



Agenda

1 March 2011

HUMAN RESOURCES COMMITTEE

Bridgebury House, Woburn Road, Kempston, Bedford MK43 9AX

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Web-site:- www.bedfordshirepoliceauthority.co.uk

Email:- enquiries@bedfordshirepoliceauthority.co.uk

To: **Members of the Human Resources Committee**

Mrs Linda Hockey (Chair), Mr Peter Conniff, Mr Shahzad Choudhry, Ms Alison Graham, Mrs Kathy Johnson, Mr Peter Hollick, Mr John Mingay, Mr Lakhbir Singh and Mrs Christina Turner.

A meeting of the **HUMAN RESOURCES COMMITTEE** of the **Bedfordshire Police Authority** will be held at Bridgebury House, Woburn Road, Kempston, on **Tuesday, 1st March 2011** starting at **1.30pm**, the agenda for which is set out overleaf.

A Pre- Meet for Members will be held at 12.30pm.

Pat Brown
Member Support Officer

AGENDA

(*indicates that a supporting document accompanies this Agenda)

GENERAL

- 1. Minutes ***
To confirm the minutes of the meeting of the Committee held on 7 October 2010
Pages 3 -10
- 2. Matters Arising- Status Report ***
Report on actions taken to implement decisions of the meeting of the Committee held on 7 October 2010
Pages 11-12
- 3. Declarations of Interest**
To receive any personal or prejudicial interests from Members
- 4. People Service Plan 2010-2011 Exception Report ***
Report of the Chief Constable
Pages 13-20
- 5. 2010 -2011 People Services and Health and Safety Monitoring Report ***
Report of the Chief Constable
Pages 20-40
- 6. Review of Chief Officer Appointments ***
Report of the Chief Executive/Treasurer
Pages 41-46

To consider the exclusion of the press and public from the meeting on the grounds that the items to be discussed are confidential and involve the disclosure of exempt information as defined in paragraphs 3 of Part I of Schedule 12A to the Local Government Act 1972. Papers are not being sent to the press or made available to the public for Agenda Item 7.

- 7. Medium Term Resourcing ***
Report of the Chief Constable
Pages 47-52
- 8. Staff Support Group update**
Report of the Staff Support Group
To follow
- 9. Police Authority Monitoring Arrangements for Human Resources effective from April 2011 ***
Report of the Chief Executive/Treasurer
Pages 53-60

HUMAN RESOURCES COMMITTEE

7 October 2010

Members Present

Mrs Linda Hockey (In the Chair)

Mr Shahzad Choudhry, Ms Alison Graham, Mr Peter Hollick, Mrs Kathy Johnson and Mr John Mingay.

Also present were Chief Executive /Treasurer Mrs Stephanie McMenamy, Deputy Chief Executive Dr Julie Wymer, Member Support Officer Mrs Pat Brown, Director of Corporate Services Mr Vince Hislop and Assistant Director (People Services) Mrs Louise Frayne.

Apologies were received from Mr Peter Conniff and Mr Lakhbir Singh.

10/h/34 MINUTES

The minutes of the meeting of the Committee held on 14 July 2010 were confirmed.

10/h/35 MATTERS ARISING –STATUS REPORT

A Status Report detailing all actions taken to implement decisions of the meeting on 14 July 2010 was submitted to Members.

Deployment of Special Constabulary

Members were advised that the Force was looking at deployment of the Special Constabulary. The Assistant Director (People Services) advised that the Special Constabulary Service Improvement Group (SCSIG) was considering the deployment of Specials including a migration of some resource to Protective Services. It was suggested that Mr Peter Hollick, as Lead Member speak with Nigel Green following the SCSIG on 6 December 2010 to discuss progress. Mr Hollick would provide a briefing paper to members by email to update on progress on this matter.

Staff Support Group

A report was to have been presented to this meeting of the Human Resources Committee regarding a Staff Support Group of the Force but this has been postponed until the next meeting.

Bedfordshire and Luton Casualty Reduction Partnership

The Director of Corporate Services advised members that as a result of the recent funding cuts for the Casualty Reduction Partnership a consultation process had begun with staff regarding reducing staff numbers and potential

redundancies.

Diversity Recruitment Report

Members were advised that the Force was only actively recruiting Special Constables and volunteers. There was currently no recruitment of police officers, other than transferees with specialist skills who would be held in a pool. Police staff positions were only to be recruited if after a rigorous scrutiny process their requirement was found to be justified.

Members agreed that focus on diversity and recruitment should be about retaining confidence and advised that the Force should communicate better regarding the diversity of the current workforce and opportunities for Special Constabulary and volunteer recruitment. Members agreed for a demonstration of the e-recruitment system to be provided to the Human Resources Committee in February 2011 to inform of the work that was being conducted to identify where applicants from under-represented communities were dropping out of the process.

10/h/36 DECLARATIONS OF INTEREST

There were no declarations of personal or prejudicial interests from Members.

10/h/37 CHANGES TO THE ORDER OF THE AGENDA

The order of the agenda was altered to allow for the Chief Executive/Treasurer to leave early for a regional meeting.

10/h/38 REPORT OF POLICE AUTHORITY MEMBER DEVELOPMENT

The Chief Executive/Treasurer updated members on the progress of the 2010-11 Member Development Plan. All training for the first six months had been completed. Training on monitoring of the Policing Pledge had however been suspended due to the Government withdrawing this target.

There had been an expectation that recommendations of the recent HMIC/Audit Commission Inspection of Police Authority along with a skills assessment would inform areas for the Member Development Plan for the remaining six months of 2010-11. However Government announcements of Police Authorities being replaced in 2012 as well as the budget cuts are necessitating a review of the Authority's priorities over the next 18 months to deliver value for money and any member development will need to be aligned to these priorities. It is proposed that the training plan is suspended until these priorities are agreed in December. Any identified training will be reviewed on a case-by-case basis to ensure return on investment in the intervening period.

Member training for Threat, Risk and Harm and Speed Reading has been identified and planned to be delivered before the December seminar.

Members were advised that the process for Independent Member recruitment for 2011 was currently being finalised.

Members supported the suspension of the Member Development Plan.

Resolved

1. That members agree for the Member Development Plan 2010-11 to be suspended due to financial and political changes.
2. That members agree that only essential training and development for members be delivered.

10/h/39 REVIEW OF CHIEF OFFICER APPOINTMENTS

The Chief Executive/Treasurer submitted a report to update members on the progress to date with regard to Chief Officer Appointments. A further update report was to be submitted to the February 2011 meeting of the Human Resources Committee.

Members supported that ACC John Fletcher had a been temporarily promoted to DCC effective from 27.09.10 to 22.04.10 and that Chief Superintendent Andrew Richer had been temporarily promoted to ACC (Territorial Policing) effective from 27.09.10.

Interviews for the Chief Constable appointment had been conducted on 06.10.10, the day before this meeting, and the Police Authority was currently waiting on ministerial approval before the successful applicant could be announced. All members were to be notified as soon as possible.

Mr Alfred Hitchcock had been appointed the new Chief Constable for Bedfordshire Police with effect from December 2010.

Members agreed that preparatory work for the permanent appointments of Deputy Chief constable and Assistant Chief Constable be taken forward through the Appointments Committee.

Resolved

1. That members note the progress made to date and receive a further update at the February 2011 meeting of the Human Resources Committee.
2. That members agree preparatory work for the permanent appointments of Deputy Chief Constable and Assistant Chief Constable be taken forward through the Appointments Committee.

10/h/40 REVIEW OF HEALTH AND SAFETY POLICY AND PROCEDURE

The Director of Corporate Services presented a report to inform members

about recent reviews of the Joint Force and Police Authority Health and Safety Policy and separate procedures.

The Joint Policy and Force procedure as appended to the report had recently been revised as part of the equality impact assessment initiative.

The revisions made reference to the Corporate Manslaughter and Homicide Act 2007 and for the Force Procedure only listed those postholders who were accountable to the Chief Constable for the implementation of the Policy under their management.

Members were reassured that the Police Authority procedure was amended to reflect the recommendations arising from the internal audit on Health and Safety governance and that it was adhered to through controls and governance arrangements in place:

- Monitoring through regular staff meetings
- Member and staff inductions include health and safety matters

The Chief Executive/Treasurer and the Chair of the Human Resources Committee sat on the Force Health and Safety Committee and were able to draw on specialist aid if necessary.

Resolved

1. That members note the content of the report and be assured that the Police Authority Health and Safety Procedure was adhered to.

10/h/41 RESOURCING IMPLICATIONS OF THE MEDIUM TERM STRATEGY

The Director of Corporate Services submitted a report to advise members of the potential resourcing implications of Bedfordshire Police's Medium Term Strategy to offer reassurance that both current and future-proofing action, in relation to workforce resourcing, was progressing. This report was excluded from the press and public on the grounds that it contained disclosure of exempt information as defined in part 1 of Schedule 12A to the Local Government Act 1972.

The report detailed how the Force was to deal with significant reductions in central police funding, as announced by the Government, expected to be between £15.1M and £19.2M by 2014/15. The Home Office had reduced the current approved budget of £102.821M to £101.821M due to the £1M in-year grant reduction.

The report outlined the worst-case scenarios to show the magnitude of the reductions in funding for Bedfordshire Police and detailed where the Force was already taking prudent action to address the issue at a strategic level. Regular update reports were to be reported to this committee.

Members suggested that this matter should be taken to the Joint Authority

and Force Strategic Working Planning Group and that the Director of Corporate Services be invited to attend these meetings currently held on a weekly basis.

The Chief Executive/Treasurer, Chair of the Human Resources Committee, Director of Corporate Services and Assistant Director (People Services) planned to meet to further discuss issues for consideration by the Strategic Planning Working Group.

Members were informed that police officers were unable to be made redundant as such, as they were not employees in law, but were assured that a reduction in the workforce should not consist of police staff alone. It was agreed that to replace staff positions with officer positions was false economy.

Members were advised that work was ongoing nationally with regard to using Regulation 19 to reduce officer numbers.

Members were assured that duty planning within the Force was to be centralised to ensure effective management of resources. Members were concerned that the Duty Planning IT System planned for October 2010 had been delayed and requested an update on this situation. The Director of Corporate Services advised he would find out the detail of the delay and inform members on this matter outside of this meeting.

Mrs Kathy Johnson, who had recently undertaken a Lead Member project on Force Duty Planning, was concerned that a significant amount of debt was owed in rest day working that was not recognised on any organisational accounts. The Director of Corporate Services assured members that management digressions of this sort would disappear with a centralised duty management team. The new duty management team was to preferably be managed from within the People Services Department and be responsible for all officers and staff including the Special Constabulary and volunteers.

The Assistant Director (People Services) informed members that the proposed Duty Planning System was to include a skills matrix and this would allow duty planning to fit with workforce planning by allowing for the deployment of resource to demand.

Members supported that the Force was working on communications to inform of the changes to duty and workforce planning to provide reassurance across the workforce.

Members asked if the collaborated units were to be included in the duty planning system and the Director of Corporate Services advised he would supply information on this matter outside of the meeting.

Members were assured that volunteers were recruited to enhance existing activities of the Force and not to replace staff and officer positions.

Members were reassured that all the activity discussed in this report was

being coordinated with the work of Programme 2011.

Resolved

1. That members note the content of the report.

10/h/42 PEOPLE SERVICES PLAN 2010 –11 EXCEPTION REPORT

The Assistant Director (People Services) submitted a report to advise members of the activity against the People Services Development Plan by exception only. The following activities had been pursued:

Audit of Succession Planning

An audit to ensure that the Force had adequate arrangements in place to provide continuity of staff/officers, to ensure services were maintained and adequate training provided to contribute to these needs, was undertaken by internal auditors RSM Tenon in July 2010.

The findings were very positive with only two areas identified for improvement:

- Frequency of review of Training Policy and Procedures
- Controls not met in Skills Audit for 2010-11.

Members were assured that these recommendations had been addressed.

Single Volunteering Unit for Bedfordshire Police

Members welcomed that the Force had set up a Single Volunteering Unit for Cadets, Volunteers and Special Constables which would provide a centralised system within the People Services Department and provide increased resilience of service provision.

