*  
*Increasing frontline resources through reduced sickness & attrition*
- ❖ **Increase Citizen & Customer Focus**  
*Improving the attractiveness of our employment proposition*  
*Enhanced performance & resources through reshaping, redeployment & workforce modernisation*  
*Develop improved performance through better information, performance management & learning*

<b>FORCE OBJECTIVES FOR 2006/07</b>
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The development of HR underpins much of Force business. A full list of Force targets can be found within the Force Strategic Plan. Detailed below are those key targets and performance indicators specifically supported by HR business:

### **TARGETS**

- ❖ **To increase the proportion of time uniformed operational officers spend on visible policing activity to X<sup>1</sup>%**
- ❖ **To generate at least £X million of cashable savings for reinvestment & in overall terms to achieve no less than £X million in efficiency gains**
- ❖ **To achieve a 72.5% proportion of time spent on frontline policing by 2007/08**

### **STATUTORY PERFORMANCE INDICATORS**

- Proportion of police recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population
- Proportion of female police officers compared to the overall Force strength
- Average number of working hours lost per annum due to sickness per police officer
- Average number of working hours lost per annum due to sickness per police staff
- Delivery of cashable and non-cashable efficiency targets
- Percentage of police officer time spent on frontline duties

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<sup>1</sup> *N.B. Awaiting confirmed figures from 'X' Dept.*



<b>HR BUSINESS OBJECTIVES FOR 2006-08</b>
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In addition to supporting the Force objectives, we have further set our own challenging business objectives for the immediate period and next two financial years. These are reflected in our Improvement Plan and in summary are as follows:

- ❖ **3,500 Police Officers**  
*To ensure HR effectively contributes to the achievement of 3,500 police officers by 31/03/06.*  
*N.B. awaiting confirmation of required police officers numbers for 2006/7/8.*
  
- ❖ **Growth in Police Community Support Officers**  
*To ensure HR effectively contributes to the growth in PCSO recruits from 76.7 (2005) to 256 (increase of 180) in 2006/07 and further increase of 278 in 2007/08 (total 535)*
  
- ❖ **HMIC Baseline Assessment**  
*To achieve an improved score & trend for HR and Learning & Development in the forthcoming HMIC Baseline Assessment process*
  
- ❖ **'Meeting the Challenge'**  
*To provide high quality support to the 'Meeting the Challenge' project to enable it to meet its deadlines*
  
- ❖ **Workforce Modernisation**  
*To provide a Force lead on the HR aspects of the Workforce Modernisation agenda (linked to 'Meeting the Challenge')*
  
- ❖ **Job Evaluation II**  
*To provide effective HR support to the Job Evaluation II project to help steer the project successfully & ensure no adverse issues occur through lack of HR functional contribution*
  
- ❖ **HR Function**  
*To improve the efficiency of the HR function to reduce duplication & work within available operating costs*

Devon & Cornwall Constabulary covers the largest geographical police area in England, extending 180 miles from the Dorset & Somerset borders in the east to the Isles of Scilly in the west.

The Constabulary operates from 58 sites across the two counties, separated into 4 Basic Command Units of Cornwall, Plymouth, South & West Devon and North & East Devon, with its Force headquarters situated in Exeter.

The Force presents unique policing territory with a mix of diverse urban city areas combined with large rural communities. The two counties boast a static population of approximately 1.5 million, which swells to near 8 million with a seasonal influx of visitors from across Britain and abroad.

The Force aim and policing style reflect a neighbourhood model, working in partnership with local communities to deliver 5 key objectives:

- ❖ **To uphold the law, protecting life & property**
- ❖ **To reduce disorder, crime & fear of crime**
- ❖ **To treat everyone fairly & to increase public confidence & trust in the police**
- ❖ **To improve customer satisfaction**
- ❖ **To engage in partnerships & build safer communities.**

As part of the latest round of the police reform agenda, the Constabulary has applied for stand-alone strategic force status. Whether our future lies as a stand-alone Force or in collaboration with our bordering forces, radical change will be required to effectively deliver the required level of protective services. The Human Resources function will be instrumental in this process.

The new Departmental Head Nigel Holt will lead the Workforce Modernisation strand of the 'Meeting the Challenge' project. This work is central to achieving a more integrated model of staffing that maximises the potential of police staff, releases police officers to the front-line and improves organisational efficiency. Investment will be required in the short-term to ensure we have the right people with the right skills and resources across the organisation to benefit overall Force performance.

The workforce profile of the organisation at 31<sup>st</sup> December 2005 is made up of 3,447.7 police officers and 2,243.2 police staff. These are predominantly full-time staff working standard hours.

In addition 560 Special Constables volunteer their services to the force.

A more detailed breakdown of the police officer and police staff profile provides the following key information: -

❖ **Police Officers**

- There are currently 3,447.7 police officers (Full Time Equivalent) in the Force. 22% of these are female officers and 78% are male officers.
- 4% of officers are working less than 40 hours per week.
- The age profile for police officers shows that 4.1% are between 18-24 years old, 27.6% are in the 25-34 age group, 45.9% are aged between 35-44, 21.9% are between 45-54 years old and 0.5% is over 55.
- 1.5% of officers are currently seconded to other organisations/forces and 0.7% are on career breaks.
- In terms of senior Command Team members, 40% are female police officers and 60% male police officers.
- 0.7% of police officers are from a minority ethnic background. This is compared to the South West region's minority ethnic population of 1.8% (details as at the last Census in 2001).

❖ **Police Staff**

- There are currently 2,243.2 police staff within the Force. This figure is made up of the following:-
  - 2,070 police staff
  - 75.8 Police Community Support Officers
  - 97.4 Traffic Wardens
- 53% of police staff (including PCSOs) are female and 47% are male.
- 12% of police staff work part-time or are in job share roles.
- The age profile for police staff shows that 6.3% are aged between 18-24, 22.6% are between 25-34 years old, 28.2% are in the 35-44 age group, 24.3% are aged between 45-54 and 18.6% are over 55.
- In terms of senior management grade employees, 25% are female and 75% are male.
- 0.5% of police staff are from a minority ethnic background.

❖ **Special Constables**

- There are currently 560 Special Constables in Devon & Cornwall. 36% are female officers and 64% are male officers.
- The age profile for the Special Constabulary shows that 6.2% are aged between 18-24, 19.5% are within the 25-34 age group, 29.8% are aged 35-44, 27.7% are between 45-54 and 16.8% are over 55.
- In terms of supervisory positions (Sergeant rank and above), 29% are occupied by female officers and 71% by male officers.
- 0.7% of Special Constables are from an ethnic minority background.

In relation to other organisations, we need to explore opportunities to increase:

- **the number of women police officers;**
- **the number of employees from ethnic minority backgrounds (both police officer and police staff);**
- **the number of women and ethnic minority staff in management positions (both police officer and police staff);**
- **the number of women and ethnic minority police officers in specialist roles;**
- **the age profile of employees; and**
- **opportunities for more flexible working.**

This section utilises a STEEPLE analysis to identify the key external pressures facing the HR function over the forthcoming financial year. Where appropriate the information is addressed in the Improvement Plan and Corporate Risk Register and is drawn together in the key point summary that follows.

