



Agenda

10 February 2009

HUMAN RESOURCES COMMITTEE

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

For further information, or to see the papers, please contact the Police Authority:



CALL Pat Brown on (01234) 842066



IN PERSON, (by appointment) 9am to 5pm, Monday to Friday



Bridgebury House has facilities for disabled people.

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

**Mrs. L Hockey - Chair, Mr. P Conniff, Mr. S Choudhry, Mrs. E Horrocks,
Mrs. S Gillard, Mr. P Hollick, Mr. V Lee, and Mr. R Younger.**

A meeting of the **HUMAN RESOURCES COMMITTEE** of the **Bedfordshire Police Authority** will be held at Bridgebury House, Woburn Road, Kempston, on **Tuesday 10th February 2009** starting at **10.00am**, the agenda for which is set out overleaf

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 18 November 2008.

2. Matters Arising

3. Declarations of Interest

To receive any personal or prejudicial interests from Members

MATTERS FOR DECISION AND INFORMATION

4. Workforce Modernisation

Report *of the Chief Constable

5. People Services Service Plan 2008 -09 Exception Report

Report *of the Chief Constable

6. People Services and Health and Safety Monitoring Report

Report* of the Chief Constable

7. Equal Pay Review

Report of the Chief Constable (To Follow)

8. Chief Officer Fixed Term Contracts

Report *of the Chief Executive/ Treasurer

9. Review of Internal Controls, Risk Management , Committee Effectiveness, Committee Terms of Reference and Committee name

Report of the Chief Executive/ Treasurer

(Note Appendix B to this report involves the disclosure of exempt information as defined in paragraph 7 of Part I of Schedule 12A to the Local Government Act 1972)

Date of the next meeting of the Human Resources Committee is Tuesday 7th April 2009 at 10am.

HUMAN RESOURCES COMMITTEE

18 November 2008

Present

Mrs L Hockey (In the Chair)

Mr S Choudhry, Mr P Hollick, Mr V Lee, Mrs K Johnson, Mr P Conniff, Mr B Spurr and Mr R Younger

Apologies were received from Mrs Elaine Horrocks and Mrs Sylvia Gillard.

08/h/28 HEALTH AND SAFETY

Police Authority Health and Safety Policy and Procedure

Chief Executive / Treasurer, Mrs Stephanie McMenemy, submitted a draft Bedfordshire Police Authority Health and Safety Procedure and Guidance Document for approval.

An action plan was to be developed and would be monitored through monthly staff meetings.

Mr Conniff advised that HMIC were to begin inspecting police authorities from 2009 and that it was important to have policies and procedures in place.

Members agreed that the Bedfordshire Police Authority Health and Safety Procedure and Guidance be taken to Police Authority in December for approval and that once approved it would be regularly reviewed by the Human Resources Committee.

RECOMMENDED

That Bedfordshire Police Authority Health and Safety Procedure and Guidance, Appendix A, be approved at the next Police Authority Meeting.

08/h/29 MINUTES

The minutes of the meeting of the Committee held on 1 July 2008 were confirmed.

08/h/30 MATTERS ARISING

08/h/20 Pay Award 2008

Members were informed that the Police Officer pay award had been agreed as a three-year pay award of 2.65% for 2008, 2.6% for 2009 and 2.55% for 2010.

Police Staff pay award was currently under review.

The Police Authority Members Allowance was also currently under review.

08/h/20 Staff Association to represent the lower ranks of the Special Constabulary

There had been no development to report and Assistant Director (People Services) advised Members that she would follow this matter up.

08/h/31 DECLARATIONS OF INTEREST

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

08/h/32 RETURN ON INVESTMENT MODEL

On behalf of the Chief Constable, Assistant Director (Peoples Services), Louise Frayne, submitted a report for information purposes on The Return on Investment Model for Training.

This report had been brought to the committee following discussion at the Human Resources Committee meeting in July 2008. The report detailed the steps being taken by the Force to ensure learning and development functions were aligned to the strategic objectives and how the outcomes would make a significant contribution to improved performance through business benefits and value for money.

A fundamental review of the Bedfordshire Training and Development function had been commissioned. The review would include implementing level 4 for the Kirkpatrick model to identify the value of training and development against the strategic objectives of Bedfordshire Police.

The review was to be concluded in January 2009.

Members welcomed the review and agreed that the full report would be brought to the next Human Resources Committee meeting in February.

RESOLVED

1. That the contents of the report be noted.
2. That the full report be brought to the next Human Resources Committee Meeting in February.

08/h/33 HUMAN RESOURCES SERVICE PLAN 2008/09

On behalf of the Chief Constable, Assistant Director (Peoples Services), Louise Frayne, submitted an exceptions report on the progress of the Human Resources Service Plan 2008-09, Since the last report in July 2008 three key areas of work had been progressed significantly.

- Review against the Investor in People Standard
- Review of Training and Development function
- Workforce Modernisation

Review against the Investor in People Standard

Bedfordshire Police had been placed on the Retaining Recognition Programme following a full assessment in August 2007. A review had been undertaken by 'Investors in People Assessor', Maria Baxter, in July 2008 against indicators 1, 2 and 5. The Force had made significant progress against Indicator 1 and satisfactory progress against Indicator 2. The standard for Indicator 5 had not been met.

The assessor had been satisfied that Bedfordshire Police were committed to returning fully to the Investor in People Standard and recommended that it remain on the Retaining Recognition Programme. The Force would be required to meet the standard for Indicators 2 and 5 by August 2009 or risk losing the Investor in People status.

At the Strategy Board in June 2008 it had been discussed that should the Force retain its Investor in People status in 2009 it would opt for a rolling review whereby agreed indicators would be reviewed annually using an internal review team.

The report contained details of financial and resource implications of opting for a rolling review programme.

An action plan for work to reach the standard for Indicators 2 and 5 had been accepted.

The Chief Executive/Treasurer, on behalf of Mrs. E Horrocks, enquired if the fact that there was a possibility that the Force could lose their Investor in People status had been recorded on the risk register.

Review of Training and Development Function

This is detailed in item 08/h/32 above.

Workforce Modernisation

The purpose of raising Workforce Modernisation as an exception on this report was to make Members aware that focus needed to be given to utilising resources more effectively to ensure that there was a better alignment with the future direction of the Force. This was particularly important with the current financial position.

The Chair welcomed the work that was to be conducted from January 2009 to use the workforce more effectively and requested that a more detailed report be brought to the next meeting in February.

Head of Strategic and Policy Development, Dr. Julie Wymer, advised that a Best Value Review had been carried out in 2006 and that this might be worth revisiting.

Mr Brian Spurr enquired if any problems had been identified in collaboration working with Hertfordshire Constabulary in current and potential initiatives due to the different staffing arrangements for the same functions between the two forces and if workforce modernisation planning was to consider the expansion of collaborative working. Members commented about the difficulty of considering workforce modernisation when collaborations were still quite new.

The Chief Executive/Treasurer suggested that monitoring reports should currently contain the details of distribution of the workforce so that benefits of workforce modernisation, when implemented, could be positively highlighted.

The Human Resources Committee Terms of Reference would need to be revised to incorporate Workforce Modernisation, the Three Year Strategic Plan and the Annual Policing Plan. The Chair advised that the Terms of Reference would be distributed to members for their consideration for review and brought to the next meeting for discussion.

RESOLVED

1. That the contents of the report be noted.
2. That a full report on Workforce Modernisation be brought to the next Human Resources Committee Meeting in February 2009.
3. That the Terms of Reference of the Human Resources Committee be reviewed at the next meeting in February 2009.

08/h/34 PEOPLE SERVICES MONITORING REPORT

The People Services Performance Report November 2008 was presented to members by Sergeant Noel Gray, Corporate Services Performance Analyst.

Areas highlighted in the report were:-

- Force Profile
- Attendance Management
- Recruitment
- Business Planning

Force Profile

Vacancies

The report highlighted that there were 47 vacancies against the establishment of 1274 for Police Officers. These vacancies were in constable (25), sergeant (20) and inspector (4) ranks.

There were currently 33 officers in training on divisions and 17 being tutored in the Professional Development Unit.

Diversity

Ethnicity

6% of current Bedfordshire Police officers and staff were from ethnic backgrounds.

Retention of ethnic minority staff was found to be satisfactory.

Gender

Two thirds of police staff were female against two thirds of police officers who were male. This imbalance is expected to reduce over time. The most recent intake of student officers was 49% female.

A disproportion was shown with few women in junior and middle management ranks. There was concern expressed by the Chair on the effect of the force pension on recruitment and retention as people coming late to the force were unable to secure a full pension. The Director of Corporate Services advised that the Force Pensions Manager could give a presentation to members on the force pension at a future meeting.

Age

There is a marked difference in the age distribution of women officers which impacts on their progression through the ranks. Figures also show that women tend to leave the service before they reach 10 years service. The Chair asked that a breakdown of each age group by grade/rank, for both police officers and staff, be provided annually.

Disability

An accurate assessment of disabled employees of Bedfordshire Police is not easily achieved as many people do not disclose their disability. It is estimated that the disabled population of Bedfordshire Police employees is 19%.

Religion and Sexual Orientation.

The data on religion and sexual orientation of Bedfordshire Police employees remains incomplete as many people prefer not to disclose this personal information.

Attendance Management

The level of sickness for officers stood at 4.7% against an annual target of 5% and for staff it stood at 4.6% which equals the annual target. It was predicted that the officer target would be hit for the current year but that the target for staff would not be met as levels of sickness were expected to rise through the winter months.

High levels of staff sickness in Citizen Focus were attributed to long-term absences by a low number of officers.

Work was in progress to separate information on frontline police officers and staff e.g. PCSOs and detention officers to determine the levels of sickness absence that may be due to incidents and injury whilst on duty.

Mr Hollick enquired what the Force was doing to encourage staff and officers to lead a healthy lifestyle to which Assistant Director (People Services) responded by informing of many initiatives including well being workshops, Pilates, occupational health, information on the intranet and force welfare officer.