The Assistant Director (People Services) informed members that she would provide a report to the committee on volunteer work across the organisation at a later date.

Members were reassured that the Single Volunteering Unit did not have a management role and that its purpose was a centralised information and resource role.

PDR Analysis

Members were informed of the progress of PDRs for all staff and officers and reassured that quality assurance analysis was carried out.

Resolved

1. That members note the content of the report.

10/h/43 **2010–2011 PEOPLE SERVICES AND HEALTH AND SAFETY MONITORING REPORT**

The Assistant Director (People Services) submitted the 2010-11 People Services and Health and Safety Monitoring Report for members to consider.

The report highlighted the following:

Leading

- There was an increase in promotion of female officers through the ranks
- Bedfordshire had a high proportion of female officers at most ranks.
- There were no minority ethnic officers female officers at ranks of Inspector or above.

Organising

- There were currently nine officer vacancies against an establishment of 1264
- There was an increase since 2009 of officers on recuperative duties
- The Force currently had 8 staff above establishment
- Sickness levels for officers was 3.7% against a national average of 3.5% and for staff at 4.2% against a national average of 4.3%
- Number of incidents reported to the Health and Safety Department remains stable at 385 per year

Developing

- Training department was successfully maximising trainer delivery time
- Training rooms were utilised at 70%
- No succession planning issues

Limited Health and Safety data was included in the report but not presented.

Ad-hoc report – SNT Officers – establishment v strength and vacancies

An additional report was presented to inform members of the deployment of officers and PCSOs within Safer Neighbourhood Teams.

Members welcomed that the Force recognised that there was likely to be a reduction in senior posts in the future and this would affect diversity recruitment.

Members were reassured that the Force maintained the interest of officers qualified and ready for promotion where there was no vacancy, by using them to head up projects and operations.

Members were reassured that the Force was looking at ways to bring officers on restrictive and recuperative duties back into operational policing rather

than placing them against a staff vacancy.

Members welcomed the work the Force was undertaking to establish where ethnic minority candidates were being lost in appointments processes.

Members were reassured that the strategic decision of the Force to reduce Special Constable targets from 270 to 230 was for financial reasons as the target was outside of the budget.

Members were informed that deployment of Special Constables was decided at divisional level.

Mr Mingay sought a response as to why his local SNT had moved offices without ward councillors being consulted and the Director of Corporate Services advised he would arrange a response on this matter.

Resolved

That the content of the report be noted.

10/h/44 The meeting closed at 12.18 hrs

HUMAN RESOURCES COMMITTEE
STATUS REPORT of 7 October 2010

	ITEM	DECISION	ACTIONED BY	CURRENT POSITION
1.	Deployment of Special Constabulary	Peter Hollick to provide update by email	PA	
2.	Staff Support Group	Report to next meeting	Force	Agenda item 8
3.	Chief Officer Appointments	Update report to next meeting	PA	Agenda item 6



Bedfordshire Police Authority

COMMITTEE AND MEETING DATE	HUMAN RESOURCES COMMITTEE 1 MARCH 2011
AGENDA ITEM No:	4
TITLE:	PEOPLE SERVICE PLAN EXCEPTION REPORT
DATE OF REPORT:	14 FEBRUARY 2011
REPORT OF:	CHIEF CONSTABLE
AUTHOR:	LOUISE FRAYNE ASSISTANT DIRECTOR (PEOPLE SERVICES)
ACTION REQUIRED:	REPORT FOR INFORMATION
APPENDICES:	

EXECUTIVE SUMMARY:

1.1 The purpose of this report is to advise members of the activity against the People Services Development Plan by exception only.

1.2 Since the last Police Authority Human Resources Committee meeting in October 2010 the following activities have been pursued:

- Crime Investigation interventions
- Mediation training
- Duty Planning
- Change Programme for Superintending Ranks

RECOMMENDATIONS:

Recommendation 1

Members are asked to note the content of the report.

Originators: Louise Frayne, Assistant Director (People Services)
Date: 19 January 2011
Telephone No: (01234) 842798
E-mail: louise.frayne@bedfordshire.pnn.police.uk

BACKGROUND PAPERS:

None

ADDITIONAL PAPERS:

None

1 INTRODUCTION

- 1.1 This report presents the approach proposed for monitoring the People & Leadership Strategy 2010/13 and Development Plan 2010/11 by way of exception reporting.
- 1.2 This approach is consistent with the reporting mechanism for 2009/10, which proved to be a constructive way forwards to report progress against initiatives and any adverse trends requiring immediate action.

2. STATUTORY REQUIREMENTS, ADDITIONAL INFORMATION, TERMS OF REFERENCE AND RESPONSIBILITIES OF THE COMMITTEE/GROUP/INDIVIDUAL CREATING THIS REPORT

- 2.1 The Terms of Reference of the Human Resources Committee include considering and advising the Police Authority on such issues as workforce planning, succession management, developing leadership capacity, etc.
- 2.2 The Human Resources Committee is also required to consider compliance with UK employment legislation and case law, the Police Regulations and any EU directives.

3. OPTIONS / BUSINESS CASES / IMPLEMENTATION PLANS

3.1 Crime Investigation Interventions

- 3.1.1 As a consequence of reported performance for serious and acquisitive crime a review of crime investigation was conducted by the Inspector (Performance & Planning).
- 3.1.2 The review concluded that there was either little or inconsistent supervision of officers and staff in relation to crime investigation combined with a lack of scrutiny of case files by Inspectors and above.
- 3.1.3 Following a presentation to the Senior Leadership Team in October 2010 the Inspector (Performance & Planning) and the Assistant Director (People Services) met to discuss appropriate interventions to ameliorate this position in the longer term and on a sustainable basis.
- 3.1.4 It was found that this was not a simple case of improving intrusive supervision, but required a holistic approach refreshing the principles of the Professionalising Investigation Process in conjunction with embedding leadership, a Force wide problem solving model (Victim, Offender, Location), the use of the INSPIRE programme to review and monitor performance at an individual, team and divisional level, and using the appraisal system as a tool for performance management.
- 3.1.5 Consequently a task and finish group was established chaired by the Assistant Director (People Services) to devise and implement a comprehensive programme to instil core investigative doctrine together with the skills to performance manage staff.
- 3.1.6 The programme, starting in February 2011, will be cascaded from Chief Inspector through the ranks to police constables and will include police

staff equivalents at each of these ranks together with community support officers, detention officers, investigating officers, enquiry office staff etc.

- 3.1.7 The programme will commence with a core policing model opened by either the Temporary Deputy Chief Constable or the Temporary Assistant Chief Constable (Territorial Policing) emphasising the Force priorities, why performance matters and the role of each and every officer and member of staff to contributing to reducing crime and the fear of crime.
- 3.1.8 The Inspectors will act as table leads to assist with facilitating the core policing module for all Sergeants, constables and police staff equivalent as this is seen as the most effective way of training large numbers of staff in an expedient manner.
- 3.1.9 To complement the core policing module and equip supervisors to performance manage staff appropriately three action learning sets will follow the core policing module concentrating on inspirational leadership, building beliefs, how to use the GROW model, effective communication, and holding critical conversations.
- 3.1.10 People Services are also developing aide memoirs for each rank/police staff equivalent setting out Force expectations of their role in the supervisory process. This not sets the standards required but also articulates to direct reports the behaviours and standards required, thus developing dual accountability.
- 3.1.11 The People Services intranet pages are also being reviewed to devise a resource centre to hold all relevant information for interventions such as this. The pages will have links within that will redirect staff to other pages of relevant information making resources accessible and ensuring through careful monitoring that only up to date information is available.
- 3.1.12 The success of the intervention will be measured through the weekly performance bulletins, an increased percentage of dip sampling PDRs, bench marking questions in the staff survey, absence rates, customer satisfaction and use of INSPIRE.

3.2 Mediation

- 3.2.1 In 2009 the Force introduced a Fairness at Work SOP to replace the Grievance Procedure in line with national best practice.
- 3.2.2 Historically, the Force has had a grievance culture where often the investigation has been protracted and the lessons not necessarily learnt and consequently a number of working relationships have been damaged.
- 3.2.3 The Fairness at Work SOP introduced a no blame, informal resolution stage as the first step. It was concluded that to make this stage effective a mediation process should also be readily available.
- 3.2.4 In 2010 26 staff across the Force were trained as mediators and already those skills are being put to good use with a number of cases being resolved at a local level. The mediators focus on a remedy and what is realistically achievable whilst encouraging the aggrieved parties to acknowledge and reflect on the perceived behaviour of the other party. The party complained of is also encouraged to reflect on how their style

may impact on others and how to adapt styles of communication and/or behaviour according to need.

- 3.2.5 On occasions, the issues may be so sensitive that an external mediator is required. This comes at a cost to the Force and the Head of Employee Relations is working with Hertfordshire Constabulary's Diversity Manager to draft a proposal utilising mediators within Hertfordshire and vice versa to keep costs minimal where it is reasonably practicable to do so.

3.3 Duty Planning

- 3.3.1 The contract for the proposed solution, GRS has now been signed.
- 3.3.2 A Project Board chaired by the Assistant Director (People Services) as Project Executive has been established and includes the following: Chief Inspector (RMU & Events), Head of Workforce Development, Head of Employee Resourcing, Head of Employee Relations, Federation, UNISON, Head of Transactional Services and Finance with project support from Corporate Development.
- 3.3.3 The Board will have its inaugural meeting on 2 March 2011 when the Project Initiation Document, Project Management and Risk Log will be discussed and agreed.
- 3.3.4 It is proposed to adopt an incremental approach to introducing GRS with the collaborated units followed by Response Policing being entered onto the system first and appropriate training being provided across the Force to use the system appropriately and draw down data to manage performance effectively. This reflects the timing of the Winsor review which may have a number of implications for the GRS Project Board to consider.
- 3.3.5 By 1 October 2011 it is proposed that the work on the functional model be completed for the GRS project and work will then continue to include the Special Constabulary, service volunteers and cadets.
- 3.3.6 It is suggested that progress on introducing the system to Bedfordshire be included in the quarterly exception report presented to the Police Authority.

3.4. Change Programme for Superintending Ranks

- 3.4.1 Change management is absolutely key to the successful implementation of the functional model of policing for Bedfordshire Police. This is not only so for those subject to the changes but also those who are required to lead such initiatives.
- 3.4.2 Furthermore, the requirement to work as part of a matrix management structure and evolving performance framework may present challenges for the superintending ranks and consequently a change management programme called "Tipping Point" has been devised by People Services supported by Corporate Development.
- 3.4.3 An overview of the programme is attached at Appendix 1 for the information of members.

- 3.4.4 Primarily it focuses on performance but also assists the superintending ranks to develop strategies to sustain resilience and consequently peak performance, give a compelling vision to the staff under their command to deliver continuous improvement through feeling able to present innovative and creative solutions to senior management, developing a learning culture and supporting their own staff effectively through a challenging change process by working as a command team rather than in silos.
- 3.4.5 The formal part of the programme commences on 2 March 2011 and concludes on 28 April 2011. Objectives and learning outcomes will be incorporated into PDRs with the success of the change programme being measured through the staff survey, the number of Fairness at Work cases received, absence data, and a greater number of PDRs being dip sampled to quality assure objectives and supporting evidence for overall gradings given.
- 3.4.6 The programme will then be developed further and cascaded through applicable ranks and police staff equivalents over the next 12 months.

4 SERVICE AND FINANCIAL IMPLICATIONS

- 4.1 All activities will be delivered using the monies available to People Services as part of the annual budget setting process.
- 4.2 Efforts will continue to source and secure monies available from external funding streams such as Train to Gain. People Services have recently won an award for the monies secured to date.

4 OTHER IMPLICATIONS

4.1 Equality and Diversity

- 4.1.1 The Force has a duty to equality impact assess initiatives which may have an adverse effect on the workforce.
- 4.1.2 The Development Plan pays attention to the confidence agenda and in particular the need to have a workforce reflective of the wider community. Provisional targets have been set, which may require further revision on receipt of the guidance from the APA.