<b>SOCIAL</b>	<p>Area of high employment - difficulty in recruitment &amp; retention</p> <p>Expansion of large companies into area - compounding above</p> <p>Increasing numbers of graduates seeking employment - &amp; remuneration to match qualifications</p> <p>Increase in the number of working women - pressure for more flexible working arrangements</p> <p>Increase in the average age of the working population</p>
<b>TECHNOLOGICAL</b>	<p>Increased potential of IT &amp; Internet processes to fulfil business needs, e.g. On-line recruitment; Flexible-working; Marketing; Management information needs</p>
<b>ECONOMIC</b>	<p>Availability of Police Authority funding to restructure HR &amp; adopt new business process models</p> <p>Availability of Government funding to sustain EAP services</p>
<b>ENVIRONMENTAL</b>	<p>Availability of public transport to fulfil flexible work requirements</p> <p>Car parking facilities to support staff requirements</p> <p>Disposal of waste paper &amp; increasing reliance upon IT systems</p>
<b>POLITICAL</b>	<p>Poor HMIC Baseline Assessment grading</p> <p>Loss of IiP accreditation</p> <p>Strategic Force agenda - 'Meeting the Challenge' project &amp; pressure to dramatically increase protective services capability</p> <p>Workforce Modernisation agenda - broader, more refined workforce, refined processes, more rewarding partnerships &amp; a performance culture</p>
<b>LEGAL</b>	<p>Introduction of age discrimination legislation</p> <p>Increasing Freedom of Information Act requests</p> <p>Introduction of Civil Partnership Act</p> <p>Local Government &amp; Police Pension Scheme changes</p> <p>Pressure for drug &amp; alcohol testing within forces (Police Regs)</p> <p>Increased maternity &amp; paternity leave requirements</p>
<b>ETHICAL</b>	<p>Integration of the Strategy for a Healthy Police Service into OHSU working practices &amp; organisational values</p> <p>Auditing in accordance with Human Rights &amp; other legislative requirements</p> <p>Pressure to increase the number of under-represented groups in the workforce &amp; its management - especially women &amp; ethnic minorities</p> <p>Embedding of organisational values &amp; principles into HR business</p>

This information has been collated through an environmental scanning process; consultation with HR Department Management Team members and other Force sources (primarily Strategic Development Department).

### **IMPACT ASSESSMENT - KEY POINTS**

- Increased competition in the employment market (including other forces, partners and other companies) in an area of traditionally high employment increases the pressure upon the organisation to be perceived as an employer of choice to attract and retain high quality staff. This includes the introduction and development of a Reward and Recognition Strategy, flexible working practices and benefits.
- Changing demographics to include more women available for, and returning to, work and older people in employment require increasing attention to be paid to diversity issues and our marketing strategy. This is particularly acute when the representation of women and ethnic minority groups within the Force (and in management and specialist positions) remains poor and considerable political and financial pressure is attached to the recruitment of increased numbers of PCSOs.
- The Government's reform agenda is the most dynamic in the history of the modern police service. The Workforce Modernisation programme has huge challenges which can be summarised in it's 4 key strands:
  - i. **Professionalising the service**
    - Designing, assessing & accrediting learning & development
    - Developing proper career progression & development through career pathways that are linked to learning, development, role & competencies
    - Opening up the service by removing the barriers to progression through the service
  - ii. **Equality & diversity**
    - Recruiting & retaining a diverse workforce that is representative of the communities it serves
    - Building trust & confidence amongst all communities
    - Ensuring the best people are in the right place with the right support, regardless of their race, gender, age, sexual orientation, disability, religion or belief
    - Building behaviours to support a diverse workforce and a culture of inclusiveness

**iii. Leadership & values**

- Ensuring that there is strong & effective leadership
- Attracting & retaining people with the right ethics & values for policing
- Modernising & integrating discipline procedures for police officers & police staff
- Embedding a consultative management style