The Chief Executive / Treasurer enquired of sickness trends and methods of reporting. Work was underway to breakdown and analyse trends and causes of sickness.

Mr Gray informed the committee that there had been an anomaly with some reporting as historical data had been collected in 'days' and information was now collected in 'hours', thus causing a slight distortion of figures. Mr Gray emphasised that the improved absence management results were due to initiatives and not to reporting anomalies.

Quotes for a Nurse Contact Centre had been received at an average cost of £109,647 per annum. Assistant Director (People Services)

advised that she had hoped to realise improvements in attendance management without the Nurse Centre but that the matter was still under consideration.

The effects of long term sickness absence were further discussed by Members who requested that future reports should show sickness absence with long term absence removed from the monitoring information. Members also requested looking at other similar Forces to compare data and methods of addressing sickness management.

Workforce Planning

Since April 2008 some major changes had taken place in recruitment. The launch of a recruiting website, a twelve week advertising campaign and the introduction of information evenings for potential student officers have proved very successful. Increases in numbers of transferees and PCSO applications have been seen. Another successful initiative had been for Divisional Commanders to talk with any officers considering transferring out of force to encourage them to remain.

All Police Officer applicants were now given a pre –assessment interview prior to attending an assessment centre which was raising the standard of recruits. This involved a written assessment and interview to determine the applicant's expectations of the role of a Police Officer.

Diversity

40% of PCSO intake since April 2008, 16% of Special Constables and 31% of volunteers had been from black and ethnic minority groups. Further work was continuing to recruit, retain and develop the workforce to reflect the wider community.

Forecasting Officer Numbers

The projections were that officer numbers would continue to increase over the next twelve months.

Members enquired of the Force's exit interview policy and asked how the information from exit interviews was used to help identify any issues that might need to be addressed. Ms Frayne informed Members that this was being looked into.

Mr Choudhry suggested that the Force should publicise its diversity information on recruitment to the public which he believed would

encourage further interest particularly from BME groups.

Concern was shown by members that some areas of the Force had large numbers of vacancies whilst others seemed to be overstaffed. Concern was also expressed that all vacancies were at lower ranks only.

RESOLVED

That the monitoring report be noted.

08/h/35 LEADERSHIP ACADEMY MODEL

Assistant Director (People Services), Louise Frayne, submitted a report to the Committee for information purposes on Developing Leadership Capacity within Bedfordshire Police.

A consultation exercise by the National Policing Improvement Agency (NPIA) identified a need for the police service to take a nationally co-ordinated approach to leadership across England and Wales. It is unclear if the NPIA 'Leadership Strategy' has been formally agreed by ACPO as a current version is not available on their internet site, although can be obtained on request.

Bedfordshire Police had identified a need to develop future leaders to continue to improve service delivery and after consideration opted to develop its own 'Leadership Academy'. Bedfordshire Police agreed at Strategy Board to implement the Leadership Academy in June 2008.

The Chair stated that she welcomed this initiative but warned that it was important to be aware that when the NPIA did develop their national scheme Bedfordshire Police may need to adapt to their approach.

RESOLVED

That the report providing information on Developing Leadership

Capacity within Bedfordshire Police be noted.

08/h/36 HEALTH AND SAFETY

a) Health and Safety Performance Report

The Health and Safety Performance Report November 2008 was presented to members by Sergeant Noel Gray, Corporate Services Performance Analyst.

Areas highlighted in the report were:-

- Reported Incidents
- Employee Category
- Cost of Reported Claims

Reported Incidents

The number of incidents reported remained stable since 2004 averaging 204 for the first six months of each year. Almost 90% of these incidents were considered minor and no trends could be identified from the data.

Employee Category

Police Officers were most likely to be injured at work and accounted for 88% of all reported incidents. Other frontline staff and Special Constables accounted for a further 7% of reported incidents and police staff and contractors accounted for the remainder.

The most common reported incident was physical assault by a person followed by incidents incurred during the arrest process.

Cost of Reported Claims

Injury claims had cost the force an average of £30,000 each year since 2003-04.

Members were advised that Bedfordshire Police were aiming to reduce reported incidents by 15% from 2004 – 2012 by improvements in training and health and safety.

RESOLVED

That the information in the Health and Safety Performance Report November 2008 be noted.

b) Overview of Force Health and Safety Policies and Procedures

Mr Marcus Kirschbaum, Health and Safety Manager presented an Overview of Force Health and Safety Policies and Procedures in place

to mitigate against risks associated with health and safety at work.

Mr Kirschbaum advised that there was inbuilt monitoring in force to audit and ensure that staff were aware of their responsibilities in the workplace.

RESOLVED

That the report be noted

c) Police Authority Health and Safety Policy and Procedure

Reported at 08/h/28

08/h/37 BEDFORDSHIRE POLICE PDR SYSTEM

Miss Samantha Pearce, Career Development Officer, gave a demonstration of the Force Personal Development Review (PDR) system which was well received by members.

RESOLVED

That the demonstration of the Force PDR system be noted.

08/h/38 REVIEW OF CHIEF OFFICER FIXED TERM APPOINTMENTS

Chief Executive / Treasurer, Mrs Stephanie McMenamy, submitted a report to propose to create a working group to review the fixed term appointments of chief officers

It was agreed that the working group would consist of the following members:

- Mr Peter Conniff
- Mrs Penny Fletcher
- Mrs Linda Hockey
- Mr Shahzad Choudhry
- Mr Peter Hollick
- Mr Brian Spurr

RESOLVED

That the Committee approves the creation of a working group to review the fixed term appointments of chief officers.

08/h/39 Meeting ended at 11.40am

BEDFORDSHIRE POLICE AUTHORITY

Not Protectively Marked

Decision Item

Committee	:	HR Committee
Date	:	10 February 09
Agenda Item	:	4
Lead Officer	:	Director of Corporate Services
Subject	:	Workforce Modernisation
Purpose	:	To inform a discussion with regard to workforce modernisation
Background Papers	:	

1.0 Introduction

- 1.1 The purpose of this paper is to present to members the Force's understanding of Workforce Modernisation within the Police Service and to note the Force's intended approach to it. The aim is to ensure that any activity undertaken in this regard is managed appropriately and includes, where applicable, efficiency principles.

2.0 Background

- 2.1 There has been significant debate over the principles of workforce modernisation, with the term being frequently confused with civilianisation. Sir Ronnie Flanagan's review sought to address this by saying: -

“Workforce reform involves joining officers and police staff in a strategic framework providing clear career pathways through accreditation of skills and competencies, whilst improving demand management and workforce planning, particularly in relation to recruitment and deployment, in order to mitigate risks and ensure operational resilience”.

- 2.2 The National Policing Improvement Agency (NPIA) summarised this as follows: -

“Workforce modernisation:

- ***is a sustainable business change programme aiming to increase police productivity***
- ***it looks at process and workforce..... and then reconfigures them in a different way..... to release efficiency retaining the office of constable at the heart of policing”.***

- 2.3 In summary, workforce modernisation (WM) is a programme of change to ensure effective policing is delivered by an appropriate mix of police officers, police staff and police community support officers. This will mean fewer officers behind desks, greater visible police presence on the streets and freeing up officers to undertake and finish up jobs that utilise their skills and training to best effect.
- 2.4 In addition, by engaging the principles of efficiency the Force will be able to prepare itself for comprehensive spending reviews (CSR) as it will be able to look at how it delivers its policing and realise significant improvements in effectiveness and value for money.
- 2.5 Ten WM pilot sites, supported by the Home Office, ran between 2004 and 2006 covering functions from custody and prisoner handling, to response and investigative policing. Independent consultants, Accenture, evaluated the ten pilot sites and the findings published in November 2006, identified improvements in force performance and efficiency savings.
- 2.6 Consequently, the NPIA workforce programme was launched on 12 July 2007, supporting eleven demonstration sites across thirteen forces in demonstrating new and efficient ways of working.
- 2.7 The NPIA summarised what the workforce modernisation programme would mean for citizens and the police as follows: -
- 2.7.1 "Citizens: -
- more visible, accessible and responsive police services
 - a better, more consistent service
 - ability to deliver better value
 - a more diverse, flexible and efficient workforce
 - improved results through policing
- Police: -
- ability to concentrate on the work they have trained for
 - improved support from their team
 - increased career opportunities
 - chance to specialise
 - wider scope of work
 - new career opportunities".

3.0 Implementing a workforce modernisation programme

- 3.1 A toolkit with supporting guidance has been produced that details how police forces can introduce workforce modernisation principles.
- 3.2 The toolkit and guidance is built on the methodology developed through the pilot phase and includes: -
- Process mapping – a detailed analysis of the identified policing process
 - Task analysis – breaking down activities within the process into quantifiable units
 - Resource matching – identifying the right skills and powers required to carry out analysed tasks
 - Risk assessment – ensuring that the emerging way of working does not have a negative effect on police operations

- Testing the business case – as the methodology is being applied, the strength and value of changing a business process is continually tested and evaluated.

4.0 Evaluation

4.1 The NPIA are currently undertaking to devise and introduce a common framework for evaluation from the demonstration sites and this will be agreed with forces following local consultation.

4.2 Broadly speaking, the evaluation will look at: -

- Cost
- Performance
- Service delivery
- Efficiency
- Measures of public confidence, including customer satisfaction and stakeholder perception.

5.0 Risk assessment

5.1 The argument for workforce modernisation is a convincing one. The challenges and complexities of policing in the 21st century are increasing with the threat of terrorism, the realities of anti-social behaviour and organised crime. The funds to address these challenges are not limitless and consequently all resources need to be used efficiently and effectively.

5.2 Assistant Chief Constable Katherine Govier, in an article in “Policing Professional”, articulated that at the heart of this debate are two key issues: -

- What do the public want from their police service?, and
- What do they need from sworn police officers?