4.2 Procurement

None

4.3 Legal Implications

- 4.3.1 People Services have an obligation to pay due regard to legal implications such as compliance with the Police Regulations and the Employment Rights Act 1996 and the Employment Act 2006.
- 4.3.2 The emphasis placed on developing a Framework for Managing People to ensure that managers are equipped to address staffing issues on a fair, consistent and robust basis and consequently mitigate any claims brought by individuals through the Employment Tribunals process.

4.4 Human Resources

4.4.1 People Services have a responsibility to ensure that the requirements of the Force in terms of recruitment and retention, deployment, workforce planning etc are met.

4.4.2 The department also has a responsibility to ensure that projections e.g. recruiting an increased number of female officers and the issues that may arise if there is subsequently an increase in officers on maternity leave, increase in requests to work part-time or flexibly and to advise managers accordingly.

4.5 Corporate Governance

None

4.6 Human Rights

4.6.1 People Services has a duty to ensure that the human rights of staff are not infringed. It will discharge this responsibility by equality impact assessing the number of cases for grievances, disciplinary, sickness absence, recruitment and progression.

4.6.2 People Services also has a responsibility to ensure that the staff of Bedfordshire Police do not infringe the human rights of members of the public. It undertakes to ensure that this is prevented as far as is reasonably practicable by delivering suitable training interventions such as hate crime, professionalising the investigation process and customer service.

4.7 Policy and Strategic Aims

4.7.1 Each annual plan is aligned to the strategic aims of the Force.

4.8 Welfare of Children and Vulnerable Adults

4.8.1 People Services through appropriate training interventions either in-house or in conjunction with partners will equip staff with the confidence and competence to deal with issues involving the welfare of children and vulnerable adults' e.g. domestic abuse training.

4.9 Reducing Carbon footprint / waste

4.9.1 None

5 RISK

5.1 Contained within the body of the report.

6 CONCLUSION

6.1 The People & Leadership Strategy 2010/13 and Development Plan 2010/11 articulate an ongoing commitment to recruiting and retaining the best people, with the right skills, in the right place and at the right time.

7 RECOMMENDATIONS

7.1 Members are asked to note the content of the report.

Not Protectively Marked



People Services Strategic Performance Report

Issued January 2011 by Karen Hunter Performance Analyst
Document version: People Services Performance Report for PA Final v3)

People Services Performance Report **January 2011**

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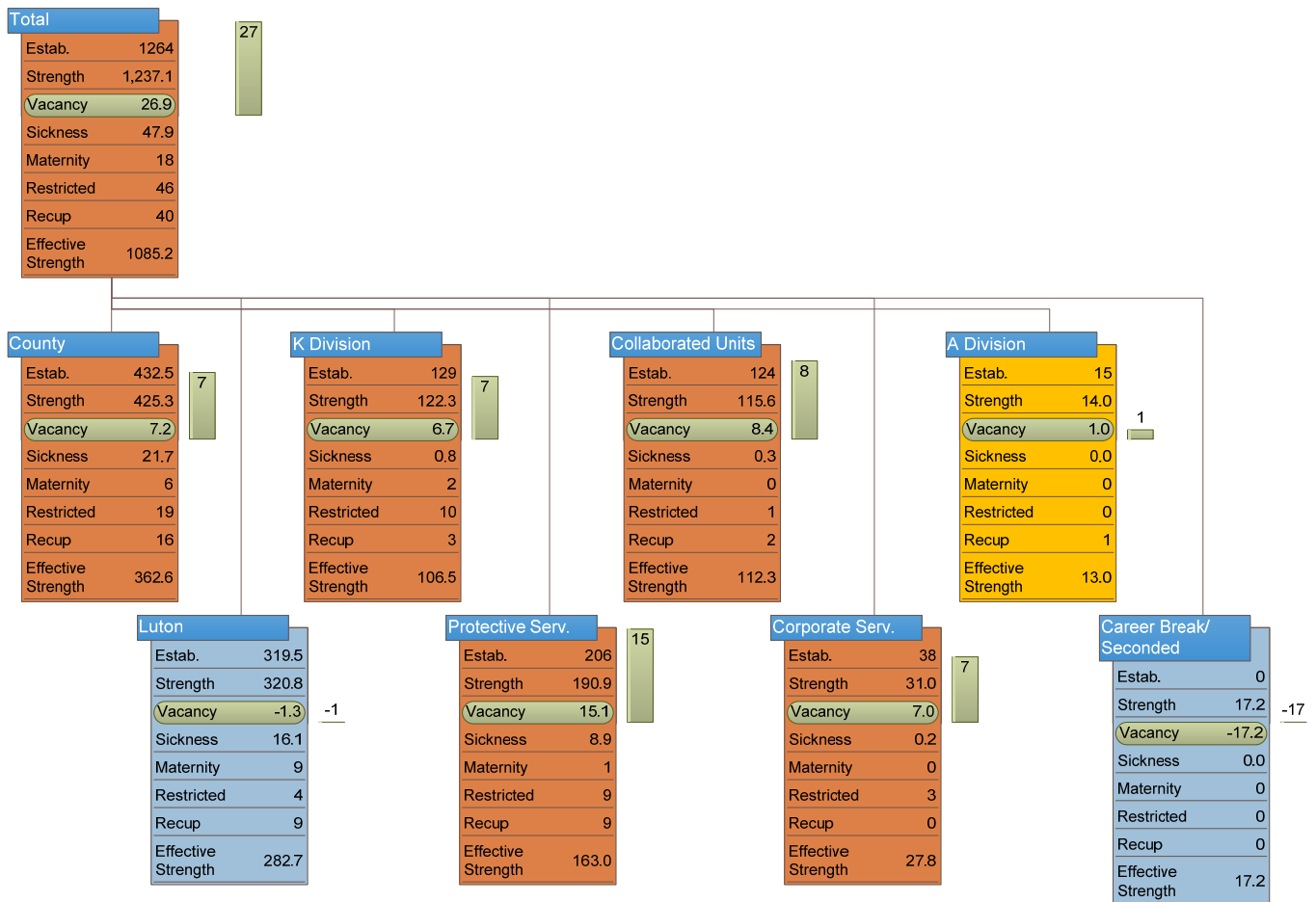
People Services Performance Report **January 2011**

RECRUIT AND RETAIN THE BEST

MANAGING STRENGTH AGAINST ESTABLISHMENT ACROSS THE ORGANISATION

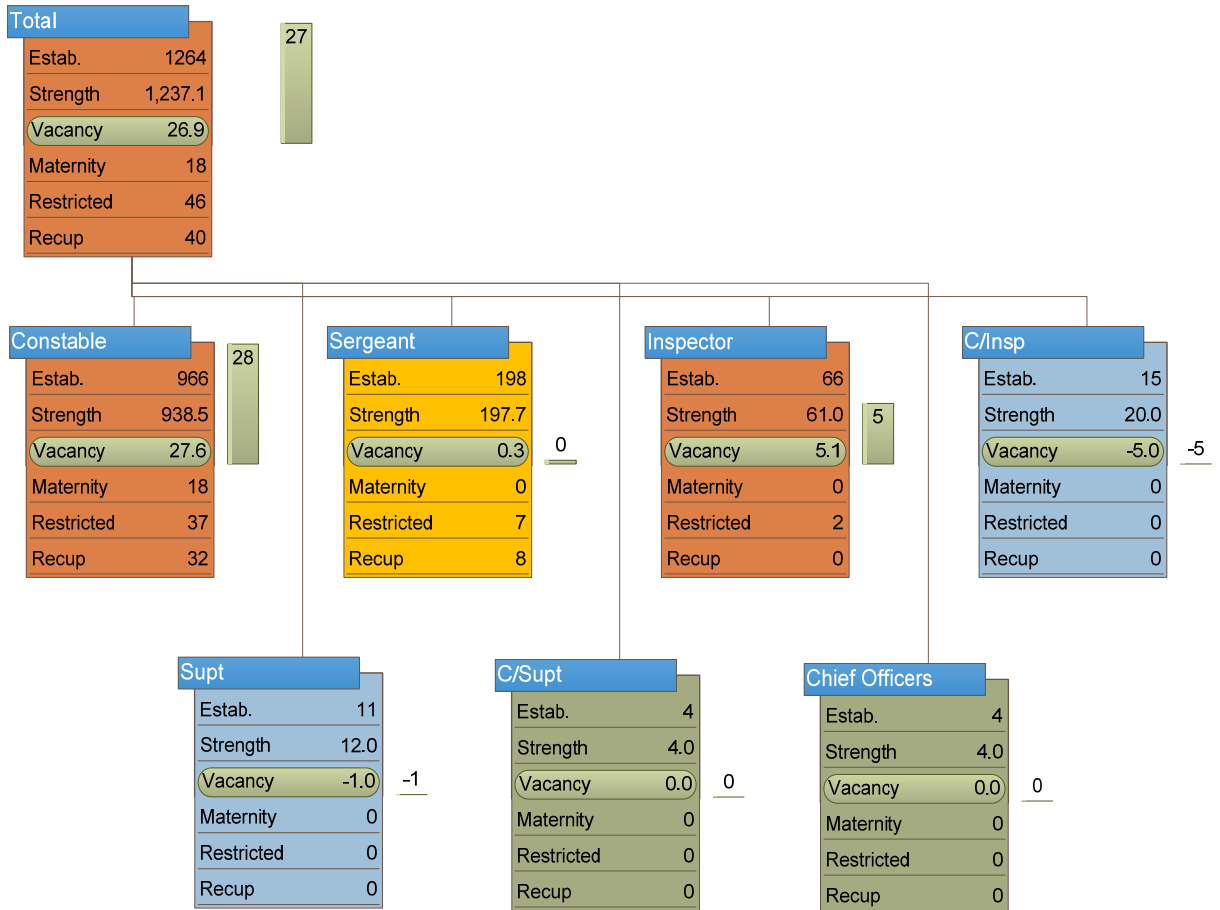
This section looks at the people currently in the organisation. The establishment data shown here are for the 2010/11 year as at 10th January 2011. This diagram includes officers on maternity leave and on Restricted or Recuperative duties (shown as 'Rest/Recup'). The column at the side of each table shows the vacancies in that rank. Acting and temporary ranks are shown as the substantive rank where the officer is acting; and the higher rank where the promotion is temporary. Collaborated Units provides Bedfordshire Police officers only. In terms of officers (FTE) the Force is operating with the equivalent of 27 vacancies against the 2010/11 establishment of 1264 officers (FTE).

OFFICERS STRENGTH BY DIVISION/DIRECTORATE AS AT 10TH JANUARY 2011



People Services Performance Report **January 2011**

OFFICERS STRENGTH BY RANK AS AT 10TH JANUARY 2011



** C/Insp strength of 20 includes 4 T/CI and 2 T/DCI

An A3 version of this diagram showing vacancies for all ranks by directorate and divisions is available.

People Services Performance Report **January 2011**

OFFICERS ON RESTRICTED AND RECUPERATIVE DUTIES

The tables below illustrate the number of officers who are either on restricted or recuperative duties in the third quarter of 2010/11 compared to the same period the previous year. Emphasis is now being placed on ensuring officers on restricted and recuperative duties are being fully utilised in police officer roles, rather than for example being placed against a police staff vacancy.

Since April 2009 significant progress has been made to identify and secure suitable alternative roles, and deploy the officers efficiently and effectively.

There will be continuous change in the make-up of officers on recuperative duties due to new cases occurring, officers returning to full duties and the differing length of times it takes to recuperate from an injury or illness.