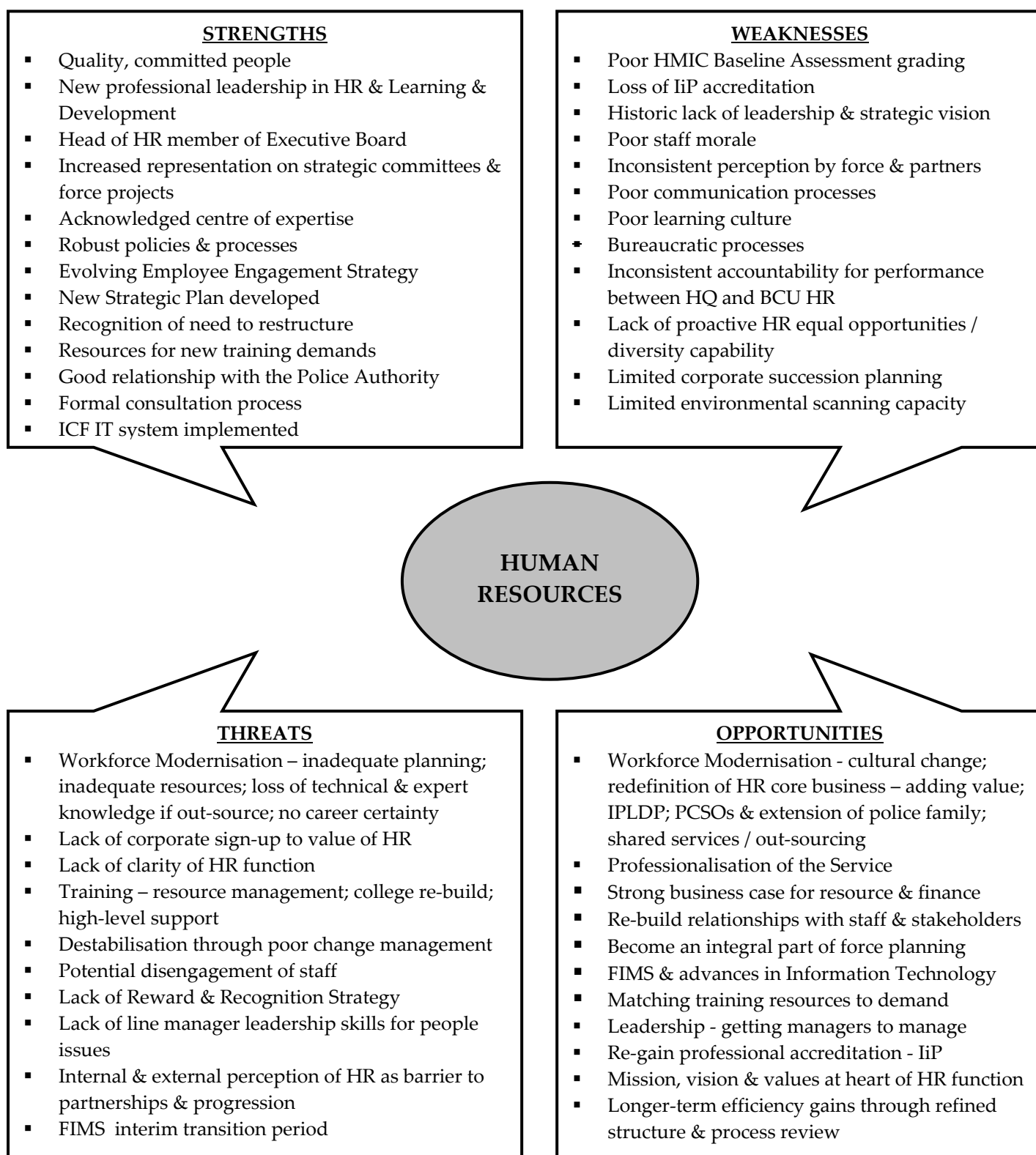
**iv. Workforce design & reward**

- Linking acquisition of skills & experience as well as performance to pay and progression
  - Developing & retaining specialists
  - Building & developing mixed skills teams to develop an effective citizen-focused service
  - Facilitating more flexible working patterns, terms & conditions that better reflect the needs of the service & the realities of modern society.
- 
- The most recent HMIC Baseline Assessment in October 2005 graded Human Resource Management as 'poor & deteriorated' and Training & Development as 'fair & improving'. In terms of HR management this position is unacceptable. For Learning & Development, this next financial year is key to capitalising on our strengths and improving developing areas. The Baseline Assessment is reflected in the Workforce Modernisation programme and incorporated into the Improvement Plan.
  - Integrating the Strategy for a Healthy Police Service requires commitment at all levels of the organisation. The aim of the strategy is straightforward, achieving and maintaining a healthier Police Service through a comprehensive review of health and safety, occupational health, welfare and attendance management. While our attendance management figures compare favourably at a national level, to reduce sickness absence has benefits for our entire service delivery. A copy of the OHSU Strategy, reflecting these developments, is included at Appendix 'A'.
  - One of the main legislative developments for 2006 concerns age discrimination. The UK is required to introduce national legislation prohibiting discrimination on the grounds of age by December 2006. This will impact upon recruitment, promotion, salaries, leave entitlements, training and retirement ages. From an organisational

perspective we must engage our staff, review our policies and processes for compliance and plan for the changes.

This section uses a SWOT analysis to examine the Human Resource function strengths, weaknesses, opportunities & threats. The information is then drawn together in the following opportunity analysis and later Corporate Risk Register.

This information has been derived from focus group and individual consultation with HR DMT members.



## **OPPORTUNITY ASSESSMENT - KEY POINTS**

### **❖ Resourcing**

- Attracting, retaining, developing and motivating staff remains a high priority if the Force and HR are to achieve their strategic aims and objectives. In the short-term this requires resilience in neglected areas and external expertise on a consultative basis.
- Workforce Modernisation offers the opportunity to develop a more flexible, professional and diverse workforce. The comparable threat is that we simply cannot afford to under-estimate this opportunity, the challenge it poses, nor it's political significance. In addition to drastically increasing our PCSO recruitment, IPLDP is at the forefront of cultural and professional advance within the Service. Community engagement and student-centred learning are at the heart of the new probationer training programme, which reflect the desired transition from police force to police service.
- Within Workforce Modernisation a more contemporary employment framework is required that attracts, rewards, recognises and progresses talent within police officer and police staff roles. Corporate succession planning combined with more flexible working practices and opportunities for shared services, must be at the forefront of developing our resourcing capabilities to enhance our overall functional efficiency and bring longer-term financial benefits.
- Our liP action plan will be reviewed and implemented with a view to seeking re-accreditation in 2007/08. In developing our staff to meet organisational priorities and firmly embedding human resource development into annual planning will assist our preparations for re-accreditation.

### **❖ Reward**

- Successful reward and recognition schemes are an efficient, motivating and self-funding exercise.
- Bonus payments, competency-related threshold payments, special priority payments must now be encompassed in a Reward and Recognition Strategy that reflects individual contribution and promotes harmonisation of terms and conditions of staff.

❖ **Development**

- The restructure of the HR function brings opportunities to improve efficiency through refined structure and process review.
- Under new leadership, the Learning & Development function are in a period of dynamic progress. The refurbishment of the training college has required a temporary re-location to Seale Hayne agricultural college near Newton Abbot. The IPLDP programme and PCSO recruitment training pose real and significant challenges for the management and prioritisation of training resource. This plan is supported by the Costed Learning & Development Plan 2006/07.
- The introduction of the Force Integrated Management (FIMS) system offers significant opportunities in the provision of meaningful management information and streamlining back office processing. Full implementation of the HR system in June 2006 will then allow us to maximise the potential of the system and it's capabilities.

❖ **Relations**

- HR is committed to supporting the force with the Job Evaluation II project to begin to re-build trust and relationships with our staff.
- A priority for the forthcoming financial year is the development of a corporate HR Communication & Consultation Strategy to re-engage and involve our staff.
- Staff surveys will be utilised to monitor relations and address organisational uncertainty.
- HR has developed good customer links and developed the Force Intranet site to empower local managers to access the required advice and guidance 'on-line'. This will continue to be a focus for 2006/07, ensuring the service is fit for purpose and user-friendly.
- A formal consultation process on employment issues is in place with the workforce, unions and Police Federation and continues to support policy development and organisational change.

❖ **Health, Safety & Well-being**

- This document is supported by the Occupational Health Support Unit Strategy and Strategy for a Healthy Police Service.
- The Employee Assistance Programme (EAP) continues to be extremely successful and highly regarded. It offers a confidential counselling; support and information service to assist with personal or work-related problems that could be affecting the health, well being and performance of our staff. The service is available to all officers and police staff and their dependent families.

Having conducted an in depth assessment of internal and external drivers a series of recommendations have evolved to support the achievement of Force targets and the anticipated changes required from 'Closing the Gap'.

Some of these recommendations cover direct links with Force targets and others cover the development an effective organisational infrastructure and culture to support the achievement of these targets over the medium term.

**1) Create Leaders**

- i) Develop a more diverse leadership cadre and workforce profile
  - Improve the capture, extraction and presentation of data on the force workforce profile
  - Develop existing -management skills and style to drive cultural change
  - Develop a positive action strategy for diversity, age and inclusiveness
  - Launch interventions to reduce maternity returnee attrition
  - Assess and implement opportunities for more flexible working patterns
  - Conduct an equal pay review and identify areas for intervention
  - Increase the percentage of female officer, SME and disabled candidates applying for posts
  
- ii) Improve Communications and engagement
  - Develop excellent employee relations through positive and involving union and staff relations
  - Develop a dedicated employee communications and consultation capacity
  - Promote an effective meetings format
  - Deliver an updated employee survey process
  - Enhance employee involvement through staff forums, surveys, a consultative management style and appropriate recognition programmes
  - Develop effective role clarity, purpose and behaviours. Encourage effective line management through coaching and development of potential programmes
  - Create greater clarity of purpose through development of key accountabilities Develop a clear definition of leadership and preferred leadership styles across the organisation

- Promote effective leadership through a defined programme concentrating on behaviours
- Measurable and quantifiable objectives relating to people management to be featured in all performance management processes
- Instilling a coaching culture in line managers to maximise staff performance and development
- Develop an effective talent management programme to identify future leaders with potential
- Develop an effective succession planning process
- Create and embed cultural change through values and behavioural indicators that apply from recruitment through to performance assessment

## **2) Improving Standards**

### **i) Improving available resources and utilisation**

- Ensure the force achieves its Police Officer and PCSO resourcing targets
- Identify key capability gaps which are addressed through the Force Training Plan