5.3 In the same article, ACC Govier further considered how the demands from the public on policing services had consequently led to a diversification of skill sets for both officers and staff, including advances in technology, and for police leaders the requirement to have a skill set including finance, risk management and community leadership.

5.4 ACC Govier submitted: -

“The service needs to be wary of the impact of significantly changing police officer numbers in times of relative quiet. There is a critical number, beyond which it is unsafe to reduce police officer numbers. Provided the service can define the requirements of its command and control structure (sworn officers of several ranks), the question of workforce mix can be applied to the more complex and elaborate problems. It could be argued that whilst there is a need for leaders of the service and their staff to hold office as independent crown servants to secure impartiality, they might not need to be sworn officers, provided the service does not lose the ability to “act big” when required.”

5.5 These are valid points to consider. Whilst considering that Bedfordshire Police has made a public commitment to workforce modernisation in the Strategic Plan 2009 – 2012 a prudent approach should be adopted, where risk is identified and mitigated to prevent the public and particularly our more vulnerable members of society suffering further and significant harm.

6.0 Recommendations

- 6.1 Members are asked to note the contents of this report and that any pilot approach to WM that the Force adopts will be conducted using the toolkit and guidance published by the NPIA.

Report author: Louise Frayne, Assistant Director (People Services)
On behalf of: Vince Hislop, Director of Corporate Services

BEDFORDSHIRE POLICE AUTHORITY

Not Protectively Marked

Information Item

Committee	:	HR Committee
Date	:	10 February 09
Agenda Item	:	5
Lead Officer	:	Director of Corporate Services
Subject	:	People Services Exception Report
Purpose	:	To outline activity against the People Services Improvement Plan
Background Papers	:	Leadership Initiatives Paper (App. A) Snapshot Review on the Thematic Inspection on Frontline Supervision (App. B)

1.0 Introduction

- 1.1 The purpose of this report is to advise members of the activity against the People Services' Improvement Plan by exception only.
- 1.2 Since the last Police Authority HR Committee in November 2008 the following activities have been pursued and notable achievement against each priority has been realised. These are as follows: -
- The development and implementation of leadership capacity initiatives;
 - Thematic Inspection on Frontline Supervision
 - Promotion Boards
 - Positive Action Strategy drafted and presented to the Equality & Diversity Programme Board;
 - Staff Survey
 - Train to Gain

2.0 Leadership Capacity Initiatives

- 2.1 In December 2008 a paper was presented to Strategy Board on the requirement for Bedfordshire Police to "grow its own leaders" particularly in light of increased competition from other forces and the paucity of external applicants applying for positions across all forces.
- 2.2 The paper presented to Strategy Board is attached at Appendix A and outlines the need to give particular attention to growing appropriately identified and skilled talent

pools from which the leadership of the future can be selected linked directly to succession planning to build a workforce proportionate to those employed and the wider community.

- 2.3 The paper articulates how this will be achieved by addressing five key areas: -
- Development of Chief Superintendent/Heads of Service to Chief Officer
 - Leadership Academy – for officers/staff with the ambition and potential to reach Chief Superintendent or Head of Service within the next five years
 - High Potential Development Scheme – for new entrants, constables and Sergeants
 - Bespoke coaching and mentoring programme for Black and Minority Ethnic, GLBT, staff with disabilities and female staff
 - Coaching and mentoring programmes for officers and staff with the potential to progress to a higher rank/grade.
- 2.4 The paper was accepted in its entirety and appropriate communication was issued force-wide to promote the Leadership Academy as being the first phase of the initiatives. The closing date for applications is 31 January 2009.
- 2.5 In addition, officers and staff who have already been trained as either coaches or mentors have received refresher training from Dave Stewart, who is working with the Deputy Chief Constable as part of the INSPIRE programme to ensure a consistent approach across the Force.
- 2.6 As Dave Stewart is working across the Force to embed a performance management culture he is noting Sergeants in particular who would benefit from either a coaching or mentoring relationship and forwarding their details to Phil Chandler, Career Development Co-ordinator who subsequently identifies a suitable coach or mentor.
- 2.7 It is anticipated that all coaches and mentors will have at least one client by the end of March 2009.
- 2.8 All other programmes will commence in April 2009.

3.0 Thematic Inspection on Frontline Supervision

- 3.1 In July 2008 the report on the Thematic Inspection on Frontline Supervision was published and included opportunities for a snapshot review as a self-assessment tool.
- 3.2 The Force took the opportunity to self-assess and the completed self-assessment is attached at Appendix B.
- 3.3 The assessment shows that the Force has made positive progress, and activities are being undertaken currently to address the areas where the Force was not able to evidence full compliance.
- 3.4 The role of Sergeant is seen as critical to improving performance and this role in particular has been at the very heart of the INSPIRE programme led by the Deputy Chief Constable.

4.0 Promotion Boards

- 4.1 The promotion boards' process was subject to a comprehensive review in 2008, with the revisions to the process incorporated in the boards for June/July 2008.
- 4.2 The outcome of those boards indicated that female and ethnic minority candidates were less likely to succeed. To address this, bespoke coaching was offered via the Career Development Department.

- 4.3 Consequently, three female officers applied for the Chief Inspector boards in January 2009. Two were shortlisted and one appointed. For Inspectors, 15 applications were received, 10 male officers and the sole female officer were appointed. For Sergeants, 11 applications were received; 5 from female applicants, 3 of whom were subsequently appointed. All development activity was conducted in partnership with the Network of Women staff association group.
- 4.4 In recognition of this success, the Chair for BASSG has been contacted to explore opportunities to assist applicants from ethnic minorities to apply and be coached towards the Boards process.

5.0 Positive Action Strategy

- 5.1 With the significant rise in the number of under-represented groups applying to Bedfordshire Police it is essential that these applicants are recruited, retained and encouraged to progress.
- 5.2 In recognition of the need to develop a workforce not just reflective of the immediate workforce but the wider community as well, a Positive Action Strategy has been drafted and was presented to the Equality and Diversity Programme Board on 27 January 2009 and supported.
- 5.3 The strategy reflects the priorities of the Strategic Plan 2009 – 2012 and details activities against the strategic challenges for the Force.
- 5.4 From 1 April 2009 Linbert Spencer will work with People Services focusing specifically on recruitment and progression to progress these initiatives throughout 2009/10 and ensuring that they are embedded for the longer term.
- 5.5 The final Positive Action Strategy will be presented to Strategy Board for endorsement on 3 March 2009 and to the HR Committee in April 2009 for noting.

6.0 Staff Survey

- 6.1 In July 2008 Bedfordshire Police conducted a staff survey, with the top line results being reported immediately after the survey closed and the full report published on the staff intranet in November 2008.
- 6.2 The key outcomes were generally positive, with staff:-
- knowing and understanding the organisation's aims and objectives
 - having a strong sense of personal responsibility
 - understanding that change is necessary for Bedfordshire Police to realise its aims and objectives
 - feeling that their immediate line manager is open and approachable and listens to ideas
 - perceiving that Bedfordshire Police is an equal opportunities employer.
- 6.3 Some of the common feedback from the survey was:-
- there is a high level of commitment from staff
 - there is a lack of praise and recognition for a job well done and we need to celebrate success more
 - people feel there is a need to 'get back to basics'
 - performance is affected by poor internal communication
 - there were several references to a bullying culture within teams
 - change needs to be better managed as people have become suspicious of initiatives
 - there is increasing pressure on workloads as staff numbers are reduced

- people feel that big disparities exist between police staff and police officers in terms of career progression and development opportunities
 - political conflict is adversely affecting direction, effort and results
 - there is a lack of visibility by senior management
 - there is good support from line managers.
- 6.4 We have put in place a number of actions to start addressing the survey results, including:-
- holding the first Bedfordshire Police staff awards, to celebrate achievements.
 - the INSPIRE project to continue improving our performance and ensure everyone knows how their work contributes to the Force's aims and objectives.
 - introducing a leadership academy, as well as coaching and mentoring programmes to develop our people.
 - introducing a designated staff development fund
 - initiatives to improve attendance
 - a national recruitment campaign to help fill high vacancy levels. Student officer intakes are now full up to October 2009. We have also had 30 officers transfer to us from other forces, PCSO intakes are full, and 68 Special Constables have been recruited since April 2008.
 - greater communications and visibility from the Force Executive team through Chief Constable Surgeries, Chief Officers attending DLTs and away days.
- 6.5 Consequently, four focus groups have been commissioned, namely: -
- Communications
 - Managing change
 - Perceptions of Police staff
 - Harassment and bullying
- 6.6 These focus groups will be held in February 2009 involving all 150 volunteers who offered to assist with this process. The focus groups will be asked to identify actions to address these four areas, which will be submitted to the Force Executive for consideration. On agreement the actions will be published on the Intranet and used in a subsequent survey to benchmark performance.
- 7.0 Train to Gain**
- 7.1 As previously reported to members, Bedfordshire Police was the first public sector organisation in Bedfordshire to sign the Skills Pledge.
- 7.2 Consequently, a staff development fund of £50,000 was set aside specifically for police staff to access and bids were placed with Train to Gain to accrue additional external funding. For the financial year 2008/09 the Force will draw down £130,000 of funding through this route.
- 7.3 Further bids will be submitted for 2009/10 specifically to support the positive action initiatives and coaching/mentoring programmes.
- 7.4 In addition, Bedfordshire Police has introduced apprenticeships to attract young people and those who are long-term unemployed to apply for a twelve month placement with the Force.
- 7.5 The pilot commenced in People Services, with six individuals starting their placements on 5 January 2009. If successful, the scheme will be rolled out across the Force.
- 7.6 The Force received positive coverage in the Bedfordshire on Sunday about these two initiatives in particular.