Officers on restricted duties Quarter 3 2010/11

Rank/Division	County	Luton	K Div	Protective Serv.	Collaborated	Corporate	A Div	Total
Pc/Dc	15	3	6	9	1	2	0	36
Sgt	3	1	3	0	0	1	0	8
Insp	1	0	1	0	0	0	0	2
Total	19	4	10	9	1	3	0	46

Officers on restricted duties Quarter 3 2009/10

Rank/Division	County	Luton	K Div	Protective Serv.	Corporate	Total
Pc/Dc	13	5	2	15	3	38
Sgt	2	1	2	1	2	8
Insp	0	0	1	0	0	1
Total	15	6	5	16	5	47

Officers on recuperative duties Quarter 3 2010/11

Rank/Division	County	Luton	K Div	Protective Serv.	Collaborated	Corporate	A Div	Total
Pc/Dc	12	8	3	8	1	0	1	33
Sgt	4	0	0	1	1	0	0	6
Insp	0	1	0	0	0	0	0	1
Total	16	9	3	9	2	0	1	40

Officers on recuperative duties Quarter 3 2009/10

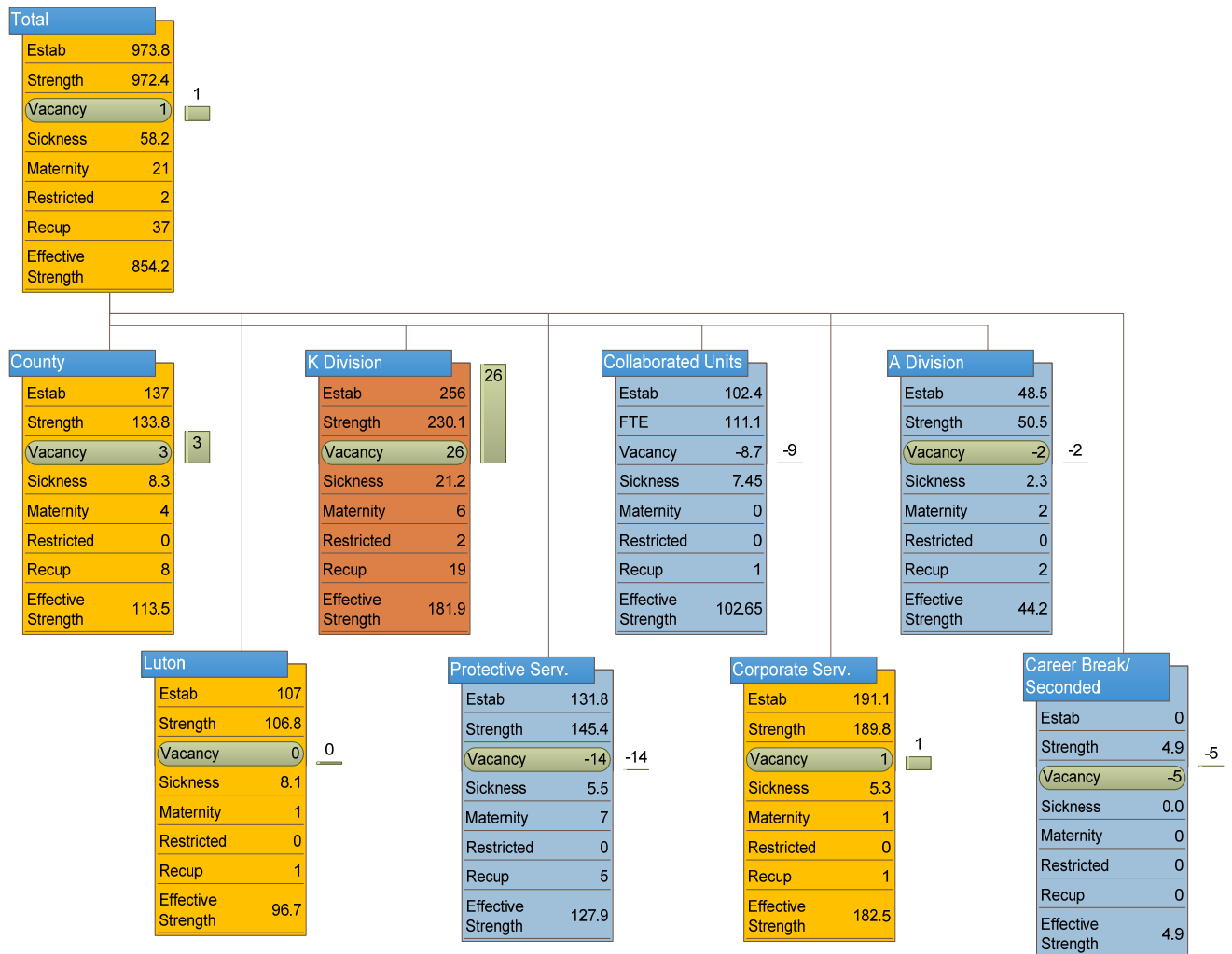
Rank/Division	County	Luton	K Div	Protective Serv.	Corporate	Total
Pc/Dc	14	3	0	8	0	25
Sgt	4	1	0	1	0	6
Insp	0	0	0	0	0	0
Total	18	4	0	9	0	31

People Services Performance Report **January 2011**

STAFF STRENGTH BY DIVISION/DIRECTORATE AS AT 10TH JANUARY 2011

The following chart shows the staff strength against establishment. Collaborated Units provides information on Bedfordshire Police staff only. The Force is currently operating at 1 staff below the 2010/11 staff establishment figure.

N.B. Establishment is Police Funding only, and does not include all external funds. Staff strength off Empower (personnel system) includes all staff posts whether Police funded or externally funded.



People Services Performance Report **January 2011**

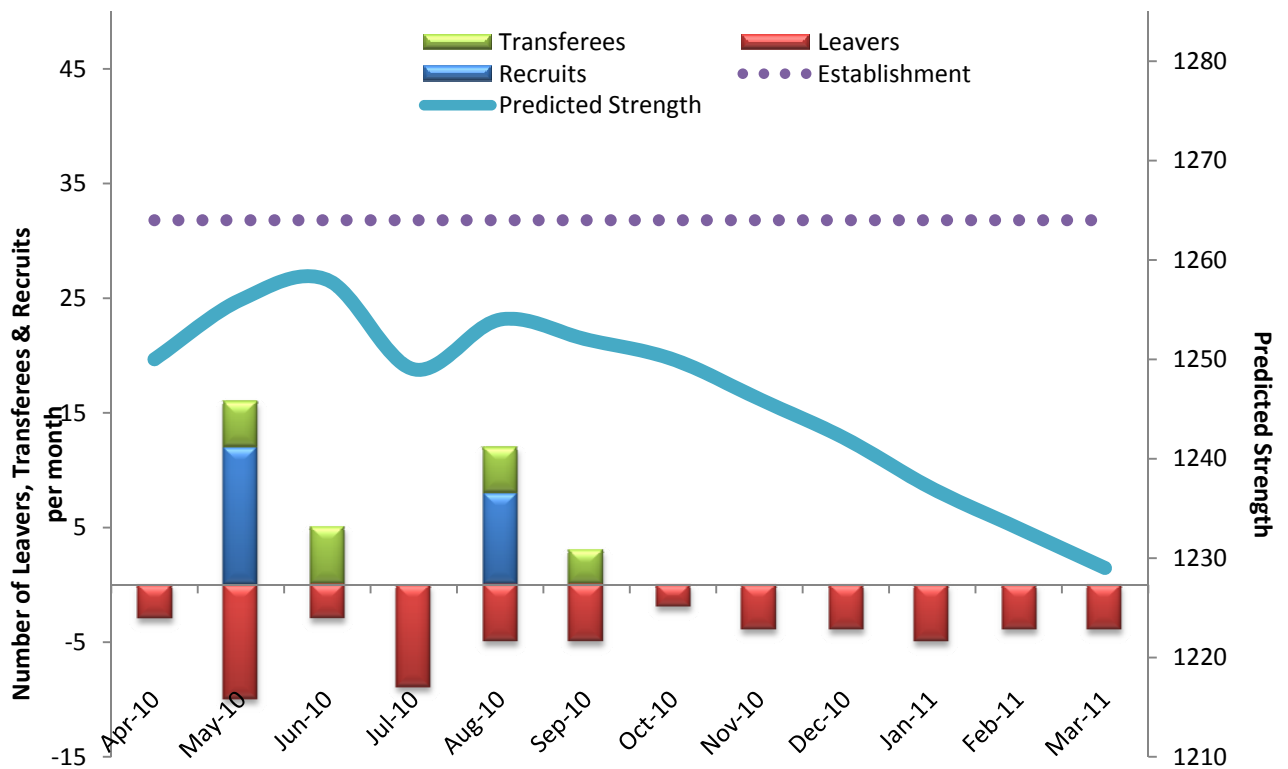
WORKFORCE PLANNING AND RECRUITMENT

Officer numbers are now well within the Force establishment of 1264. The Force is expecting a reduction in Police establishment in 2011 as a result of budgetary pressures and reorganisation. As a result People Services have suspended officer intakes to be in the best position to managing such a reduction.

Recruitment advertising campaigns aimed at transferees will continue to achieve a better balance between experienced and young in service officers. With the growth in Serious and Organised Crime (SaOC) and Protecting Vulnerable People (PVP) requiring experienced officers the demands on the Territorial Divisions to release experienced officers will increase This will be coordinated through a migration plan.

At the request of the Force Executive, new workforce planning charts have been created for Specials, Cadets and Volunteers.

FORECASTING OFFICER NUMBERS AS AT 10TH JANUARY 2011



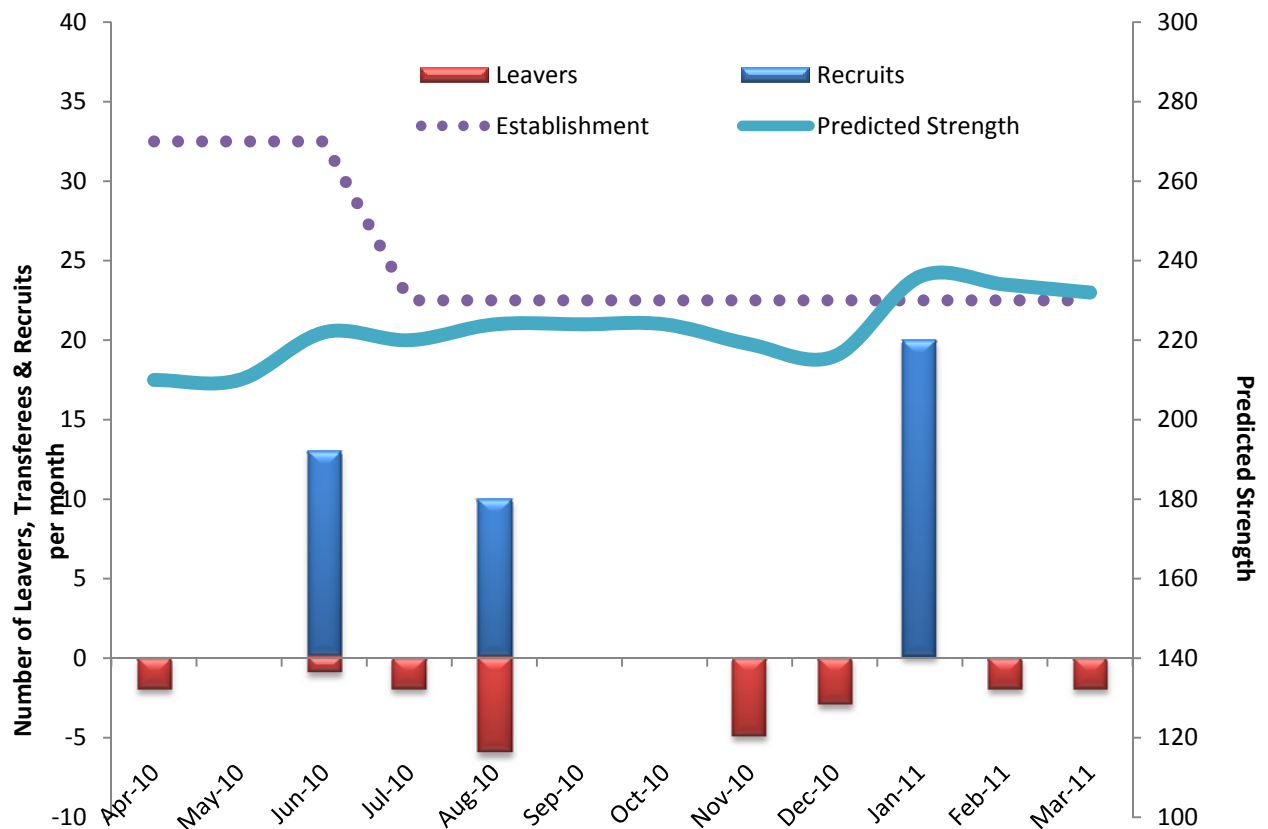
People Services Performance Report | January 2011

FORECASTING SPECIAL CONSTABULARY NUMBERS AS AT 10TH JANUARY 2011

Work has been undertaken to implement a workforce planning model for the Special Constabulary that is similar to that used for Police Officers, to ensure recruitment remains within budget. The following chart shows the new workforce planning model developed for Specials. It was recently decided by the Force Executive that the Specials target strength of 270 should be reduced to 230. The Force has a planned intake of 20 Specials on the 27th January 2011, which will exceed the Force target level for Specials. However this intake is in anticipation of projected loss and resignations of Specials. It is anticipated that the Force will still meet the target level by the end of the financial year

The current establishment of active specials is as listed below.