### **ii) Enhanced performance and resources through reshaping, redeployment and workforce modernisation**

- Provide support to 'Closing the Gap' programme and lead on workforce modernisation for the force to achieve radical change
- Maximise effective deployment of police officers through working with Territorial Policing
- Develop and implement effective redeployment and severance programmes
- Develop and implement new effective organisational structures to support the 'Closing the Gap' programme
- Implement effective employee, union and staff association processes regarding reshaping
- Develop and implement training to assist staff with redeployment
- Reduce duplication of activity by developing and implementing shared services models across HR and other support functions

iii) Improving standards through reducing duplication, costs and unnecessary work

- Support the organisational reshaping programme by delivering HR and training elements on time and against targets
- Draft , consult, agree and publish an HR Strategy for the Force
- Increase efficiency through more employee self service technology and streamlined HR processes
- Reshape HR and other support functions to enhance their functionality

iv) Develop professional capability

- Ensure effective roll out of IDLDP programme
- Launch an improved induction programme
- Ensure adequate facilities are available to accommodate planned learning and development events
- Ensure HR function has improved score and trend for HMIC review in 2006

v) Increasing front-line resources through reduced sickness and attrition

- Deliver an attendance management programme to line managers
- Support line managers in reducing short term sickness levels
- Launch an effective exit interview programme
- Develop appropriate metrics for monitoring occupational health performance
- Develop a coherent strategy for occupational health within the force

### **3) Increase Citizen and Customer Focus**

i) Improve the attractiveness of our employment proposition

- Provide effective HR support to the Job evaluation 2 project to enable it to meet its deadlines and targets and promote an equitable scheme for determining job size
- Develop and implement an effective reward strategy to support the effective recruitment, retention and performance of staff.
- The reward package should developed to be competitive and motivational for high levels of performance
- Develop and implement effective recruitment and retention strategies
- Achieve IiP standards and accreditation

## Recommendations

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- Develop the force as an employer of choice through the development of leading edge employment policies
  
- ii) Develop improved performance through better information, performance management and learning
  - Develop meaningful management information to enable users to improve performance through advanced HR information systems
  - Embed a continuous learning culture with higher levels of accreditation and formal qualifications
  - Increase productivity through establishing more effective performance management processes
  - Develop line management people skills
  - Measure customer satisfaction with HR
  - Implement diversity awareness training
  - Deliver and embed customer focus training
  - Build organisational competencies to develop staff that demonstrate high levels of customer service

This series of recommendations will address the key areas requiring action, many of them involving organisational and cultural development and build on the success of the force in areas of operational policing.

1. Create leaders – develop a more diverse leadership cadre and workforce profile

Ref.	Deliverable	Priority H/M/L	Deliverable Milestones	Time scale	Resources	Resp Person	Account Person	Comment on Progress
1.1	Improve the capture, extraction and presentation of data on D&C workforce profile	H	Develop suite of KPIs Examine data collection options Develop resource and expertise in FIMS MI reporting Develop MI pack / scorecard Produce MI pack / scorecard	28/02/06 31/01/06 31/01/06 31/07/06 30/09/06		Peter Wilkinson	Peter Wilkinson	
1.2	Develop a positive action strategy for diversity, age and inclusiveness	M	Develop & agree formal strategy with HR & Training Committee	Q2-Q3 2006	BCU & HQ HR teams	Tamasine Matthews	Nigel Holt	
1.3	Launch interventions to reduce maternity returnees attrition by X%	H	Validate data (to establish scale of problem and achievable %age reduction) Identify initiatives / interventions Develop and implement action plan	Q1 2006  Q2-3 2006		Dawn Jenkins	Nigel Holt	
1.4	Assess opportunities for more flexible working patterns such as term time and weekend working	M	Finalise and publish Flexible Working policy Market policy with BCUs and HR Depts Advertise policy to force	Q4 2005	Ros Bolton Brian Thomas BCU & HQ HR Teams	Ros Bolton	Nigel Holt	

1.5	Conduct equal pay review with areas for intervention	M	Consider appointing reward specialist Review current structures	Q2 2006	<b>Tamasine Matthews Ros Bolton</b>	<b>Nigel Holt</b>	<b>Nigel Holt</b>	
1.6	Increase by X% the proportion of female, SME and disabled candidates applying for posts	M	Report to HRDG re current position (Damian)  Action plan and %age reduction agreed  Review	Q4 2005  Q1 2006  Q2 2006		<b>Chris Miller – Police officers / senior staff posts. BCU and Dept. Personnel Teams</b>	<b>Nigel Holt</b>	

**2. Create Leaders – improve employee communications and engagement**

Ref.	Deliverable	Priorty H/M/ L	Deliverable Milestones	Time scale	Resources	Resp Person	Account Person	Comment on Progress
2.1	Develop excellent employee relations through positive union and staff relations	H	Complete revision of JN & JNCC	Q1 2006	BCU & HQ HR Teams	Jim Crooks	Nigel Holt	
2.2	Develop a dedicated employee comms capacity (internal and external functions)	H	Review current HR briefing mechanisms Develop appropriate HR briefing systems (newsletter etc.)	Q1 2006	John Shuttleworth  Ros Bolton (Intranet)	Nigel Holt	Nigel Holt	
2.3	Promote an effective meetings format guidance	L		Q1 2006		Nigel Holt	Nigel Holt	
2.4	Deliver an updated employee survey	M	Utilise software and support from SDD	Q4 2006	Jim Crooks	Nigel Holt	Nigel Holt	
2.5	Hold an HR conference and open day	M		Q2 2006		Nigel Holt	Nigel Holt	
2.6	Enhance employee involvement through Staff forums	M	Complete C & C rollout	Q2 2006		Jim Crooks	Nigel Holt	

**3. Create Leaders – clarity of purpose**

Develop effective behaviours

Coaching/effective line managers

High potential programme

Ref.	Deliverable	Priority H/M/L	Deliverable Milestones	Time scale	Resources	Resp Person	Account Person	Comment on Progress
3.1	Create greater clarity of role purpose through “front sheet” role accountabilities	H	Identify critical elements required for a ‘front page’ that will deliver clarity of role purpose.  Develop a draft and consult with stakeholders to agree corporate approach.  Identify training development needs within HR function.	Q4 2005  Q2 2006  Q2 2006	BCU & HQ HR Teams  Line Managers	John Shuttleworth	Nigel Holt	
3.2	Create greater clarity of purpose through development of key accountabilities		HR Improvement Plan to reflect key accountabilities and areas of responsibility HR restructure to take account of key business objectives Individual PDRs to contain objectives linked to Plan & accountabilities	Q4 2005  Q1-2 2006  Q1-2 2006		Tamasine Matthews	Nigel Holt	
3.3	Promote a clearer	H	Evaluation of leadership pilot	Q1	Annie		Nigel Holt	

	definition of leadership and preferred leadership styles across the organisation		as review	2006	<b>Broadbent</b>			
3.4	Promote effective leadership through defined programme concentrating on behaviours	H	360 assessment Evaluation of leadership pilot as review	Q3 2006		<b>Annie Broadbent</b>	<b>Annie Broadbent</b>	
3.5	Instilling an effective coaching culture to line managers to maximise staff performance & development - including getting line managers to manage	M	Coaching programme post leadership pilot	Q3 2006	<b>BCU &amp; HQ HR Teams</b>	<b>Annie Broadbent</b>	<b>Annie Broadbent</b>	
3.6	Develop an effective talent management programme to include identifying leaders (police officers and staff) with high potential and provide opportunities	M	Review HPDS to include funding Explore options for scheme for police staff	Q2 2006	<b>Tamasine Matthews</b>	<b>Chris Miller</b>	<b>Chris Miller</b>	
3.7	Develop effective succession planning in key roles across the organisation	M	Review effectiveness of RAG process	Q2 2006		<b>Chris Miller</b>	<b>Chris Miller</b>	