8.0 Recommendations

8.1 Members are asked to note the content of this report.

Report author: Louise Frayne, Assistant Director (People Services)
On behalf of: Vince Hislop, Director of Corporate Services



Decision Item

Title of Board/Group:	Strategy Board (8 December 2008)
Lead Officer:	Deputy Chief Constable
Subject:	Developing Leadership Capacity
Purpose:	To outline leadership development initiatives

1.0 Background

1.1 The leadership paper to Strategy Board in June 2008 articulated the need for Bedfordshire Police to devise, implement and maintain a process to identify and develop our next generation of leaders in the context of the growing debate around leadership capacity within the police service. The paper spoke broadly about developing leaders at all ranks/grades, and more specifically the need to identify our brightest and best to be encouraged and developed to meet the current and new challenges of policing.

1.2 Frequently, referred to as “talent management” there are three key stages¹: -

- **Defining talent** – outlining the size of the talent pool, entry criteria, decision processes, permanency of definition, recruitment as a source of talent, and transparency;
- **Developing talent** – development paths, development focus, support, influence on career, connected conversations about talent, organisational values and risk;
- **Structures and systems** – describing performance management, talent management processes, the use of technology, systems flexibility, and ownership of talent.

1.3 Furthermore, there is a need to give particular attention to growing appropriately identified and skilled talent pools from which the leadership of the future can be selected linked directly to succession planning to build a workforce proportionate to those employed and the wider community. This will be achieved by addressing five key areas: -

- Development of Chief Superintendent/Heads of Service to ACPO
- Leadership Academy – for officers/staff with the ambition and potential to reach Chief Superintendent or Head of Service within the next five years
- High Potential Development Scheme – for new entrants, constables and Sergeants
- Bespoke coaching and mentoring programme for Black and Minority Ethnic, GLBT, staff with disabilities and female staff

¹ IDeA

- Coaching and mentoring programmes for officers and staff with the potential to progress to a higher rank/grade.

2.0 Development of Chief Superintendents/Heads of Service to ACPO

- 2.1 The process of moving from Chief Superintendent/Heads of Service to ACPO should be a long-term development process. It has been noted nationally the paucity of applicants for the Senior Command Course, and in particular the representation from BME and female staff.
- 2.2 The process is demanding and the Force should consider introducing a highly individual, targeted and personal approach to developing the skills and qualities of those aspiring to lead at the highest levels.
- 2.3 The preferred approach is for individuals to register with NSCAS and complete Level 2. A development plan would then subsequently be devised and 50% of developmental activities would be funded by the NPIA, with the remaining 50% being funded by the Force. NSCAS, however, does not recruit new clients each year and with this in mind an alternative solution has been devised and is attached at Appendix 1. It is aimed at both police staff and police officers and costs £2,800 per individual.

3.0 Leadership Academy

- 3.1 The leadership academy is aimed at those who have the ambition and potential to reach the rank of Chief Superintendent or Head of Service within five years.
- 3.2 Individuals would apply using the application form at Appendix 2 and would be required to have divisional support. Individuals supported by their divisional command team would submit their applications to a Senior Management panel chaired by the Deputy Chief Constable. The SMT panel would include the Assistant Director (People Services) and an NSCAS adviser to bring independent rigour to the process.
- 3.3 If successful at this stage the individuals would be invited to join the academy and a development plan would be drawn up to include formal qualification routes, together with contemporary development methods such as coaching, mentoring, action learning, 360° feedback, online communities, opportunities for learning and self-development, integrated with career planning, discrete project work, job-shadowing, secondments, visits and networks and engagement with the community. The costs for the contemporary development opportunities will be predominantly abstraction costs.
- 3.4 All participants will be automatically eligible for the executive coaching programme, which costs £800 per person for six sessions.
- 3.5 The return on investment of the academy would be evaluated using Kirkpatrick Level 4 and would include benchmarking against retention rates, the cost of recruiting externally and improvements with regard to the overall performance of the Force.

4.0 High Potential Development Scheme (HPDS)

- 4.1 The HPDS was revised and launched in April 2008 and is the national entry point for fast tracking constables and Sergeants who are already employed and can be accessed with or without a degree.

- 4.2 It is a structured programme delivered with an academic partner, resulting in a nationally recognised Masters qualification. It uses a range of innovative approaches to challenge and equip future leaders. Participants in the scheme will have to consistently demonstrate the desire, commitment and the potential to reach senior officer levels and progress to ACPO.
- 4.3 For those interested in joining the police and applying for the HPDS, applications will have to be made via Bedfordshire Police upon joining. This needs to be promoted as part of our recruitment campaigns to attract and develop talented individuals into the service.
- 4.4 A workshop was held on 7 November 2008 with twenty five individuals registering an interest in the HPDS. For those who choose to apply, the Career Development Team will work with them to prepare for the assessment centres and interviews.
- 5.0 Bespoke Coaching and Mentoring Programmes for BME, GLBT, Staff with Disabilities and Female Staff**
- 5.1 There are currently only four female and two Black Minority Ethnic Chief Constables or equivalent out of 43 forces. There are 206 ACPO positions and only 13% of ACPO ranks are female and 3.2% are minority ethnic officers.
- 5.2 The representation of Black Minority Ethnic and female officers above Inspector in Bedfordshire Police is not proportionate to the workforce or wider community of Bedfordshire. The picture for police staff is not dissimilar.
- 5.3 It is important as a Force that the leadership initiatives address under-representation and make significant improvements to provide a citizen focused service. This emphasis has been made in the Force's Positive Action Strategy to reflect the national strategy "Breaking Through".
- 5.4 To address this position On the Edge Consulting has been tasked with devising a specific coaching and mentoring programme to commence in April 2009. In the interim it has been agreed that an individual programme will be delivered for those accepted on the leadership academy from these under-represented groups.
- 5.5 Costs would equate to £800 per person for six sessions.
- 5.6 In addition, officers and staff would be encouraged to attend the Positive Action Leadership Programme which is designed to encourage officers and staff from under-represented groups to remain within the police service and to apply for development opportunities and progression.
- 6.0 Coaching and Mentoring Programmes**
- 6.1 Bedfordshire Police is likely to have a high turnover of officers/staff as some progress to more senior roles or become eligible for retirement. It is necessary, therefore, for the Force to develop initiatives to ensure those with the potential to progress are developed at all levels of the organisation thus creating an optimal pool of candidates for higher level positions or specialisms in the long-term as part of the succession planning process.

- 6.2 It is recognised that there are a number of different routes to leadership roles and these need to be clearly set out as career paths for police staff and police officers. This should address any concern about exclusivity.
- 6.3 Work has already begun on developing route maps for Constable to Sergeant, Sergeant to Inspector, Financial Investigators and Human Resources as well as revising the acting Sergeants and Inspector programmes and the Core Leadership and Development Programme.
- 6.4 In addition to the contemporary learning interventions described for the leadership academy, there is a further requirement to embed coaching and mentoring across the organisation. This can be either through the executive coaching programme or the internal coaching/mentoring programme.
- 6.5 For the financial year 2008/09 there is funding available for only twenty staff for the executive coaching programme, and those participating in the leadership academy will be given priority. As part of the budget process for 2009/10 funding will be prioritised for a further twenty members of staff to receive executive coaching, and the Divisions will need to consider who they wish to receive such coaching. It will be limited to Inspector to Superintendents and police staff equivalent in the first instance who has the ambition and potential to be promoted to a higher rank/grade within the next twelve to eighteen months.
- 6.6 The Force currently has twenty trained coaches and mentors who will receive refresher training on 3 December 2008 at nil cost to the Force over and above the abstraction. It is proposed that these coaches and mentors work with Sergeants identified as part of the INSPIRE programme who would benefit from this intervention in the first instance.
- 6.7 In addition, there is a requirement to develop a further pool of coaches and mentors, and where appropriate those who are participating in the leadership academy should undertake this activity as part of their own development.
- 6.8 The Career Development Team will organise workshops on coaching and mentoring for those interested in becoming a coach or mentor in early 2009 in conjunction with On the Edge Consulting. Individuals will be appropriately selected and trained to undertake this activity.

7.0 Career Development Service

- 7.1 In considering the demands of introducing such solutions a centralised career development department has been established to ensure academic development in conjunction with approved institutions; operational experience to address any gaps within individual portfolios or to provide necessary experience in a different organisational environment; and match individual career aspirations and organisational need to appropriate professional development opportunities.
- 7.2 The department will also have an emphasis on evaluating the success of the initiatives using Level 4 of the Kirkpatrick model as well as underpinning the solutions by a culture of continuous and professional development (CPD). This may be achieved by using, for example, professional portfolios, Professional Development Reviews, Professional Development Plans, record of delivery and breadth of experience.

- 7.3 The department will advise in particular how a portfolio should inform individual development and assist Bedfordshire Police to make an assessment of potential areas of expertise and identify any gaps.

8.0 Summary

- 8.1 The five key areas are listed below together with the eligibility criteria, implementation dates and costs.
- 8.2 Funding will come from both internal and external sources, however it is limited and the numbers for each scheme will therefore have to be restricted.
- 8.3 The PNAC costs will be funded from under spends for 08/09 and a further £6,000 has been secured from PSU to part fund the executive coaching costs for the Leadership Academy with the remaining costs being funded from under spends in People Services. The bespoke coaching and mentoring programme for under-represented groups will be funded from People Services' budgets for 2009/10.
- 8.4 Programmes such as the Core Leadership Development Programme, the Senior Leadership Development Programme and the Positive Action Leadership Development Programme are currently provided at no cost to the organisation. Other contemporary development opportunities are predominantly delivered internally and will, therefore, accrue abstraction costs only.
- 8.5 Abstraction costs could result in additional overtime costs depending on the individual circumstances. This will be scrutinised as part of the first six months review of each scheme and the detail subsequently used to consider whether costs should be revised taking into account savings from elsewhere e.g. recruitment advertising spend.