- K Div 8
- PS 8
- J South (Luton, Dunstable & Leighton Buzzard) 50
- J Central(Ampt Hill & Biggleswade) 36
- J North (Bedford & North Villages) 42
- ASB Tasking Team 60
- Training 12
- Total 216

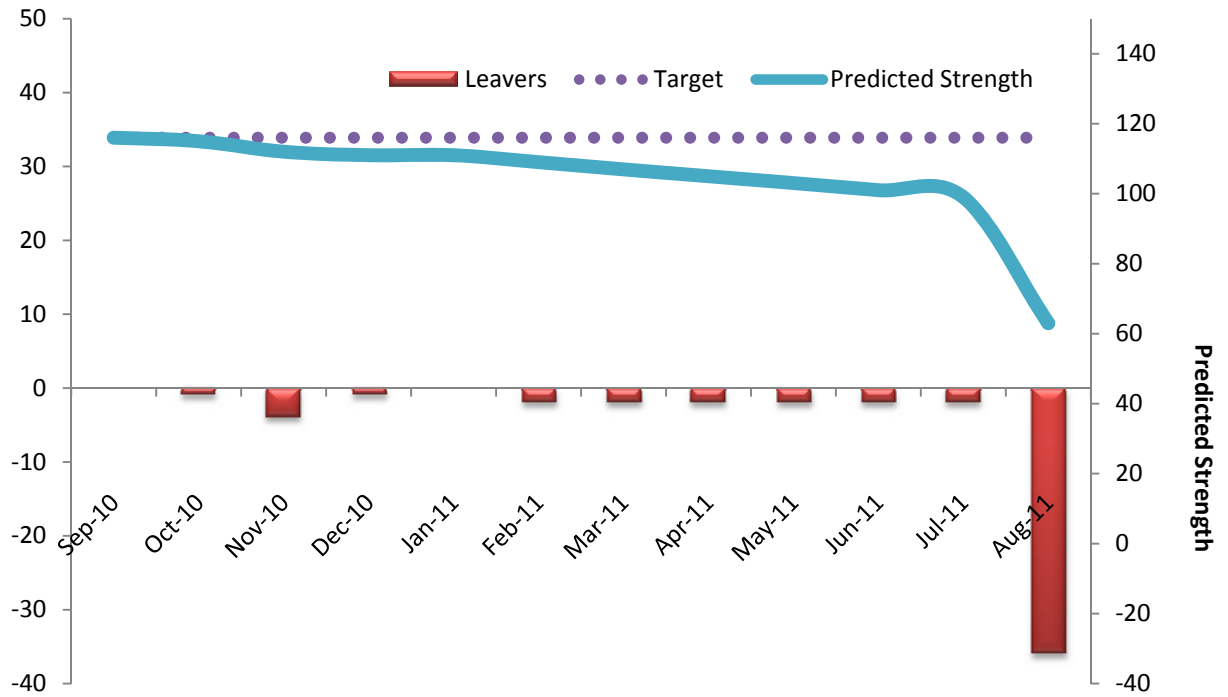


People Services Performance Report **January 2011**

FORECASTING CADETS NUMBERS AS AT 10TH JANUARY 2011

The new workforce planning model developed for Cadets suggests around 2 cadets will leave per month, with higher numbers each August as a larger number of Cadets reach the maximum age limit. The forecast for August 2011 is 36 leavers,

The Force has a current strength of 111 cadets.

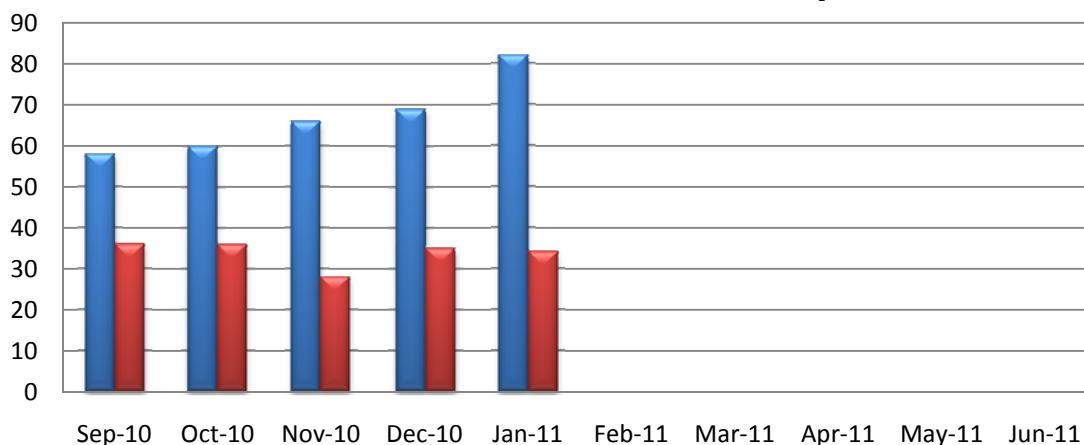


People Services Performance Report **January 2011**

NUMBER OF VOLUNTEERS AS AT 10TH JANUARY 2011

The following chart shows the current information available for volunteers. There will be occasion to recruit large numbers of volunteers for specific projects (for example, recent requirement for 200 volunteers for the Safer Schools initiative in Luton), these will be highlighted on the data base so that when the project ends should the volunteers all leave it does not give a negative impression

Bedfordshire Police Volunteers: Active and Inactive Volunteers as at 10th January 2011



	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11
Active	58	60	66	69	82					
Inactive	36	36	28	35	34					

People Services Performance Report **January 2011**

INTAKES 2010/11

POLICE OFFICERS INTAKES

All Police officer intakes have been suspended until such time the Officer establishment for 2011/12 is known to avoid the Force exceeding a budgeted establishment. This has had an impact on the number of BME candidates, and the overall percentage of BME recruits. Due consideration is given, however, to positive action and appropriate measures will be taken accordingly. Based on the 2 intakes this financial year 5% were of an ethnic minority and 25% female.

2010-2011	Male	Female	White	Ethnic Minority	Total
10 th May 2010	9	3	12	0	12
2nd Aug 2010	6	2	7	1	8
Total	15	5	19	1	20

PCSO INTAKES

There has been one intake of PCSO's this financial year in August, and no further intakes are planned. Based on this one intake 10% were of an ethnic minority and 50% females.

2010-11	Male	Female	White	Ethnic Minority	Total
2nd Aug 2010	5	5	9	1	10
Total	5	5	9	1	10

SPECIAL CONSTABULARY INTAKES (AS AT 10TH JANUARY 2011)

The next planned intake for Specials is 27th January 2010. Including January's intake this financial year 7% ethnic minority and 41.9% females have joined the Special Constabulary.

March planned intake is dependent on future projected budgets.

Intakes 2010/11	Male	Female	White	Ethnic Minority	Total
8th June 2010	6	7	13	0	13
31st Aug 2010	7	3	8	2	10
27th Jan 2011	12	8	19	1	20
March 2011 (TBC)					
Total	25	18	40	3	43

People Services Performance Report **January 2011**

DEVELOPING PEOPLE

DIVERSITY DATA

Workforce Development is committed to equal opportunity of training. This is achieved through ensuring all applications are given equal consideration against the Force requirements and prioritisation. This is done locally through Divisional Training and Development Boards (DTDBs) Force wide by processing applications through the Training Prioritisation Model.

Data has been compiled on the ethnicity of Police employees receiving training during 1st April 2010 – 31st December 2010. Much training is obligatory. On average both groups have attended 2 training sessions.

	All Employees (Headcount)	No. Employees Receiving Training
Ethnic Minority	207	391
White	2342	4495
Grand Total	2549	4886

People Services Performance Report **January 2011**

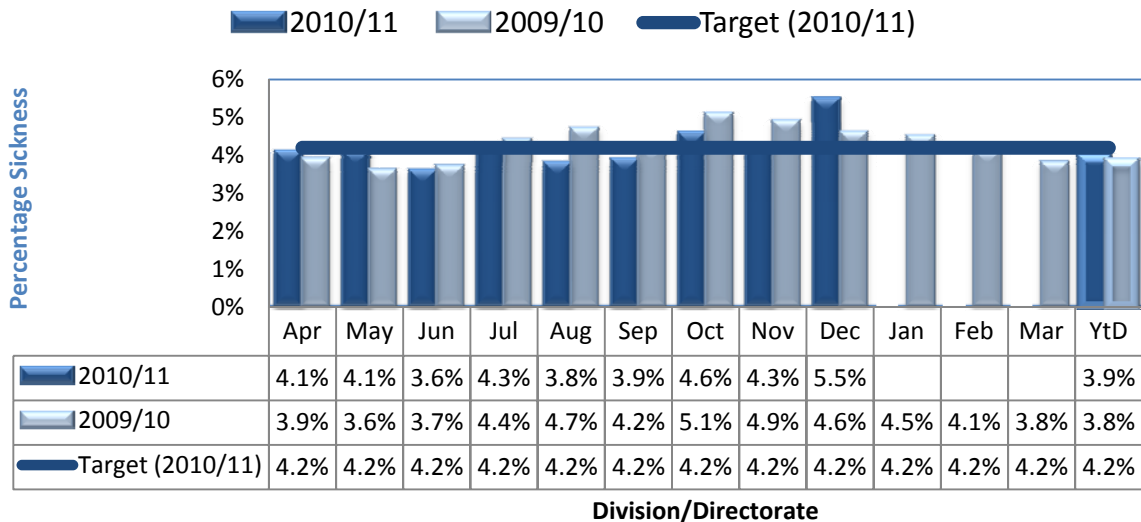
IMPROVING ATTENDANCE

MANAGING ABSENCE

An internal 2010/11 target for sickness absence has been set for Police Officers at 4.2% and an external 2010/11 sickness target for Police Staff at 4.5%. The Force sickness level for officers for the year since April 1st 2010 is 3.9% and staff sickness is 4.0%.

The Force has seen an increase in Police Officer sickness in December 2010 to 5.5%, which is higher than December 2009 sickness of 4.6% and higher than the Force 2010/11 internal target of 4.2%.