**4. Improving standards – Improving available resources and utilisation**

Ref.	Deliverable	Priority H/M/L	Deliverable Milestones	Time- scale	Resources	Resp Person	Account Person	Comment on Progress
4.1	D&C achieves 3500 PO target through effective HR contribution	H	HR Plans and supports sufficient assessment centres and reduces exits through pro-active measures	Q4 2005		<b>Chris Miller</b>	<b>Nigel Holt</b>	
4.2	D&C achieves any additional increase in PO targets planned for 2006-7	M	HR Markets the role to ensure sufficient candidates, Plans and supports sufficient assessment centres and reduces exits through pro-active measures	TBC		<b>Chris Miller</b>	<b>Nigel Holt</b>	
4.3	D&C achieves targets for PCSO recruitment	H	TP will provide targets and details regarding locations, powers and role profile. Home Office to provide criteria re medical suitability, fitness etc. HR will develop plans to achieve 180 in 2006-7 280 in 2007-8 24 by April 2006	24 by Q1 2006		<b>Chris Miller</b>	<b>Nigel Holt</b>	
4.4	Identify key organisational capability gaps which are addressed through the Force Training Plan	H	Training Needs Analysis  Development of skills matrix Agreed action plan in Training Plan	Q3-4 2006		<b>Annie Broadben t</b>	<b>Nigel Holt</b>	

**5. Improving standards – Enhanced performance and resources through reshaping, redeployment and workforce modernisation**

Ref.	Deliverable	Priority H/M/L	Deliverable Milestones	Time scale	Resources	Resp Person	Account Person	Comment on Progress
5.1	To provide support to the 'Meeting the Challenge' project and lead on Workforce Modernisation on behalf of the force	H	As determined by the Meeting the Challenge project  Support selection, re-deployment and reskilling as staff as required by the project	As MTC project	Sandie Williams	Carey Owen	Nigel Holt	
5.2	Working in conjunction with TP to ensure effective deployment of PO into priority areas through increased capability and deployment of PCSOs and police staff	H	Achieving meeting the challenge project time-scales Develop PCSO role Accredit police staff	2006 2007 2008		BCU & HQ HR Teams	Nigel Holt	
5.3	Develop and implement with management new and effective organisational structures to support 'Meeting the Challenge' programme	H	(Links to 3.1) Review current structures Develop organisational design principles Identify options for change Develop Implementation Plan Review process for introducing new roles	As MTC project		BCU & HQ HR Teams	Nigel Holt	

5.4	Implement effective employee, union and staff association processes regarding any reshaping programme	H	ER aspects embedded into 13:15 and PIP projects Revision of project protocols and monitoring of initiative register	Q1 2006	<b>Jim Crooks</b>	<b>Jim Crooks</b>	<b>Nigel Holt</b>	
5.5	Effective training to assist re-deployed staff moves	H	Identification of moves and performance requirements	On-going	<b>Frank Bennett</b>	<b>Annie Broadbent</b>	<b>Nigel Holt</b>	
5.6	Reduce duplication of activity by scoping and implementing where appropriate shared services models across HR & other support functions	H	Scoping exercise As determined by the Meeting the Challenge project	As MTC project		<b>Nigel Holt</b>	<b>Nigel Holt</b>	

6. Improve standards – Through reducing duplication, costs and unnecessary work

Ref.	Deliverable	Priority H/M/L	Deliverable Milestones	Time scale	Resources	Resp Person	Account Person	Comment on Progress
6.1	Draft, consult , agree and publish an HR strategy for D&C	H	HR DMT Planning Day 13/12/05 Agree and sign off KPIs with HR DMT Follow up Planning Day 30/01/06 Consult with stakeholders Agree with Force Exec and Police Authority Finalise Strategy and Plans Publish and market Strategy and Plans	Q1 2006	Jan Elding (external viewpoint) Jim Crooks (links to GD and JN of PA)	Tamasine Matthews	Nigel Holt	
6.2	Increase efficiency through more employee self service technology and streamlined processes	M	See FIMS project for self-service and HR functionality delivery Publication of revised HR service delivery model Implementation of new service model	31/12/06	FIMS team  Head HR	Peter Wilkinson	Peter Wilkinson	
6.3	Re shape HR function to enhance its functionality	H	Take case to Police Authority and Force Exec in 2006 to deliver by 2008 Reduce costs and improve customer satisfaction through	2006	Annie Broadbent  Carey Owen	Nigel Holt	Nigel Holt	

		key measures		<b>Tamasine Matthews</b>			
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**7. Improving standards – Develop professional capability**

Ref.	Deliverable	Priority H/M/L	Deliverable Milestones	Time scale	Resources	Resp Person	Account Person	Comment on Progress
7.1	Ensure effective roll out of IPLDP programme	H	Pilot 20/02/06 and evaluation	Q1 2006	Brent Davison	Annie Broadbent	Annie Broadbent	
7.2	Launch revised and improved induction programme	M	HR / Training sign off Pilot April 2006	Q1 2006	Jane Taylor	Annie Broadbent	Annie Broadbent	
7.3	Ensure adequate facilities are available to accommodate planned learning and development events	H	Training delivery plan 06/07 produced and circulated Option for full refurbishment chosen	Q1 2006 Q1 2008	Training DMT	Annie Broadbent	Annie Broadbent	
7.4	Ensure HR function has improving trend for HMIC review in 2006	H	Review HMIC Baseline Assessment Incorporate actions into HR strategy and plan deliverables Monitor ownership of deliverables in preparation for HMIC assessment in Q1 02006	Q1 2006 Q2-3 2006	All Deliverable Owners	Tamasine Matthews	Nigel Holt	