Scheme	Rank/Grade	Eligibility Criteria	Max. number	Application Date	Implementation Date	Costs for 08/09	Costs for 09/10
PNAC	Chief Supt/Head of Service	<ul style="list-style-type: none"> Supported by Force Exec Must be able to reach ACPO within 4 years 	4	January 2009	March 2009	£12,600 if NSCAS is not available plus abstraction costs	
Leadership Academy	Chief Inspector to Superintendent/police staff equivalent	<ul style="list-style-type: none"> Supported by Divisional Commander Must be have the ambition and potential to reach the rank of Chief Superintendent 	12 2 x Supt 5 x C/Insp 4 x Police staff	January 2009	March 2009	£9,600 plus abstraction costs	

Appendix A

		or Head of Service within 5 years	1 x Special Constable				
HPDS	Student officers, constables and Sergeants	<ul style="list-style-type: none"> Supported by Divisional Command Team Must be able demonstrate the desire and commitment to reach ACPO ranks 	5	Application forms available from 1 April 09, to be returned by July 2009. Assessment phase from September to November 09	November 2009		Abstraction costs only
Bespoke coaching programme	BME, GLBT, staff with disabilities, and female staff	<ul style="list-style-type: none"> Supported by Divisional Command Team Must be able to demonstrate the ability to progress to a higher rank/grade or to a specialist role 	10	April 2009	June 2009		£8,000 for coaching and mentoring. plus abstraction costs. A bid will be submitted for £9,000 to the LSC to fund this programme. The outcome will be known in February 09.
Coaching and mentoring programme	All officers/staff, limited in phase 1 to Inspectors – Superintendent and	<ul style="list-style-type: none"> Supported by line manager Must be able to demonstrate the ability 	20	January 2009	March 2009	Internal coaching mentoring programme	20 staff to be identified for executive

Appendix A

	police staff equivalent.	to progress to a higher rank/grade or to a specialist role.				Abstractions costs only.	coaching programme for 2009/10 at a cost of £800 per person for six sessions.
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9.0 Recommendation

9.1 Strategy Board are asked to:-

- agree the content of this report;
- if agreed, Divisional Leadership Teams are asked to consider the criteria in the elements of the Leadership Academy, HPDS, Bespoke Coaching and Mentoring Programme and the generic Coaching and Mentoring programme and encourage applications as appropriate, and
- if agreed, the Assistant Director (People Services) in conjunction with the Head of Communications, to market the revised Developing Leadership Programme to all relevant staff and develop the selection processes for each discrete element.

On behalf of: Martin Stuart, Deputy Chief Constable
Author: Louise Frayne, Assistant Director (People Services)

Appendix 1 – Development of Chief Superintendents/Heads of Service to ACPO

- **Four coaching sessions of about 3 – 4 hours duration** – these look at individual strengths and weaknesses. They target and then develop the skills and qualities essential for effective leadership and success at PNAC.
- **Development workshops** – these enable the participants to practice and hone the skills essential for interviews, effective presentations, written communication, problem solving and team work.
- **Speed reading sessions** – these are led by an experienced practitioner. They assist with the assimilation of high volume, complex written material at senior management level.
- **Media development inputs** – these ensure up to date media training at Chief Officer level. An experienced journalist helps practice skills and gives feedback.
- **Inputs from ACPO officers** – these concentrate on the skills and qualities necessary for success at Chief Officer level.
- **Workshop inputs on stress and relaxation** – these are vital in the management of the PNAC process and for work/life balance in the workplace.

Psychometric tests and 360° feedback can be arranged and charged at £350 in total.

The programme can also be tailor-made and costed to suit the needs of an individual who has unsuccessfully completed SPNAC.



Appendix 2 – Application Form for Leadership Academy

Leadership Academy Application Form

Name:	
Directorate:	
Division:	
Rank/Grade	
Team:	
<p>Supporting Statement: This statement should set out your understanding of your strengths and areas for development in relation to the competencies on the last page of this form, and how both you and the Force will benefit from the learning you will gain as part of this programme.</p>	
<p>Strategic Perspective (350 words)</p>	
<p>Negotiating and Influencing (350 words)</p>	
<p>Maximising Potential (350 words)</p>	
<p>Respect for Race & Diversity (350 words)</p>	

Community and Customer Focus (350 words)

Resilience (350 words)

Problem solving (350 words)

Signed:
[insert name]

Date:

Supported by Divisional Commander Yes/No

Signed:
[insert name]

Date:

Competencies

The NSCAS process will test potential against the 7 ACPO behaviours tested at Senior PNAC and considered key Chief Officer qualities for both officers and staff. The behaviours are: -

<p>STRATEGIC PERSPECTIVE</p> <p>Looks at issues with a broad view to achieve the organisation's goals. Thinks ahead and prepares for the future. Understands external expectations and influences on the organisation or unit. Identifies common goals, interests and perspectives with other agencies. Creates a vision for the future and a strategy for how it can be achieved.</p> <p>Positive Indicators</p> <ul style="list-style-type: none"> • Understands broad political, economic and legislative trends, and predicts what effect they will have on the police service. • Understands the views and priorities of outside organisations and government bodies, and their effect on the organisation. • Understands and manages complex political agendas. • Considers the effects of actions on the police service, stakeholders and the community, balancing own needs with theirs. • Takes a national or international view, thinking beyond the interests of own unit or Force. • Looks ahead to where the organisation needs to be in the long term. • Compares performance with other Forces and centres of excellence to set organisational goals. • Creates effective strategies, vision and values, and establishes them within the organisation. • Develops strategies and ways of working that balance local and organisational needs. • Identifies overlaps in activity in the organisation, and introduces policies that encourage people to think and act more broadly. <p>Negative Indicators</p> <ul style="list-style-type: none"> • Is not aware of organisational strategy. • Does not recognise the links between related activities or functions. • Is not interested in what is going on outside own area. • Does not see the possible damaging effects of actions or decisions on other parts of the organisation. • Criticises or does not support organisational policies. • Is not willing to accept or co-operate with organisational policy. • Focuses on short-term issues, ignoring long-term effects. • Is not aware of the effect of own actions on other agencies. • Does not see the wider picture. • Is not aware of political issues. • Does not predict and prepare for problems.
<p>NEGOTIATION AND INFLUENCING</p> <p>Persuades and influences others using logic and reason. Sells the benefits of the position they are proposing, and negotiates to find solutions that everyone will accept. Develops sophisticated strategies for influencing others at all levels in the organisation. Negotiates satisfactory solutions on broad or complicated issues with stakeholders.</p>

Positive Indicators

- Identifies important players in a situation.
- Achieves a general agreement at all levels.
- Develops logical arguments, selling the benefits to everyone involved.
- Focuses on important elements of complicated issues to sell the viewpoint to others.
- Tailors arguments to include the points that will have the most influence on the other person involved.
- Assesses the reaction of key players, and adjusts arguments accordingly.
- Gets support before presenting proposals.
- Creates a vision of the future that others can relate to and find attractive.
- Negotiates successful outcomes with stakeholders, gaining their support to achieve organisational objectives.
- Identifies the real power base in other organisations as a starting point for negotiation.
- Understands outside partners' preferred approaches to agreeing solutions.
- Aware of changes in working relationships between individuals, groups and organisations.

Negative Indicators

- Gives views without any real belief.
- Cannot explain or justify decisions.
- Gives views without any logic or reasoning.
- Is not willing to compromise to achieve a solution that everyone accepts.
- Tries to force views on others without discussion.
- Does not focus on the important points of complicated issues that will persuade others.
- Does not think through the possible issues and objections that might be raised.
- Ignores points raised by others.
- Tries to get proposals approved without getting support beforehand.

MAXIMISING POTENTIAL

Actively encourages and supports the development of people. Motivates others to achieve organisational goals. Puts systems and strategies in place that develop people at all levels of the organisation. Creates an environment where staff are motivated to achieve results.

Positive Indicators

- Encourages managers to develop their leadership skills, giving guidance and support.
- Makes sure that all the right people at the right level are given management opportunities.
- Introduces systems and structures that support decision-making at the most appropriate level.
- Uses training and development in a focused way to improve the organisation's capability.
- Is active in supporting people's development by personally acting as a coach and mentor.
- Encourages managers and senior officers to be effective role models, coaches and mentors.
- Devolves authority and empowers people to take decisions without being over-critical.
- Balanced in giving feedback to staff, acknowledging success as well as helping staff to learn from their mistakes.
- Helps people to identify and develop their strengths.
- Sets an example to others by showing they are committed to maintaining and developing own skills.
- Promotes a culture throughout the organisation of recognising and rewarding effort.
- Shows determination to succeed as a way of motivating others.
- Aware of the impact of their own behaviour on morale and performance of staff.

Negative Indicators

- Does not help staff learn by sharing knowledge with them.
- Gives the impression of being too busy to be available for staff.
- Does not review staff's work or progress.
- Tends to do all the jobs themselves, rather than using them to develop staff.
- Does not encourage staff to see the development opportunities in everyday activities.
- Shows little interest in teaching or coaching others.
- Does not try to find out why someone may not be performing well.
- Gives unhelpful criticism, and does not use praise to motivate people.
- Is not aware of the good work done by staff.
- Gives negative feedback rather than focusing on ways to improve.
- Creates a climate of blame when mistakes are made.

RESPECT FOR RACE AND DIVERSITY

Considers and shows respect for the opinions, circumstances and feelings of colleagues and members of the public, no matter what their race, religion, position, background, circumstances, status or appearance. Understands other people's views and takes them into account. Is tactful and diplomatic when dealing with people, treating them with dignity and respect at all times. Understands and is sensitive to social, cultural and racial differences.