Officer Sickness as Percentage of Available Time

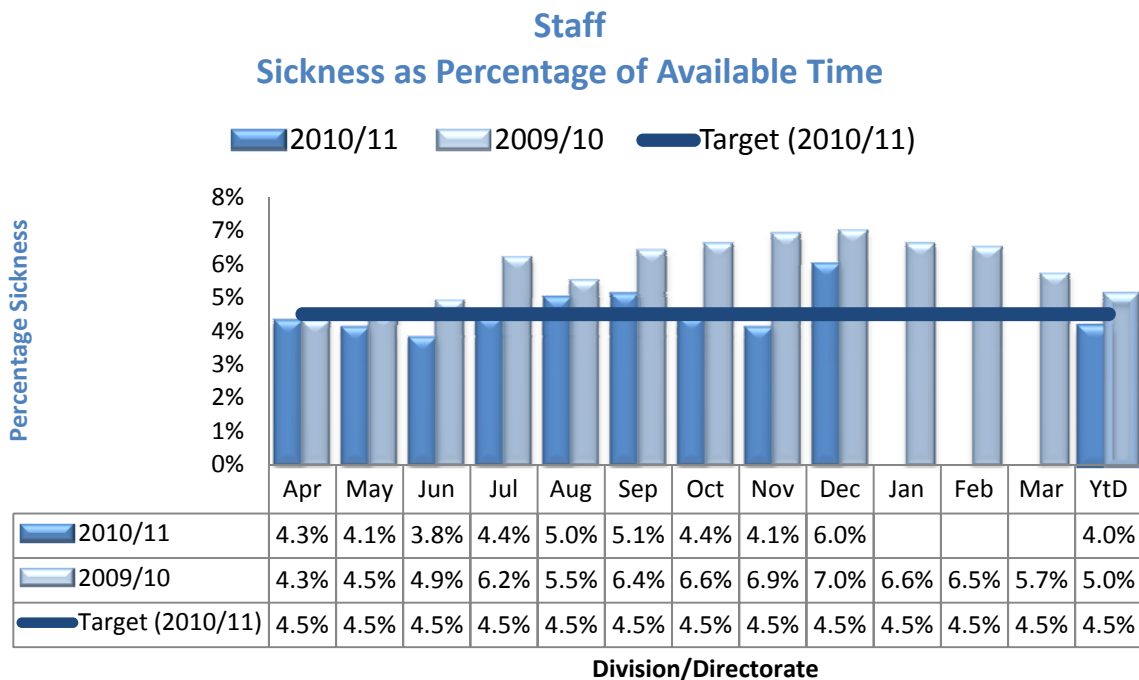


People Services Performance Report **January 2011**

STAFF SICKNESS

Police Staff sickness has seen an increase in December 2010 to 6.0%. This is still slightly lower than December 2009 sickness figure of 7.0% but higher than what was reported last month (November 2010) 4.1%

Police Staff sickness YTD figure of 4.0% is still 0.5% below the 2010/11 annual target of 4.5%.



The Force saw an increase in police staff sickness at most divisions in December 2010.

K Division police staff sickness increased from 6.6% in November to 9.2% in December 2010. The high percentage reported was affected by the increase in Police Staff on long term sick. 7 police staff were reported as being off sick for more than 28 days in December compared to 3 in November 2010.

Luton Division police staff sickness increased from 3.6% in November to 7.6% in December 2010. Protective Services increased from 1.8% to 3.8% and the Collaborated Units increased from 4.6% (Nov 10) to 6.7% (Dec 10), all have been affected by long term sickness of + 28 days or more.

County Division reported 2.7% police staff sickness (Nov 10) compared to 6.2% in December 2010. A contributory factor is that 52 days of sickness was reported in the "15-28 Days" sub class in December 2010, compared to "0" in November 2010.

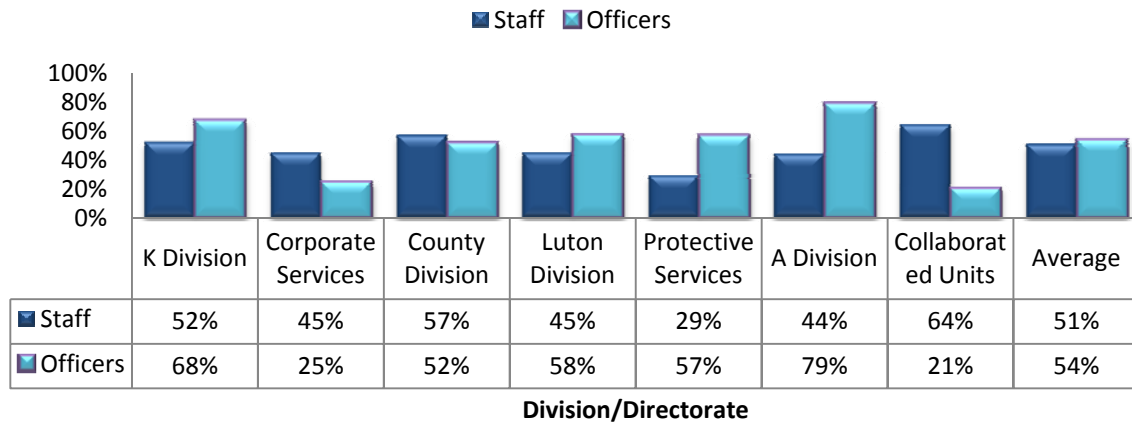
Extracts from Empower are cross referenced with the local HR Business Partners to ensure the quality of data presented.

People Services Performance Report **January 2011**

IMPACT OF LONG TERM SICKNESS

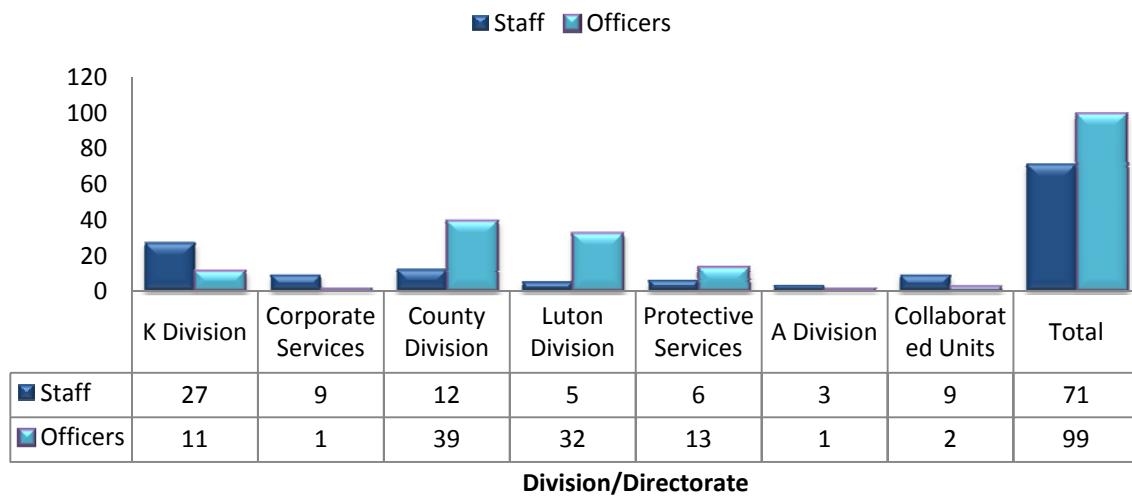
The chart below shows that, long term sickness forms a large percentage of all the time lost to sickness.

Percentage to Days Lost to Sickness that is Long Term Sickness
April 2010 to Date



The chart below shows the number of individuals that make up long term sickness.

Number of Occasions of Long Term Sickness
April 2010 to Date

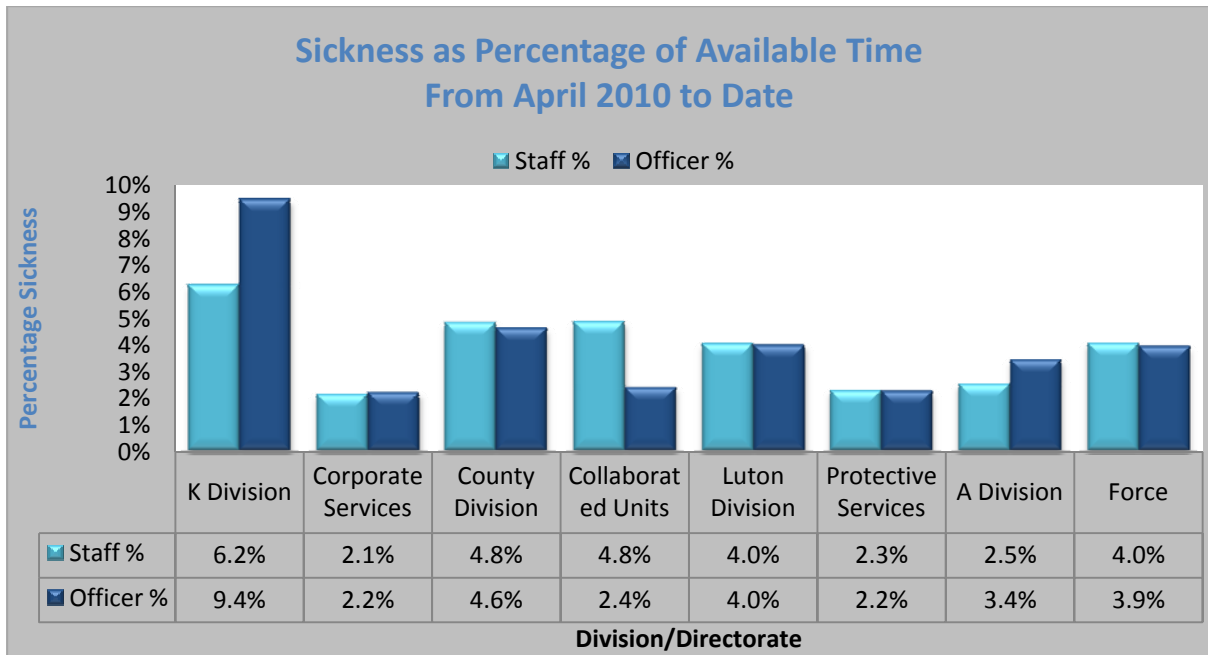
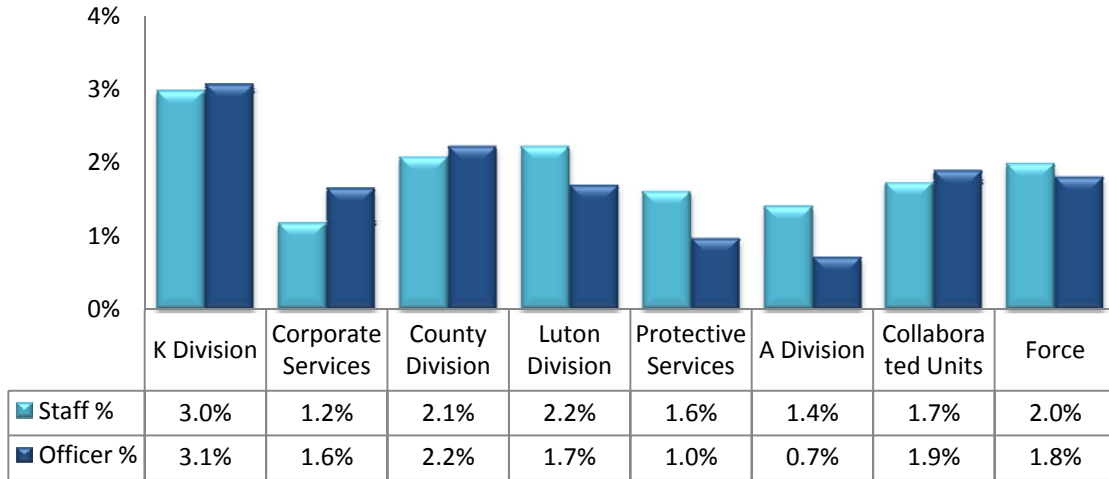


People Services Performance Report **January 2011**

The charts on this page demonstrate the effect of long term sickness from another perspective. The first chart (below) shows what the sickness rates for each division or directorate would be if the effects of long term sickness were excluded.

The grey chart at the bottom of the page is total sickness, for comparison.

Sickness (Excluding Long Term) as a Percentage of Available Time from April 10 to Date



People Services Performance Report **January 2011**

SUPPORTING PERFORMANCE

EMPLOYEES INVOLVED IN FAW PROCEDURES

The following two tables show the number of employees who raised an issue under the FAW (Fairness at Work) process in 2010/11 compared to 2009/10.

2010/11(as at 31st Dec) employees involved in FAW procedures

Year	Ethnicity				Gender		Stages			
	White	Black	Asian	Other	Male	Female	Stages 1	Stage 2	Stage 3	Withdrawn
2010/11	7	0	0	0	3	4	7	0	0	0

2009/10 employees involved in FAW procedures

Year	Ethnicity				Gender		Stages			
	White	Black	Asian	Other	Male	Female	Stages 1	Stage 2	Stage 3	Withdrawn
2009/10	9	0	0	0	3	6	9	0	0	0

EMPLOYEES SUBJECT TO DISCIPLINARY PROCEDURES

The following two tables show employees being investigated under the relevant disciplinary procedures during 2010/11 compared to 2009/10.