**8. Improving standards – Increasing frontline resources through reduced sickness and attrition**

Ref.	Deliverable	Priority H/M/L	Deliverable Milestones	Time scale	Resources	Resp Person	Account Person	Comment on Progress
8.1	Deliver attendance management programme to line managers	M	In liaison with OHSU, analyse absence data Review and develop policy to address identified inadequacies of current policy Revise policy and working practices in view of data evaluation Publish and market strategy	Q1 2006	Carey Owen's team, Louise Brady	Ros Bolton	Nigel Holt	
8.2	Support line managers in their efforts to reduce short term sickness levels by %	M	Circulate attendance management data Highlight individual cases to managers Market attendance management programme Transfer of expertise / resources from ER to Ops Mgrs via seminars and coaching	Ongoing	BCU & HQ HR Teams  Jim Crooks	HR Ops Managers	Nigel Holt	
8.3	Launch revised HO exit interview programme and monitor losses in first two years for new starters	M	Review and analyse data from existing HO exit interview questionnaire Market revised programme Utilise data to revise policies	Q4 2007		Ros Bolton	Nigel Holt	

			with a view to aiding recruitment and retention					
8.4	Develop appropriate metrics for monitoring occupational health performance	M	Determine appropriate metrics for rolling performance review Establish an acceptable format Agree frequency of data presentation Present report to DMT and HRDG Monitor trends and report significant changes	Q1 2006	OHSU Admin.	Judith Bishop	Dr Challenor	01/06 Appropriate metrics agreed
8.5	Develop an OHSU strategy	H	OHSU to incorporate HO Strategy for a Healthy Police Service & produce guidance for: 1. Additional force nurses in C&IOS BCU 2. Risk assessment based medical examinations (RABME - HO recommendation) into routine nurse-led activity 3. Health promotion campaigns to be linked to the RABME	Q1 2006		Dr Challenor  Dr Challenor  Serena Horrell  Serena Horrell	Dr Challenor	

**9. Increase Citizen and Customer focus – Improve the attractiveness of our employment proposition**

Ref.	Deliverable	Priority H/M/L	Deliverable Milestones	Time scale	Resources	Resp Person	Account Person	Comment on Progress
9.1	Provide effective HR support to the Job evaluation 2 project to enable it to meet its deadlines and targets, to run alongside Meeting the Challenge, and promote an equitable scheme for determining job size	H	Scoping and analysis Delivery of JWP report Agreed implementation of new scheme in selected areas Anticipated completion	2006 2007 2007-8		Jim Crooks	JWP	
9.2	Develop the force as an employer of choice through the development of leading edge employment policies	M	Link to deliverables 1.2 & 1.4 Review, develop and implement a Reward & Recognition Strategy to support the effective recruitment and retention of staff: Agreement of Unions and management Effective implementation of strategy Review Implement improvements	Q2-3 2006  Q3 2006 Q4 2006  2007	Tamasine Matthews  JWP	Jim Crooks / Tamasine Matthews	Nigel Holt	
9.3	Review, develop and implement effective	H	Review Agreement of Unions and	2006/7		Jim Crooks /	Nigel Holt	

	recruitment and retention strategies		management Effective implementation of strategy			<b>Chris Miller</b>		
9.4	Achieve IIP standards and then accreditation	M	IIP review 2006 Achievement of IIP Specified BCUs and departments may seek standalone accreditation	2006 2008	<b>Annie Broadbent / John Shuttleworth</b>	<b>Annie Broadbent</b>	<b>Nigel Holt</b>	

**10. Increase citizen and customer focus – Develop improved performance through better information, performance management and learning**

Ref.	Deliverable	Priority H/M/L	Deliverable Milestones	Time scale	Resources	Resp Person	Account Person	Comment on Progress
10.1	Develop meaningful management information reporting to enable users to improve performance through advanced HR information systems	H	(Linked to deliverable 1.1) Develop decision / support mechanism	Q2 2006	<b>Damian Ibison</b>	<b>Peter Wilkinson</b>	<b>Peter Wilkinson</b>	
10.2	Embed a continuous learning culture with a view to seeking higher levels of accreditation & formal qualifications	M	Increase PDR completion by % and personal training log usage by % Performance uplift	Q3 2006		<b>Annie Broadbent</b>	<b>Nigel Holt</b>	
10.3	Increase productivity through establishing more effective performance management processes	H	Utilise the PDR software for current assessment and accreditation processes.  Enhance the PDR system to improve ease of use.  Improve the understanding and skills of setting objectives that support the delivery of organisational / BCU / Dept. priorities	Q2 2006  Q3 2006  Q4 2006	<b>Annie Broadbent</b>  <b>ICT Support</b>  <b>Skills for Justice</b>	<b>John Shuttleworth</b>	<b>Nigel Holt</b>	

10.4	Develop line manager people skills	M	Core programme  Evaluation strategy developed and used to measure success of training	Q4 2006  2007		Jane Taylor	Annie Broadbent	
10.5	Measure customer satisfaction with HR	M	Devise questionnaire, determine frequency and collection medium Undertake survey Analyse results Feedback	Q3 2006	Peter Wilkinson	Nigel Holt	Nigel Holt	
10.6	Roll out awareness training on the six strands of diversity	M	Base line assessment and identify performance indicators  Evaluation strategy developed and used to measure success of training	Q4 2006  Q4 2006		Jane Taylor	Annie Broadbent	
10.7	Build organisational competencies to develop staff that demonstrate high levels of customer service	M	Link to deliverables 9.2 & 10.2	Q1 2007		John Shuttleworth	Nigel Holt	
10.8	Deliver & embed customer focus training	M	Base line assessment and identify performance indicators  Evaluation strategy developed and used to measure success of training	Q4 2006  Q4 2006	Diversity Unit	Jane Taylor	Annie Broadbent	

1. Staffing							
		2004/05 actual		2005/06 actual		2006/07 planned	
	Detail	No.	£m	No.	£m	No.	£m
Police Officers	Constables	2662	71.1	2695.7	58.2	2722	78.4
	Sergeants	491.3	16.5	515.8	11.9	542	19.3
	Inspectors	159.6	6.5	161.2	4.4	158	7.0
	Chief Inspectors	36	1.7	38	1.1	41	2.0
	Superintendents	22	1.3	22	0.9	23	1.5
	Chief Superintendents	10	0.7	10	0.5	9	0.6
	Chief Officers	5	0.5	5	0.3	5	0.5
	All Officers (Total)	3385.9	98.3	3447.7	77.3	3500	109.3
Police Staff	Police Staff	2130.4	39.7	2167.4	32.0	2258	41.8
	PCSOs	74	-	75.8	-	257	-
Special Constables	Special Constables	582	N/A	560	N/A	680	N/A

Note – Police Officer and Police Staff figures are Full Time Equivalents (FTE). Special Constable numbers are Headcount.

2005/06 figures are as at 31<sup>st</sup> December 2005.

The costs for PCSOs are included within the Police Staff figures. Finance Department are unable to split this data.

The planned recruitment of Special Constables is 120-160 Officers for 2006/07.

2. Turnover											
Police Officers	2004/05					2005/6					2006/07 Projected
	White		Minority Ethnic		Total	White		Minority Ethnic		Total	
	M	F	M	F		M	F	M	F		
Retirements	104	10	0	0	114	77.9	3	0	0	80.9	110.9
Medical Retirements	5	3	0	0	8	4.6	1	0	0	5.6	7.8
Resignations	20.6	11	0	1	32.6	26.7	6	0	0	32.7	38.1
Transfers	11	5	2	0	18	5	5	1	0	11	16.5
Dismissals	2	0	0	0	2	0	0	0	0	0	1
Other	1	1	0	0	2	7	0	0	0	7	4.5
Total Wastage	137.6	25	2	1	176.6	121.2	15	1	0	137.2	178.8
Probationers	130	68	1	0	200	104	57	0	1	162	121
30+ Scheme	7	0	0	0	7	12		0	0	12	11.8
Transferees (inc. Rejoiners)	41	8	1	0	50	24	8	0	0	32	46
Total Additions	178	76	2	0	257	140	65	0	1	206	178.8
Secondments (+/-)					+1.4					-3.1	
Full Time/Part Time (+/-)					-6.5					-3.9	
Net Increase					+75.3					+61.8	
Turnover					5.2%					4%	

Note – 2005/06 figures are as at 31<sup>st</sup> December 2005.