Positive Indicators

- Sees issues from other people's viewpoints.
- Is polite, tolerant and patient with people inside and outside the organisation, treating them with respect and dignity.
- Respects the needs of everyone involved when sorting out disagreements.
- Shows understanding and sensitivity to people's problems and vulnerabilities.
- Deals with diversity issues and gives positive practical support to staff who may feel vulnerable.
- Listens to and values other's views and opinions.
- Uses language in an appropriate way and is sensitive to the way it may affect people.
- Acknowledges and respects a broad range of social and cultural customs, beliefs and values within the law.
- Understands what offends others and adapts own actions accordingly.
- Respects and maintains confidentiality, wherever appropriate.
- Delivers difficult messages sensitively.
- Challenges inappropriate attitudes, language and behaviour that is abusive, aggressive or discriminatory.
- Takes into account other's personal needs and interests.
- Supports minority groups both inside and outside their organisation.

Negative Indicators

- Does not consider other people's feelings.
- Does not encourage people to talk about personal issues.
- Criticises people without considering their feelings and motivation.
- Makes situations worse with inappropriate remarks, language or behaviour.
- Is thoughtless and tactless when dealing with people.
- Is dismissive and impatient with people.
- Does not respect confidentiality.
- Unnecessarily emphasises power and control in situations where this is not appropriate.
- Intimidates others in an aggressive and overpowering way.
- Uses humour inappropriately.
- Shows bias and prejudice when dealing with people.

COMMUNITY AND CUSTOMER FOCUS

Focuses on the customer and provides a high-quality service that is tailored to meet their individual needs. Understands the communities that are served and shows an active commitment to policing that reflects their needs and concerns. Maintains a broad understanding of social trends and identifies what effect they will have on the organisation. Creates processes that make sure stakeholders' and customers' views and needs are clearly identified and responded to. Puts in place strategies for media and community relations.

Positive Indicators

- Focuses policing plans, objectives and targets on meeting the needs of the community.
- Makes sure local objectives are agreed in partnership with local statutory and voluntary agencies.
- Understands the complexity and effects of policing a variety of different communities.
- Clearly identifies and acts on the views and needs of stakeholders and customers.
- Is sensitive to the needs and interests of other organisations when working with them.
- Makes sure the organisation relates to people of all ages, backgrounds and views.
- Sets up structures and processes that encourage effective working relationships with the media.
- Explains why and how money is being spent in the organisation to stakeholders and the public.
- Shows a belief that the organisation is responsible to the local community.
- Keeps local communities informed of progress in meeting their needs and dealing with their concerns.
- Acts in the greater public interest even if this unavoidably damages personal or organisational reputations in the absence of all other options.
- Balances social and political needs with financial restrictions.
- Monitors the service delivery to make sure customers' needs are met.
- Engages with the wider community, seeking to influence local or national issues.

Negative Indicators

- Is not customer-focused and does not consider individual needs.
- Does not tell customers what is going on.
- Presents an unprofessional image to customers.
- Only sees a situation from their own view, not from the customer's view.
- Shows little interest in the customer – only deals with their immediate problem.
- Does not respond to the needs of the local community.
- Slow to respond to customers' requests.
- Fails to check that customers' needs have been met.
- Focuses on organisational issues rather than customer needs.
- Does not make the most of opportunities to talk to people in the community.

RESILIENCE

Shows resilience, even in difficult circumstances. Prepared to make difficult decisions and has the confidence to see them through. Shows reliability and resilience in difficult circumstances. Remains calm and confident, and responds logically and decisively in difficult situations.

Positive Indicators

- Is reliable in a crisis, remains calm and thinks clearly.
- Sorts out conflict and deals with hostility and provocation in a calm and restrained way.
- Responds to challenges rationally, avoiding inappropriate emotion.
- Deals with difficult emotional issues and then moves on.
- Manages conflicting pressures and tensions.
- Maintains professional ethics when confronted with pressure from others.
- Copes with ambiguity and deals with uncertainty and frustration.
- Resists pressure to make quick decisions where full consideration is needed.
- Remains focused and in control of situations.
- Makes and carries through decisions, even if they are unpopular, difficult or controversial.
- Stands firmly by a position when it is right to do so.
- Defends their staff from excessive criticism from outside the team.

Negative Indicators

- Gets easily upset, frustrated and annoyed.
- Panics and becomes agitated when problems arise.
- Walks away from confrontation when it would be more appropriate to get involved.
- Needs constant reassurance, support and supervision.
- Uses inappropriate physical force.
- Gets too emotionally involved in situations.
- Reacts inappropriately when faced with rude or abusive people.
- Deals with situations aggressively.
- Complains and whinges about problems rather than dealing with them.
- Gives in inappropriately when under pressure.
- Worries about making mistakes and avoids difficult situations wherever possible.

PROBLEM SOLVING

Gathers information from a range of sources. Analyses information to identify problems and issues, and makes effective decisions. Applies a range of analytical techniques to understand complex information issues. Considers a range of options and their effects. Makes strategic decisions by logically analysing all the relevant factors.

Positive Indicators

- Uses an analytical approach to solve problems.
- Challenges underlying assumptions to make sure information is accurate.
- Gathers information and ideas from outside to benefit the organisation.
- Takes an intelligence-driven approach to complex situations.
- Identifies trends in statistical information.
- Analyses information to identify possible problems in the future.
- Clearly identifies the main issues in complex problems and focuses on them.
- Considers different options and thinks through 'what if' scenarios.
- Produces imaginative responses to complex problems.
- Makes balanced decisions that are in proportion to the problem being faced.
- Exercises good judgement, making fair decisions.
- Tests widely for possible reactions to controversial decisions.

Negative Indicators

- Doesn't deal with problems in detail and does not identify underlying issues.
- Does not gather enough information before coming to conclusions.
- Does not consult other people who may have extra information.

- Does not research background.
- Shows no interest in gathering or using intelligence.
- Does not gather evidence.
- Makes assumptions about the facts of a situation.
- Does not notice problems until they have become significant issues.
- Gets stuck in the detail of complex situations and cannot see the main issues.
- Reacts without considering all the angles.
- Becomes distracted by minor issues.

Her Majesty's Inspectorate of Constabulary



Frontline Supervision Snapshot Review

August 2008

KEY TO FRONTLINE SUPERVISION SNAPSHOT REVIEW

List of Recommendations	Exceeds the Standard	Meets the Standard	Fails to meet the Standard
Frontline Supervision (1- 27)			
Clarity of Role and Purpose (1- 4)			
Training and Preparation (1- 7)			
Status and Standards (1- 6)			
Support (1- 4)			
Critical Incidents (1- 6)			
Looking Ahead (1- 5)			

Reference	Where are you now?	Exceeds	Meets	Does Not Meet
Recommendations (Please tick as appropriate)				
<p>1. ACPO together with NPIA should develop a set of national standards for the role of frontline Sergeant. They need to define a baseline of competence in areas such as: leadership; critical incident and risk management; management and development of staff; maintenance of standards of professionalism; and service delivery. Such standards should not be over- prescriptive or restrictive, but should allow forces, locally, to build on common foundations of expertise.</p>	<p>The recommendation is the responsibility of ACPO and NPIA</p>			
<p>2. Police Authorities must work together with Chief Officers to ensure that strategic organisational objectives are clearly and effectively translated into frontline delivery activity, and that the performance management framework remains consistent with the strategic intent, and force expectations.</p>	<ul style="list-style-type: none"> • Individual Police Authority members have been appointed as leads in areas such as neighbourhood policing and crime, and these leads have significant input into these areas. • The performance framework is managed through team, BCU, and Force Performance Reviews, each aligned to the strategic objectives outlined in the Policing Plan. • The PDR process is currently being reviewed 			✓

	<p>to make it a more effective tool in transferring force priorities to frontline delivery, and as a management tool for supervisors.</p> <ul style="list-style-type: none"> • Police Authority Performance reports have been redesigned to align with the Force's core services and performance reporting structure. • Progress to address HMIC recommendations is regularly reported to the Police Authority. • The Force and Police Authority are engaging from with beginning of the 2009-10 strategic planning cycle. 			
Reference	Where are you now?	Exceeds	Meets	Does Not Meet
<p>3. Forces should urgently review policies and ensure that opportunities are maximised for frontline Sergeants to provide active leadership and supervision at or during incidents and be accessible and visible to their staff, through the review and rationalisation of administrative and/or procedural burden.</p>	<ul style="list-style-type: none"> • Issues with the current policy management system have been identified and proposals for the future management and rationalisation of Force policies are being presented to senior officers. • People Services are currently developing a Framework for Managing People to condense all policies and procedures into easy to manage formats. • The People Services Performance Report has commenced to assess the span of control for Sergeants across the Force. • The Critical Incident Policy has been developed, and training provided to all supervisors. Sergeants are key to early identification and escalation of critical 			✓

	<p>incidents. This policy, along with Neighbourhood Policing Policy and Procedure includes accessibility, visibility and active supervision protocols.</p> <ul style="list-style-type: none"> • The WEBs crime management tool enables sergeants to manage crime investigations within their teams, removing the need to go through every crime report on CMS2. • Crime evaluation procedures have been introduced to rationalise the number of reports sent to sergeants for their officers to investigate. • Processes for submitting crime reports are being streamlined. 			
<p>4. ACPO and NPIA should together undertake a fundamental review of the promotion process from constable to sergeant in the first instance. The review should take account of the need for forces to identify, nurture and develop talent through the effective use of the PDR process. This review should re-focus the promotion process towards identifying leadership qualities and complementing technical knowledge and experience. The outcome should be used to inform future decision making on the composition of promotion processes up to and including the rank of Chief</p>	<p>The recommendation is the responsibility of ACPO and NPIA</p>			