The number of employees subject to disciplinary procedures reported in 2010/11 is significantly lower than 2009/10 figures, this is because the actual number of conduct cases has decreased from 47 reported in 2009/10 to 27 2010/11.

2010/11 (as at 31st Dec) employee's subject to disciplinary

Employees	White	Ethnic Minority	Not Stated	Total
Officer	27	3	0	30
Staff	5	0	0	5
PCSO's	1	0	0	1
Specials	2	0	0	2
Total	35	3	0	38

2009/10 employee's subject to disciplinary

Employees	White	Ethnic Minority	Not Stated	Total
Officer	53	14	0	67
Staff	45	1	0	46
PCSO's	1	1	0	2
Specials	2	0	0	2
Total	101	16	0	117

People Services Performance Report **January 2011**

EMPLOYMENT TRIBUNAL CLAIMS

The following tables show employees new tribunals and closed tribunal claims 2010/11 (as at 31st Dec) compared to 2009/10.

Below New Tribunals 2010/11 (as at 31st Dec)

Employment Status	Nature of Claim	Outcome
Officer	Disability	On going
Support Staff	Sex Discrimination	On going
Officer	Sexual Orientation/Victimisation	On going
Officer	Sexual Orientation	On going

Closed Tribunal Claims 2010/11 (as at 31st Dec)

None

Below New Tribunals 2009/10

Employment Status	Nature of Claim	Outcome	Closed
Officer	Race Discrimination	Struck Out	Sep-09
Support Staff	Disability Discrimination	Withdrawn	Aug-09

Below Closed Tribunal Claims 2009/10

Employment Status	Nature of Claim	Outcome	Settlement Costs £	Internal Costs £	Legal Costs £	Closed
Support Staff	Race	Compromise Agreement	Not Disclose able	1350.00	1431.00	Aug-09
Officer	Disability Discrimination	Withdrawn	0.00	976.00	1805.00	Aug-09
Officer	Sex/Age Discrimination	Withdrawn	0.00	3520.00	1110.00	Aug-09
Officer	Race Discrimination	Struck Out	0.00	960.00	1099.00	Sep-09
Support Staff	Unfair Dismissal	Withdrawn	0.00	1920.00	5782.00	Jan-10
Officer	Race Victimisation	Settled	Not Disclose able	17120.00	35048.00	Feb-10

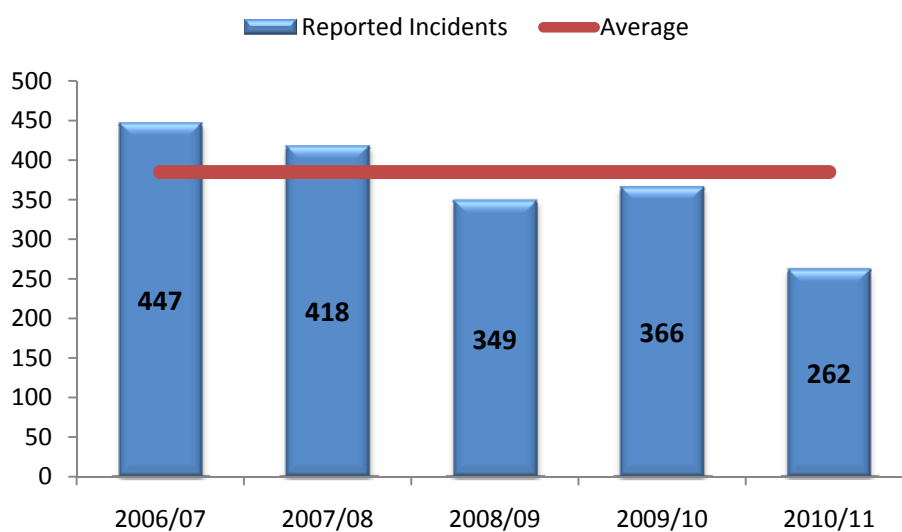
People Services Performance Report **January 2011**

HEALTH AND SAFETY

REPORTED INCIDENTS (LAST 5 YEARS)

The number of incidents reported to the Health & Safety Department remains relatively stable at an average of 385 incidents each year.

N.B. 2010/11 data include 1st April 2010 – 31st December 2010.

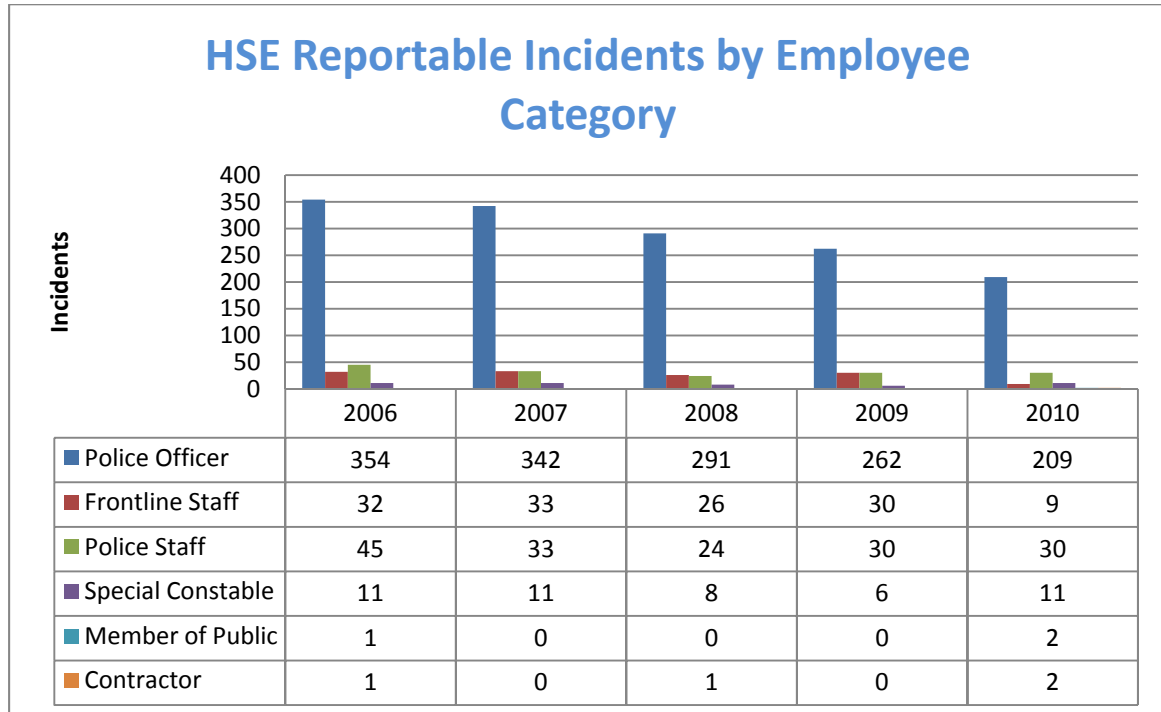


On average these reported incidents are mainly minor injuries at 87.7%, with 10.2% being '3-day injuries' and 2.1% of more serious and fatal injuries. There is no evidence of any significant trend in these data.

EMPLOYEE CATEGORY

Police officers are the most likely to be injured at work, they accounted for 80% of reported incidents in 2010. Nonetheless, other staff and special constabulary are also receiving injuries. The 'Contractors' in the chart below, refer to accidents to people working on police premises though not directly employed by the police. However, since the incident occurred on police premises we are required to record it.

People Services Performance Report **January 2011**



COSTS OF REPORTED CLAIMS

No new claims from employees were notified during Q3 up to the 31st December 2010.

One claim from an employee has been closed with no payment made in the period 1st October to 31st December 2010.



Bedfordshire Police Authority

COMMITTEE AND MEETING DATE	HUMAN RESOURCES COMMITTEE 01/03/2011
AGENDA ITEM No:	6
TITLE:	REVIEW OF CHIEF OFFICER APPOINTMENTS
DATE OF REPORT:	16/02/2011
REPORT OF:	CHIEF EXECUTIVE / CHIEF CONSTABLE
AUTHOR:	STEPHANIE MCMENAMY

EXECUTIVE SUMMARY:

To provide the Human Resources Committee with a progress report in relation to the appointment of the Chief Officer, Deputy Chief Constable and provide an update on the chief officer team.

RECOMMENDATION:

Recommendation 1

That the Human Resources Committee notes the progress made to date.

Recommendation 2

That the Human Resources Committee approves the proposal, as set out in 4.3, to retain two Bedfordshire ACCs within the cost constraints set out in 5.2 until 31/12/11 at which time a review will be undertaken and a proposal brought to the Police Authority thereafter for consideration.

Originator: Stephanie McMenemy
Date: 16/02/2011
Telephone No: 01234 842066
E-mail: stephanie.mcmenemy@bedfordshire.pnn.police.uk

BACKGROUND PAPERS:

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ADDITIONAL PAPERS:

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1 INTRODUCTION

- 1.1 Since the last meeting of the Human Resources Committee in October 2010 the Police Authority has appointed a new Chief Constable, Alf Hitchcock, who began a three year fixed term appointment, extendable for a further two years, on 4 January 2011.
- 1.2 As previously reported the Appointments Committee agreed the temporary promotion of Assistant Chief Constable John Fletcher as Acting Deputy Chief Constable, effective from 27/09/10 to 22/04/10.
- 1.3 The Appointments Committee also appointed Chief Superintendent Andrew Richer to the position of Temporary ACC to fill the vacancy arising from the above promotion, effective from 27/09/10.
- 1.4 Fixed term appointments were introduced for Chief Officers in the Police Regulations 1995 and although set for seven years for Chief Constable and Deputy Chief Constable posts, the period of an appointment was reduced to five years in 2003. Although initially included within the Regulations, Assistant Chief Constables are no longer subject to fixed term appointments.
- 1.5 In line with Regulation 11 (2B) of the Police Regulations 2003 the Police Authority may extend a fixed term appointment, with the agreement of the person appointed, for a further term of a maximum of three years and for subsequent terms, each of a maximum of one year provided that any extension or subsequent extension which is due to expire more than one year after the expiry of the original fixed term shall require the consent of the Secretary of State.

2 STATUTORY REQUIREMENTS, ADDITIONAL INFORMATION, TERMS OF REFERENCE AND RESPONSIBILITIES OF THE COMMITTEE / GROUP / INDIVIDUAL CREATING THIS REPORT

- 2.1 The terms of reference for Human Resources Committee include;
 - to exercise the functions of the Authority in relation to the terms and conditions of employment of the ACPO Officers.
- 2.2 The terms of reference of the Appointments Committee are;
 - to appoint the Chief Constable and make such other appointments which are the responsibility of the Authority.

3 APPOINTMENTS COMMITTEE

- 3.1 The Appointments Committee met in December 2010 and agreed the job specification, including key deliverables and advertisement for the Deputy Chief Constable role. The salary for the post is determined nationally.
- 3.2 The post of Deputy Chief Constable was advertised nationally, in line with Home Office guidance on the selection of chief officers, in January 2011. Two applications were received and following consideration by the Senior Appointments Panel, chaired by HMIC Chief Dennis O'Connor and attended by

the Chair of the Police Authority, both candidates were short listed by the Authority's Appointments Committee on 14/02/11.

- 3.3 The Appointments Committee have agreed the Selection Panel who will appoint the new Deputy Chief Constable and the assessment process which will be used. The selection of the Deputy Chief Constable is expected to be agreed on 02/03/11.

4 ASSISTANT CHIEF CONSTABLE (ACC) POSTS

- 4.1 Due to the temporary vacancy that arose within the chief officer team through the temporary promotion of ACC John Fletcher the Committee agreed to fill this vacancy temporarily for a period of approximately 7 months, in line with the Temporary DCC appointment.
- 4.2 The Police Authority approved the appointment of a Joint Bedfordshire and Hertfordshire ACC (Protective Services) in December 2010, deferring the selection process until both Police Authorities had appointed permanent DCCs. As reported above Bedfordshire is expected to appoint in March and Hertfordshire are expected to appoint a DCC in April 2011.
- 4.3 It is proposed that the existing chief officer team composition is retained, in addition to the Joint ACC appointment, until December 2011 and then a review of the chief officer team composition is undertaken. This will enable Bedfordshire to mitigate against some of the risks identified with implementing a significant change programme across the entire organisation whilst endeavouring to retain and, in areas, improve the service provided to the public.