An average of previous year's figures has been taken to provide indicative wastage figures for 2006/07. Averages have been used in projecting the 30+ Scheme and Transferees for the forthcoming year.

Wastage and Additions for 2006/07 are equal in order to maintain the 3,500 officers.

<b>3. Turnover</b>											
Police Staff	2004/05					2005/06					2006/07 Projected
	White		Minority Ethnic		Total	White		Minority Ethnic		Total	
	M	F	M	F		M	F	M	F		
Retirements	12	12	0	0	24	17	4	0	0	21	26
Medical Retirements	3	3	0	0	6	3	0	0	0	3	5
Resignations	70	112	1	0	183	52	97	1	4	154	194
Transfers	13	8	0	0	21	6	11	0	0	17	22
Dismissals	8	6	0	0	14	4	2	0	0	6	11
Other	1	1	0	0	2	4	4	0	0	8	6
Total Wastage	107	142	1	0	250	86	118	1	4	209	264
Total Additions	160.02	186.95	0	1	347.97	88.2	126.3	2	0	216.5	318.3
Turnover					11.3%					9.3%	

Note – 2005/06 figures are as at 31<sup>st</sup> December 2005.

The projected figures are an average of the previous two years.

Transfers include Police Staff who have joined the regulars.

4. Police Officers – 31<sup>st</sup> Dec. 2005

BCU/DEPT	Chief Officers			Ch. Supts.			Supts.			Ch. Insp.			Inspectors			Sergeants			Constables				Totals		
	FPP	Act.	Diff.	FPP	Act.	Diff.	FPP	Act.	Diff.	FPP	Act.	Diff.	FPP	Act.	Diff.	FPP	Act.	Diff.	FPP	Act.	Diff.	Prob inc. in Actual	FPP	Act.	Diff.
Cornwall & Isles of Scilly				1	1	+0	3	2	-1	4	4	+0	30	27.0	-3.0	118	110.7	-7.3	630	637.2	+7.2	95.0	786	781.9	-4.1
Plymouth				1	1	+0	3	3	+0	3	3	+0	21	21.7	+0.7	65	61.3	-3.7	484	504.8	+20.8	102.0	577	594.8	+17.8
South & West Devon				1	1	+0	3	3	+0	4	4	+0	21	21.6	+0.6	7.05	67.3	-3.2	508	513.4	+5.4	91.0	607.5	610.3	+2.8
North & East Devon				1	1	+0	3	3	+0	4	4	+0	27	26.0	-1.0	92	84.7	-7.3	568.5	574.8	+6.3	90.8	695.5	693.5	-2.0
Call Mgmt. & Communications				1	1	+0	0	0	+0	1	1	+0	10	9.0	-1.0	10	11.0	+1.0	11	10.0	-1.0		33	32.0	-1.0
Commercial & Property Services																							0	0.0	+0.0
Corporate Communications				0	0	+0	0	0	+0	0	0	+0	0	0.0	+0.0	1	1.0	+0.0	2	2.8	+0.8		3	3.8	+0.8
Crime				1	1	+0	4	4	+0	9	9	+0	14	14.1	+0.1	39.5	37.7	-1.8	200.5	172.4	-28.1		268	238.2	-29.8
Criminal Justice				1	1	+0	1	1	+0	3	3	+0	11	13.0	+2.0	79	75.8	-3.2	9	6.8	-2.2		104	100.6	-3.4
Engineering																							0	0.0	+0.0
Finance																							0	0.0	+0.0
HQ Command/Support	5	5	+0	0	0	+0	1	1	+0	2	1	-1	1	1.0	+0.0	3	3.0	+0.0	2	3.0	+1.0		14	14.0	+0.0
Human Resources				1	0	-1	1	0	-1	0	1	+1	2	4.0	+2.0	9	12.8	+3.8	31	26.1	-4.9		44	43.9	-0.1
ICT																							0	0.0	+0.0
Operations				1	1	+0	2	2	+0	2	2	+0	8	11.0	+3.0	39.5	38.0	-1.5	240	232.4	-7.6		292.5	286.4	-6.1
Professional Standards				0	0	+0	1	1	+0	3	3	+0	3	2.0	-1.0	3	3.0	+0.0	1	1.0	+0.0		11	10.0	-1.0
Strategic Development				1	1	+0	1	2	+1	1	1	+0	3	5.0	+2.0	0	2.0	+2.0	0	0.0	+0.0		6	11.0	+5.0
Territorial Policing				0	1	+1	1	0	-1	2	2	+0	5	4.8	-0.2	7.5	7.5	+0.0	6	4.0	-2.0		21.5	19.3	-2.2
Projects				0	0	+0	0	0	+0	1	0	-1	0	1.0	+1.0	2	0.0	-2.0	4	5.0	+1.0		7	6.0	-1.0
Police Federation				0	0	+0	0	0	+0	0	0	+0	0	0.0	+0.0	0	0.0	+0.0	2	2.0	+0.0		2	2.0	+0.0
<b>Totals</b>	<b>5</b>	<b>5</b>	<b>+0</b>	<b>10</b>	<b>10</b>	<b>+0</b>	<b>24</b>	<b>22</b>	<b>-2</b>	<b>39</b>	<b>38</b>	<b>-1</b>	<b>156</b>	<b>161.2</b>	<b>+5.2</b>	<b>539</b>	<b>515.8</b>	<b>-23.2</b>	<b>2699</b>	<b>2695.7</b>	<b>-3.3</b>	<b>378.8</b>	<b>3472</b>	<b>3447.7</b>	<b>-24.3</b>

Key: FPP = Funded Post Profile (Target)  
 Projects = Airwave, Safety Camera, Victim/Witness, Accessibility

<b>5. Police Staff &amp; Special Constabulary – 31<sup>st</sup> Dec. 2005</b>			
BCU/Dept.	Police Staff	Community Support Officers	Special Constabulary
Cornwall & Isles of Scilly	208.5	36.8	167
Plymouth	115.6	9.0	76
South & West Devon	143.1	9.0	112
North & East Devon	211.6	21.0	203
Call Mgmt. & Communications	343.9		
Commercial & Property Services	63.8		
Corporate Communications	20.3		
Crime	199.5		
Criminal Justice	447.1		
Engineering	47.2		
Finance	49.1		
HQ Command/Support	16.0		
Human Resources	97.0		2
ICT	59.8		
Operations	43.1		
Professional Standards	12.8		
Strategic Development	58.6		
Territorial Policing & Partnerships	23.4		
Projects	7.0		
<b>Totals</b>	<b>2167.4</b>	<b>75.8</b>	<b>560</b>

Note – The figures quoted are Full Time Equivalent with the exception of the Special Constables, which are Headcount.