Superintendent, placing leadership skills alongside technical competence .				
Reference	Where are you now?	Exceeds	Meets	Does Not Meet
5. ACPO should undertake a fundamental national review of the use of Acting Sergeants in all forces.	The recommendation is the responsibility of ACPO			
6. Chief Officers must ensure that where Acting Sergeants are deployed, they are suitably qualified and supported, and should develop processes to accurately monitor the extent of use of Acting Sergeants. An impact or risk assessment process should accompany the deployment of all Acting Sergeants.	<ul style="list-style-type: none"> • Bedfordshire Police primarily use acting Sergeants in a developmental role as part of the promotion selection process. Acting appointments are made from constables preparing for or part-qualified for promotion. Training and development courses are run which place emphasis on leadership. • Acting Sergeants are currently supported by a number of mentors. This will be enhanced with the introduction of the Leadership Academy. • Monitoring of the use of acting Sergeants is maintained through Career Development, People Services and through HR professionals based on divisions. Consideration is currently being given to introducing post deployment assessments. 			✓
7. Forces should review their use of the Performance and Development Review	<ul style="list-style-type: none"> • The PDR process is currently being reviewed by People Services to make it a more effective tool for supervisors, and within the 			✓

<p>(PDR) process and ensure that the balance between performance measurement and developmental activity is appropriate.</p>	<p>promotion and selection process.</p> <ul style="list-style-type: none"> • PDRs are required to contain both performance measurement and development activity as appropriate. 			
Reference	Where are you now?	Exceeds	Meets	Does Not Meet
<p>8. Forces should ensure that the PDR is used as a means of documenting an officer's readiness for promotion in terms of individual performance and their development needs. Appropriate and effective use of the PDR should be closely scrutinised.</p>	<ul style="list-style-type: none"> • The PDR process is being reviewed as a management tool. Individual performance and developmental needs are documented. • The PDR is now included within the promotion process. • PDRs are subject to quality assurance through dip sampling (carried out at divisional level), according to a published Force policy. 			<p>✓</p>
<p>9. Forces should ensure that their PDR process contains sufficient objectivity and accuracy to be a relied upon as a reference document in considering applications for level transfer as well as promotion.</p>	<ul style="list-style-type: none"> • • The PDR process is being reviewed for effectiveness. • PDRs are subject to dip sampling, as well as scrutiny when incompetent performance is reported, to ensure objectivity and accuracy. 			<p>✓</p>
<p>10. ACPO must be absolutely clear in defining the role of a frontline Sergeant and ensure that associated processes of selection, promotion, training and support complement the role definition.</p>	<p>The recommendation is the responsibility of ACPO</p>			

Reference	Where are you now?	Exceeds	Meets	Does Not Meet
<p>11. ACPO should overtly recognise and publicise the critical role that effective frontline supervision plays in delivery of the policing agenda on 24/7 basis, in terms of incident management, quality of service and delivery of citizen focused policing. It should be valued as a 'specialism' in its own right, and accordingly, frontline Sergeants should be viewed equally with any other 'specialist' police Sergeant.</p>	<p>The recommendation is the responsibility of ACPO</p>			
<p>12. NPIA, together with ACPO should introduce a process for the formal accreditation of the rank of Sergeant and the role of frontline supervisor.</p>	<p>The recommendation is the responsibility of ACPO and NPIA</p>			
<p>13. In the operating context of citizen focused policing, forces should ensure frontline Sergeants understand the delivery agenda and are provided with regular feedback as to their effectiveness in meeting it.</p>	<ul style="list-style-type: none"> • Citizen Focus is being fully integrated into the ethos of operational policing through the training and deployment of both Neighbourhood Policing Teams, response and specialist officers. All officers receive citizen focus training and knowledge through appropriate modules of the IPLDP, the Confidence and Performance Programme, as 		<p>✓</p>	



	<p>well as specific training input from the BCU Customer Service Managers, Professional Standards Department, and briefings provided by BCU Management Teams. Supervisors receive assessor training to AA1 and AA2 level as appropriate that enables them to monitor and mentor their officers as appropriate.</p> <ul style="list-style-type: none"> • Response teams at both BCUs have received extensive briefings on Neighbourhood Policing and Citizen Focus at divisional level through the Leadership Team and Customer Care Managers. This input has not only covered the need for their actions to be explicitly aimed on providing a Citizen Focused service but also on how they can support the SNTs in their approach. • The Force has a comprehensive performance monitoring process, with Citizen Focus objectives as appropriate contained in PDRs, thus ensuring appropriate and effective feedback. 			
Reference	Where are you now?	Exceeds	Meets	Does Not Meet
14. Senior Management Teams need to demonstrate visible support for frontline Sergeants, both in the operational context as well as organisational in terms of adherence to standards and policy	<ul style="list-style-type: none"> • Bedfordshire Police has published minimum standards of dress and behaviour, which are fully supported and advocated by senior management teams. The Head of Professional Standards has emphasised these standards in his advice column 		✓	


compliance.	<p>published on the intranet.</p> <ul style="list-style-type: none"> • The Chief Constable has conducted a series of roadshow events supporting frontline officers. These include question and answer sessions to address any concerns. • There is confidence in the Senior Management Teams across the force to instil and maintain appropriate standards, and there is good and regular dialogue between leadership teams and People Services. • A firm stance is being taken by the force from the top down to ensure that frontline supervisors are aware that they will be supported when they have to make difficult or robust decisions. 			
15. Forces should review their infrastructure, support mechanisms (both organisational and individual), operating procedures and resources to ensure they are allocated according to demand, amongst all departments, and that frontline capacity is not disproportionately disadvantaged.	<ul style="list-style-type: none"> • Resourcing and staffing levels are regularly reviewed through a strategic HR management group. • The fundamental restructuring of the force into 3 directorates, Territorial Policing, Protective Services, and Corporate Services, aligned the infrastructure to better manage resources in line with force strategic priorities. • In line with national policy, the force has fully adopted a Neighbourhood Policing style with all areas serviced by Safer Neighbourhood Teams. These teams are fully resourced. Force resourcing was reviewed as part of Neighbourhood Policing implementation. • Within the Force Business Partner Model, HR 		✓	

	Business Partners are located on BCUs to provide support to both senior managers and supervisors. They attend the Divisional ?? where resources and performance are discussed			
16. Forces need to develop a culture which enables frontline Sergeants to exercise discretion, professional judgement and risk management in support of service delivery.	<ul style="list-style-type: none"> Bedfordshire Police is embedding a culture which fully supports frontline supervisors, embedded within the Force purpose and values, and reinforced through training, performance review, and personal input from senior managers. The acting Sergeants and Inspectors training course place emphasis on leadership and people management skills. Support is given by the HR Business Partners on Division and the IPLDP Training and Assessment Teams to front line supervisors in the management of risk. Front line supervisors are actively encouraged through the PDR process to exercise professional judgement and a firm stance is being taken by Senior Managers to ensure that front line supervisors will be supported when they make difficult or robust decisions in support of service delivery 			✓
Reference	Where are you now?	Exceeds	Meets	Does Not Meet
17. Forces should clearly articulate to all staff the importance attached to effective	<ul style="list-style-type: none"> The confidence and performance programme (CPP) was introduced into the force in January 2007, with training starting in 		✓	


<p>frontline supervision and the priority they place on Sergeants as leaders, coaches, mentors and custodians of excellence in service delivery. High visibility and a proactive style should be pivotal.</p>	<p>October the same year. The programme was intended to deliver training to all sergeants and police staff equivalents on customer satisfaction, challenging behaviours and coaching/mentoring skills Remove as CPP was withdrawn</p> <ul style="list-style-type: none"> • The promotion process very much focused on the individuals operational knowledge, rather than their ability to manage physical and human resources effectively. The process has been reviewed and revised with a more balanced approach being taken to ensure the individual's ability to manage is tested at the promotions board recognising that performance management will improve when instilled consistently and robustly on a day to day basis. • Support is given by the IPLDP Training and Assessment Team to front line supervisors in managing new officers in terms of their development and managing poor performance • <u>All Active Sergeants and Inspectors attend a specific programme to assist them with their role as do those who are substantively promoted onto the WBA scheme.</u> 			
<p>18. ACPO should develop an implementation framework and implement NPIA Practice Advice on Critical Incident Management</p>	<p>The recommendation is the responsibility of ACPO</p>			

(2007) in all forces. This should be completed by October 2008 and will be reviewed in subsequent inspections.				
19. Forces should clarify their expectations of frontline Sergeants at or during critical incidents, and ensure that training and support mechanisms enable delivery of those expectations. This will be reviewed in subsequent inspections.	<ul style="list-style-type: none"> • A Critical Incident Policy and Procedure has been developed. • Critical Incident training is being rolled out to all supervisors through obligatory law update seminars. A Powerpoint presentation has been placed on the force intranet to aid the briefing of teams. • Critical incident training takes place on all student officer, sergeant, and inspector courses, as well as in the PIP training being rolled out across the force 		✓	
Reference	Where are you now?	Exceeds	Meets	Does Not Meet
20. Forces should develop processes to test knowledge and understanding of critical incident management principles of frontline Sergeants, maintain a corporate record of knowledge levels, and take remedial action to address individual as well as organisational knowledge gaps. This will be reviewed in subsequent inspections.	<ul style="list-style-type: none"> • An electronic system for monitoring / sampling critical incidents has been in place since 1st September 2008. The Strategic Firearms, Public Order, and Critical Incident Group will oversee the monitoring process. • As yet no mechanism exists to capture and address individual learning and development opportunities. Processes are being established to ensure organisational memory / learning is brought to this group for dissemination as appropriate. 			✓
21. Forces should develop processes to	<ul style="list-style-type: none"> • Routine debriefing is being embedded. Critical incident decision logs contain a 			✓

ensure that the routine debriefing of critical incidents occurs and that frontline Sergeants and staff are part of that process. This will be reviewed in subsequent inspections.	debriefing sheet where lessons learned can be articulated. The logs are monitored by senior management and learning issues promulgated through appropriate strategic and BCU groups.			
22. NPIA should develop processes by which individual and force learning from critical incidents, through debriefing, can be promulgated across the Service.	The recommendation is the responsibility of NPIA			
Reference	Where are you now?	Exceeds	Meets	Does Not Meet
23. ACPO and NPIA should develop a national standard of police leadership, which can be tailored at the local level, but with nationally agreed principles to ensure consistency of expectation and application across all forces.	The recommendation is the responsibility of ACPO and NPIA			
24. Forces should ensure that resourcing and staffing levels are regularly reviewed against a model or staffing projection. Forces need to review and, where appropriate, adapt management information systems to enable effective resource and asset management in	<ul style="list-style-type: none"> Resourcing and staffing levels are regularly reviewed through a strategic HR management group. The HR Business Partners are responsible for producing accurate disposition lists for their respective division and notifying the Recruitment Team of actual or forthcoming vacancies. 			