5 FINANCIAL IMPLICATIONS

- 5.1 All costs associated with the recruitment of Chief Officers' appointments will be borne within the Police Authority's budget. The Authority has considered options to deliver value for money wherever possible. Given the current in-year budget cuts to be delivered by the Police Authority the Committee has tried to minimise additional recruitments costs whilst gaining maximum exposure and securing the robust process through negotiating with another Police Authority can advertising costs and making use of APA and ACPO national networks.
- 5.2 Until the appointment of the Deputy Chief Constable and joint ACC (Protective Services) are agreed the cost implications cannot be confirmed however the proposal will only be pursued if the cost implications are £40,000 per annum (pro-rata ed as appropriate) or less.

6 OTHER IMPLICATIONS

6.1 Equality, Diversity and Human Rights

The Authority, through the Appointment Committee, has considered equality, diversity and human rights issues to ensure that due consideration is given to the diverse communities within Bedfordshire and the opportunities any new appointments bring to Bedfordshire.

6.2 Procurement

The financial regulations will be adhered to. Also refer to 5.1 above.

6.3 Legal Implications

The guidance available on the appointment of Chief Officers has been adhered to and the Authority has sought professional advice to ensure the selection process is robust.

6.4 Human Resources

All members of the Selection Panel have received training within the last 12 months to ensure a consistent and robust selection process can be undertaken for the chief officer appointment detailed in this report.

6.5 Corporate Governance

The successful review and appointment to the Chief Officer posts within the organisation can have a positive impact on governance matters.

6.6 Policy/Strategic Aims

The delivery of the strategic plan and the annual policing plan in Bedfordshire can be positively impacted by the successful review and appointment of the Chief Officer posts.

6.7 Welfare of Children and vulnerable adults

There are no direct implications within the report not covered in 5.6 above.

6.8 Reducing Carbon footprint/waste

There are no direct implications within the report.

6.9 Confidence

The successful review and appointment of the Chief Officer posts can have a positive impact on both the Authority and the Force. If the Authority can demonstrate a good understanding of the needs of the organisation and the workforce, and balance this with the policing service that the public and partners require, then stakeholders' confidence in both organisations can be increased.

7

RISK

7.1 Clearly with prominent posts under review it is essential that the Authority, with the support of the Home Office and HMIC, successfully appoint in a timely manner if the Annual Policing Plan is to be delivered and the longer term joint strategic priorities of the organisations are not to be jeopardised.

7.2 The Police Authority and Force are determined to provide a police service that is valued and is of value to the communities of Bedfordshire. With a significant change programme to be implemented that must deliver an improved policing

service and substantial savings over the next 4 years the proposal to retain two Bedfordshire ACCs, in addition to a joint ACC for Bedfordshire and Hertfordshire, will have minimal cost implications for the organisation, ranging from nil cost to £40k pa to be pro-rata ed, but could help to mitigate potential risks that would threaten both the performance and the savings demanded by the Authority.

8

CONCLUSION

- 8.1 The Authority can be confident that the appointment of a permanent Deputy Chief Constable delivers value for money for the communities of Bedfordshire with the understanding it now has of the significant role the DCC plays in delivering the strategic and annual policing plan as set out in the job specification.
- 8.2 The temporary arrangements proposed in section 4.3 allow the Force to address one of the most significant risks, identified in the risk register, in 2011/12 affecting both the performance and finances of the Force and Authority.

RECOMMENDATION

Recommendation 1

That the Human Resources Committee notes the progress made to date.

Recommendation 2

That the Human Resources Committee approves the proposal, as set out in 4.3, to retain two Bedfordshire ACCs within the cost constraints set out in 5.2 until 31/12/11 at which time a review will be undertaken and a proposal brought to the Police Authority for consideration.



Bedfordshire Police Authority

COMMITTEE AND MEETING DATE	Human Resources 1 st March 2011
AGENDA ITEM No:	9
TITLE:	Police Authority Monitoring Arrangements for Human Resources with effect from April 2011
DATE OF REPORT:	16 th February 2011
REPORT OF:	CHIEF EXECUTIVE /TREASURER
AUTHOR:	Dr Julie Wymer
ACTION REQUIRED:	For noting
APPENDICES	Appendix A – Terms of Reference

EXECUTIVE SUMMARY:

This report informs Members of the proposed arrangements for the monitoring of Human Resources with effect from April 2011. The changes in monitoring arrangements have occurred through a recent review of the Authority's committee structure.

RECOMMENDATIONS:

Recommendation 1

To note the governance arrangements for the future monitoring of human resources

Originators:	Dr. Julie Wymer
Date:	16th February 2011
Telephone No:	01234 842283
E-mail:	Julie.wymer@bedfordshire.pnn.police.uk

BACKGROUND PAPERS:

Report to 17 th December Police Authority Seminar – ‘Review of Governance Arrangements. Committee Terms of Reference Changes to Governance Arrangements: Police Authority February 2011 Report on Governance Arrangements: Police Authority February 18 th 2011
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ADDITIONAL PAPERS:

Police Reform and Social Responsibility Bill (Home Office, December 2010)

1 INTRODUCTION

- 1.1 The Police Authority has recently undertaken an efficiency and effectiveness review of its committee structure and with effect from April 2011 a new structure will be implemented. The detailed design of the new structure is ongoing and as part of the process the respective chairs of committees have been reviewing existing committee terms of reference and identifying key issues to be taken forward.
- 1.2 This report outlines how the Authority proposes to monitor its statutory duties in relation to Human Resources over the next twelve months.

2 TERMS OF REFERENCE

- 2.1 The Human Resources Committee's existing terms of reference were approved by the Authority at its meeting in May 2010. These are included at appendix A and detail how the terms of reference have been considered and incorporated into the new committee structure.

3 HUMAN RESOURCES MONITORING WITH EFFECT FROM APRIL 2011

- 3.1 The new committee structure will bring together the Human Resources Committee and Finance Committee into one Resources Scrutiny Committee.
- 3.2 This combined approach will enable the Police Authority to gain a broader understanding of how its resources, including estates, are being used to deliver against the Authority's strategic and annual policing plan.
- 3.3 The current financial climate makes it necessary for the Police Authority to focus its monitoring and scrutiny activity on specific areas over the next twelve months. These areas have been identified as:
 - Improving police availability and productivity to increase value for money
 - Ensuring the management of reduction in workforce numbers is undertaken through a fair process, and
 - Monitoring workforce modernisation
- 3.4 In relation to performance monitoring the Authority will adopt a different approach by way of developing a 'balanced framework'. The Authority and Force have agreed the strategic intent, Fight Crime and Protect the Public and the four priorities which sit beneath the intent:
 - Protection of Life
 - Protection from Violence
 - Protection from Disorder
 - Protection of Property

- 3.5 A suite of indicators within each of the four priority areas are in development and these will be a mixture of both quantitative and qualitative indicators. The parameters for 'exception' reporting are also being developed.
- 3.6 In addition to performance indicators it has also been agreed that a case-study approach will be developed to evidence to the Authority how well workforce planning, profiling, modernising, training and development is achieving against the Police Authority's strategic plan.
- 3.7 The intention is for the balanced performance framework to be seen by both committees in order to provide a more rounded approach but with a clear focus for the Resources committee on the finance and people element of the framework.
- 3.8 Overall, the 'balanced framework' will link resources (finance and people) to the Authorities strategic intent and outcomes and performance indicators (including efficiencies).
- 3.9 The Human Resources Committee has also had the statutory responsibility for Health & Safety matters. An annual report will now be received by the Compliance and Risk Management Committee.

4 SERVICE AND FINANCIAL IMPLICATIONS

- 4.1 The changes to the committee structure and the way forward for human resources, as outlined above, will have an impact on Authority staff. Once the transition arrangements are known it will be necessary to examine the capacity and capability of staff to ensure the new way of working is successful.
- 4.2 The reduced number of committees to be supported by Authority staff will mitigate some risks in relation to resilience and aid the transition to the Police and Crime Commissioner. Staff will need to adapt the support and briefings they provide to members to enable performance monitoring to be successful.

5 OTHER IMPLICATIONS

- 5.1 Equality, Diversity and Human Rights – The Force will continue to be required to produce Equality Impact assessments and any assessment scoring 'high' risk will be subject to scrutiny by the Authority.
- 5.2 Procurement – None known
- 5.3 Legal Implications – Covered within the arrangements above
- 5.4 Human Resources – None other than those identified above
- 5.5 Corporate Governance – In looking at ways in which the Authority can conduct its business differently the arrangements as outlined in this paper will provide the Authority with the focus it required over the coming twelve months and to concentrate on the value for money issues necessary to ensure the delivery of an affordable strategic plan.

- 5.6 Police & Strategic Aims – The oversight role of the Authority is integral to the delivery of the Authority’s priorities as set out in the Strategic and Annual Plan.
- 5.7 Welfare of Children and vulnerable adults – None Known
- 5.8 Reducing Carbon footprint/waste – None Known
- 5.9 Confidence – The public are aware that local services will be making decisions regarding the reduction of future services. A review of the way the authority conducts its own business should reassure the public that providing value for money continues to be a major focus.

6 RISK

- 6.1 The Authority’s risk register contains three risks:
 - External Funding
 - Pro-active communication and
 - Uncertainty surrounding the change in overall governance
- 6.2 The actions detailed in this report should go some way in mitigating the risk around reductions in external funding by enabling the Authority to focus on key resources matters over the coming twelve months.

7 CONCLUSION

- 7.1 The Authority has recently undertaken an organisational efficiency and effectiveness review and will implement a streamlined committee structure with effect from 1st April 2011.
- 7.2 A detailed design phase is underway to ensure that the move to a new structure is successful.
- 7.3 Outlined in this report are the arrangements for how the Authority will continue to have oversight of Force and Authority activity in relation to human resources.
- 7.4 Human rights, equality and diversity, risk management and VFM issues will need to inform each Authority committees’ decision making processes.

8 RECOMMENDATIONS

Recommendation 1

To note the governance arrangements for the future monitoring of human resources.

Human Resources Committee Terms of Reference	Proposed changes	New terms of reference	Recommendations/Actions
As part of business process improvement, to keep under review all HR strategies, structures and processes in order to optimise workforce productivity and reduce costs.	Will keep elements and develop into new terms of reference	Yes, as part of resources committee	Scrutiny required around workforce planning to ensure right people, right place, right time.
To keep under review the workforce mix of Bedfordshire Police to ensure there is the right combination of skills etc	To be incorporated with one above		
To consider and advise the PA in respect of its responsibilities for the strategic management of the Force's personnel on a range of issues	Will be replaced	Yes	
To ensure that the Force and the Authority have appropriate HR policies and procedures in place that are regularly evaluated and impact assessed	To be replaced		
To ensure that the Force and PA has appropriate H & S policy and procedures in place	To report to Compliance Committee Statutory Duty	Yes	Annual Report to be incorporated into committee work-plan
To keep up to date with developments in policing policy and practice as they impact on the management, organisation and development of a representative workforce	To be covered through SPWG	No	
To exercise the functions of the PA in relation to the terms and conditions of service of the Force's chief Police officers	To be dealt with by exception	Yes	
To ensure adequate links are maintained with appropriate Force strategy groups and other PA committees in order to provide a coherent HR response.	Covered through the work of the SPWG	No	
<p>New terms of reference: 1. Scrutinise and review all HR strategies, structures and processes in order to optimise workforce productivity, provide increased value for money and mitigate risks associated with: ineffective deployment of police officer and staff; lack of appropriately skilled, qualified and trained staff; an imbalance of roles and responsibilities that could affect service delivery.</p> <p>2. Monitor and scrutinise the processes to manage the reduction in police officer and staff numbers to: meet budget constraints; ensure the continuing ability to deliver services effectively to the public; ensure fair treatment for all employees affected.</p> <p>3. By exception, exercise the functions of the PA in relation to the terms and conditions of service of the Force's chief police officers.</p>			