6. Absence							
		2004/05		2005/06		2006/07 Target for Reduction	
	Detail	No. of Days	£m	No. of Days	£m	Police Officers	
Police Officers	Constables	22556	3.22			Police Staff	
	Sergeants	2840	0.49				
	Inspectors	608	0.13				
	Chief Inspectors	281	0.06				
	Superintendents	70	0.02				
	Chief Officers	0	0				
	All Officers	26355	3.92				
Police Staff	All Police Staff	23918	2.02				
	Total	50273	5.94				

Note – Figures are based upon the number of duty days and average organisational costs, which are based upon average pay.

Note – 2005/06 figures are as at 31<sup>st</sup> December 2005.

Note – Awaiting further data from FIMS for period 05/06.

<b>7. Staffing within Human Resources Department (31<sup>st</sup> Dec. 2005)</b>			
	Police Officers	Police Staff	Total
Head of Human Resources	-	1	1
Development & Deployment	-	4.865	4.865
Recruitment	1	6.703	7.703
Strategy, Policy & Performance	1	6	7
Employee Relations	-	1	1
Occupational Health	-	12.081	12.081
Learning & Development Manager	-	1	1
Induction Unit	6.6	3	9.6
Crime Investigation/Reduction	6.8	1	7.8
Performance Development	2	4	6
Learning Centre	-	0.811	0.811
Driver Training	9	8.541	17.541
Dog Training	2	2	4
Operational Training	3	1	4
Training Support	10.5	8.135	18.635
HR Support Unit	1	3	4
<b>Total</b>	<b>42.9</b>	<b>64.136</b>	<b>107.036</b>

<b>8. Staffing within the BCU &amp; Departmental Personnel Units (31<sup>st</sup> Dec. 2005)</b>							
Post Title	Cornwall & Isles of Scilly BCU	Plymouth BCU	South & West Devon BCU	North & East Devon BCU	Crime, Operations & HQ Departments	Criminal Justice & Call Handling Departments	Total
Personnel Manager	1	-	1	1	0.865	1	4.865
Personnel Officer	1	1	1	1	3	2	9
Asst. Personnel Officer	-	-	1	1	-	-	2
Snr. Personnel Asst.	2	-	1	1	4	-	8
Personnel Support Officer	-	-	-	-	-	5	5
Personnel Asst.	2	3	2	3	2	1	13
<b>Total</b>	<b>6</b>	<b>4</b>	<b>6</b>	<b>7</b>	<b>9.865</b>	<b>9</b>	<b>41.865</b>

Note – All figures quoted are Full Time Equivalents.

<b>9. Human Resources Department Budget/Spend</b>									
	Head of HR	Occupational Health	Training	Recruiting & Deployment	Strategy, Policy & Performance	Criminal Justice/ Call Management Personnel	Crime / Operations/ HQ Personnel	Employee Relations	Totals
<b>2004/05 (Actual Spend)</b>	£m	£m	£m	£m	£m	£m	£m	£m	£m
Police Officer (Pay & O/Time)	0.07	0	1.2	0.05	0	0	0	0	1.32
Police Staff (Pay & O/Time)	0.05	0.54	0.6	0.28	0.24	0.28	0.22	0.04	2.25
Other Expenditure	0.08	0.24	0.32	0.29	0.02	0.02	0.01	0.01	0.99
Income	0	0	0	0	0	0	0	0	-0.2
<b>Totals</b>	<b>0.2</b>	<b>0.78</b>	<b>2.12</b>	<b>0.62</b>	<b>0.26</b>	<b>0.3</b>	<b>0.23</b>	<b>0.05</b>	<b>4.36</b>
<b>2005/6 (Actual Spend)</b>									
Police Officer (Pay & O/Time)	0	0	0.9	0	0.1	0	0	0	1.0
Police Staff (Pay & O/Time)	0.1	0.4	0.5	0.2	0.2	0.2	0.2	0.1	1.9
Other Expenditure	0.1	0.2	0.4	0.2	0	0.1	0	0	1.0
Income	0	-0.2	0	0	0	0	0	0	-0.2
<b>Totals</b>	<b>0.2</b>	<b>0.4</b>	<b>1.8</b>	<b>0.4</b>	<b>0.3</b>	<b>0.3</b>	<b>0.2</b>	<b>0.1</b>	<b>3.7</b>
<b>2006/07 (Budget)</b>									
Police Officer (Pay & O/Time)	0	0	1.4	0	0	0	0	0	1.4
Police Staff (Pay & O/Time)	0.1	0.5	0.9	0.3	0.2	0.2	0.2	0.1	2.5
Other Expenditure	0.1	0.3	0.4	0.2	0.1	0.1	0	0	1.2
Income	0	0	0	0	0	0	0	0	0
<b>Totals</b>	<b>0.2</b>	<b>0.8</b>	<b>2.7</b>	<b>0.5</b>	<b>0.3</b>	<b>0.3</b>	<b>0.2</b>	<b>0.1</b>	<b>5.1</b>

Note – 2005/06 figures are as at 31<sup>st</sup> December 2005.

## Appendix 'A'

### OHSU STRATEGY 2006

#### INTRODUCTION

This paper describes a local strategy within the overall context of the Force HR strategy.

The OHSU provides the Devon & Cornwall Constabulary with an occupational health support service, which is focused on the following core issues:

- Medical fitness aspects of recruiting
- Medical aspects of fitness for work of staff in post
- Medical aspects of ill health retirement

#### STRATEGIC AIM

To protect and promote the health and working ability of all members of staff.

#### STRATEGIC OBJECTIVES

To contribute to good management of a healthy police force by advising and assisting individuals and management in reducing the incidence of illness, injury, premature ill health retirement, alleviating suffering and promoting and protecting the health of individuals in their working life.

#### STRATEGIC OBJECTIVES

The OHSU will:

- Provide expert advice as part of the organisation's senior management team
- Assist in planning and reorganising work activities with regard to health and welfare issues
- Be aware of human resources practice, effective Force management and legal requirements.

#### STRATEGIC PRINCIPLES

The OHSU will:

- Expect the Force to ensure that its staff are qualified and competent for role
- Promote, protect and assist in maintaining the health, safety and welfare of people at work

- Advise on the rehabilitation and placement in suitable work of those temporarily or permanently incapacitated by injury or illness
- Advise on the provision of safe and healthy conditions by informed assessment of the physical and psychological aspects of the working environment
- Promote and carry out appropriate assessment and analysis of health and injury trends in the Force
- Seek to advise and educate all concerned in the attainment and preservation of good health

### **DELIVERY OF THE STRATEGIC AIM**

The protection and promotion of the health and working ability of members of staff will be achieved by:

- Providing professional expertise to management in respect of recruitment, health issues at work and ill health retirement
- Providing advice to the organisation on the management of sickness absence
- Providing OH resources to produce timely responses to all proper enquiries and delegated tasks
- Supporting individuals and the organisation in an ethically appropriate and open manner
- Liaising in a supportive and productive manner with internal and external agencies including:

BCU and Department Managers  
BCU and Department Personnel Teams  
Specialist groups and professional colleagues  
Physiotherapy providers  
External consultants  
Employee Assistance Programme  
Police Rehabilitation Centre  
Force information management systems  
Home Office and other Government departments  
Other forces

- Continually reviewing best practice and service provision in order to improve service delivery
- Maintaining appropriate confidentiality in respect of consultations, communications with management and the issuing of reports
- Monitoring performance using Key Performance Indicators (KPI)

### **STRATEGY OWNER**

Head of OHSU.