<p>support of effective frontline service delivery.</p>	<ul style="list-style-type: none"> • The People Services Performance Report forecasts vacancies and monitors actual strength against the funded establishment and establishment funded from external sources. • People Services has been restructured and a designated career development function introduced to address effective succession planning. • Proposals are being developed for a new HR IT system will provide accurate and timely information to front line supervisors on officer skills to allow for more effective management of the workforce. 			
<p>25. Forces should develop ways of monitoring, scrutinising and supporting frontline supervisory activity.</p>	<ul style="list-style-type: none"> • People Services are currently developing a Framework for Managing People to condense all policies and procedures into easy to manage formats. • An Embedding Performance Management project has been launched, supported by Home Office funding, to embed a performance management culture on the frontline and a corporate approach to supervisory level performance management. • Informal mentoring/coaching is provided via Training and Development Services to support officers before and after promotion boards. Training and Development have appointed a Career Development Manager to formalise this process. 			

	<ul style="list-style-type: none"> • <u>To support the Embedding Performance Framework project divisions have been asked to nominate individuals with the potential to develop further for an executive coaching programme. This will commence in December 08 and will run in parallel with the Leadership Academy. Furthermore all existing coaches and mentors will receive refresher training and a new training programme is being devised to develop new coaches and mentors across the organisation running from February 09.</u> • New IT is being scoped to support supervisors' understanding, monitoring and training objectives in relation to Force and divisional priorities. 			
Reference	Where are you now?	Exceeds	Meets	Does Not Meet
<p>26. Frontline Sergeants should have a voice and contribute to improving structures, systems and operating processes. Forces should ensure such a feedback and discussion mechanism exists. Police Authorities and Chief Officers should consider the impact of their investment choices on frontline supervision in terms of working environment, fleet and equipment, resilience, capacity and morale.</p>	<ul style="list-style-type: none"> • Processes exist for officers and staff to contribute to improving Force systems and processes, although these have not been tailored specifically for frontline sergeants. • In determining The Force's Neighbourhood Policing Model all staff, including frontline sergeants, were fully consulted. • The Force Service Improvement Group and the CHC User Group both provide mechanisms for officers and staff to contribute to improving Force structures, systems and processes. 		✓	

	<ul style="list-style-type: none"> • In late 2007 a cross section of officers and staff, including sergeants, participated in a series of planning workshops. From these was formed the Force's Purpose and Values, which are embedded as a central feature of strategic planning and published policing plans. • The Performance Management Framework project is seeking to embed "going lean" principles (reducing waste) delivered by empowering personnel, including frontline sergeants, to make improvements in their areas of work. 			
<p>27. Forces should complete a 'snapshot-in-time' review of the issues raised in this report and determine the need for any immediate remedial activity by October 2008. (See 'Snapshot opportunities' – Menu of Options)</p>	<ul style="list-style-type: none"> • Snapshot review has been completed by the Assistant Director (People Services) and is attached 			
<p>'Snapshot' opportunities – Menu of options</p>				

Clarity of Role and Purpose (Please tick as appropriate)				
Reference	Where are you now?	Exceeds	Meets	Does Not Meet
1. Publicise force-wide the strategic 'fit', and emphasise where appropriate the importance of frontline service delivery and supervision in the overall force operating context.	<ul style="list-style-type: none"> • Route map for Sergeants developed. This route map clearly articulates the role of a Sergeant, expectations, support available and core competencies. The chair of the last Sergeants Promotions Board has already used it to give feedback to unsuccessful candidates, and has reported that it is a really effective tool to assist individuals with preparing themselves for the role of a Sergeant. The route map will now be included in all literature for Sergeant Boards and will be circulated to all supervisors to assist with the PDR process. A route map is also being prepared for Inspectors. • The acting Sergeants and Inspectors courses place emphasis on leadership and the need to performance manage robustly. The HR Business Partners are assisting with the delivery of these courses led by Karen Molloy, Management Development Co-ordinator. • The People Services Performance Report has already begun to assess the span of 			
2. Clarify imperatives of the role of frontline supervisor.				
3. Check frontline supervisor's understanding of force expectations in respect of strategic intent being clearly translated into tactical service delivery.				
4. Examine whether existing force structure and operating procedures adequately enable opportunities for frontline supervisors to be accessible and visible to those they supervise are maximised.				

	<p>control for Sergeants across the Force. To date this has been completed for Territorial Policing and work has begun on conducting a similar exercise for Protective Services. On receipt of this analysis recommendations will be made as to how the span of control might be managed to assist the supervisor and ensure Force priorities are communicated effectively.</p> <ul style="list-style-type: none"> • The PDR process is subject to review to make it a more effective tool in transferring force priorities to the front line and as a management tool for supervisors, without being too arduous process to complete 			
<p><i>Training and Preparation (Please tick as appropriate)</i></p>				
<p>1. Review the extent and use of Acting Frontline Supervisors to ensure it is being used appropriately, and that those in the role are suitably qualified and supported. (See clarity of Role and Purpose) and GMP model.</p>	<ul style="list-style-type: none"> • Noting that effective succession management is absolutely key to delivering improved performance People Services has been restructured and a designated career development function introduced. This team will be responsible for working with senior managers to identify areas where the Force may be vulnerable as key staff either leave or retire and to ensure a pool of successors are in place, who have been trained and developed appropriately to fill roles as they 			
<p>2. Are you confident that officers taking up the role of frontline supervisor on promotion are adequately supported for</p>				

<p>the transition?</p>	<p>become vacant.</p>			
<p>3. Are you confident that officers taking up the role of frontline supervisor on level transfer from other areas of policing are adequately supported for the transition?</p>	<ul style="list-style-type: none"> • Furthermore, the promotions process has been reviewed to increase flexibility in terms of the number of boards run each year. Bedfordshire Police has also received a number of enquiries from external applicants on transferring to Bedfordshire on promotion, and an advert is now scheduled for w/c 22 September 08 in the Police Review to encourage applications as both Sergeant and Inspector ranks, as well as Detective Constables. 			
<p>4. Are your succession planning processes robust enough to keep the need for Acting Frontline Supervisors to an absolute minimum?</p>	<ul style="list-style-type: none"> • PDRs will also be included as part of the promotion boards process and candidates will be made aware of this. 			
<p>5. Do you have risk management measures in place for points 1 to 4 above?</p>	<ul style="list-style-type: none"> • A designated induction programme for officers transferring from other forces is also being developed and recent transferees have been involved in developing this induction. 			
<p>6. Does your PDR process for existing and aspirational frontline supervisors monitor individuals' development as well as performance?</p>	<ul style="list-style-type: none"> • Bedfordshire Police will be launching its own leadership academy in late October/early November together with an executive coaching programme to develop those at Inspector, Chief Inspector and Superintendent rank and staff equivalent. Staff trained as coaches and mentors previously will be contacted to identify those who would be willing to act as coaches and mentors again. Refresher training will be provided. Details of these staff will then be 			
<p>7. Do your HR management information processes enable you to regularly and</p>				

accurately monitor the extent of use of Acting Frontline Supervisor?	<p>published on the Intranet and staff can self-refer by contacting the Career Development Co-ordinator.</p> <ul style="list-style-type: none"> • Support is given by the IPLDP training and assessment teams to front line supervisors in managing new officers in terms of their development and in managing poor performance. The Reg 13 procedure has been rewritten as a result of the final case conference in June 08 to make it more straightforward for managers to use. This will go to the Consultation Forum on 3 November 08. Vanessa Hollis, Mike Smith or the PDU Sgts regularly attend meetings with student officers to support front line supervisors. 			
<i>Status and Standards (Please tick as appropriate)</i>				
1. Are mechanisms in place for regular dialogue between frontline supervisors and Inspectors and senior managers?	<ul style="list-style-type: none"> • Bedfordshire Police does have a published minimum standards of dress and behaviour. Furthermore, the Head of Professional Standards has emphasised these standards in his advice column published on the Intranet. 			
2. Are you confident that your force places sufficient emphasis on the complexity and importance of the role of frontline supervisors, and publicly recognises it?	<ul style="list-style-type: none"> • The Head of Professional Standards talks to all student officer courses personally about standards as does the Head of Learning & Development in their first week of arrival. 			

<p>3. Does your force have published minimum standards of dress and behaviour?</p>	<ul style="list-style-type: none"> • The HR Business Partners are located with their divisions to provide support to frontline supervisors to enforce standards and assist with taking action where reasonable management requests are ignored or not carried out. • There is confidence in the SMTs to also instil and maintain appropriate standards and there is good dialogue between Divisional Leadership Teams and People Services. • Taylor training has just been rolled out across the Force to Chief Supts, Supts, Chief Inspectors and staff equivalent and consideration is being given on how to best deliver the same messages through bite size learning to all Sgts, Inspectors and staff equivalent. 			
<p>4. Are your frontline supervisors confident and capable of enforcing those standards, and are they encouraged and supported in doing so?</p>				
<p>5. Are you confident that your Senior Management Teams set and maintain appropriate standards of professionalism?</p>				
<p>6. Are you confident that effective tasking and co-ordination of frontline activity is routinely taking place?</p>				
<p><i>Support (Please tick as appropriate)</i></p>				
<p>1. Do your SMTs provide clear direction for frontline activity and provide tangible support to frontline supervisors in delivering high quality, citizen focused</p>	<ul style="list-style-type: none"> • The HR Business Partners attend the Divisional Leadership Team meetings where performance and adherence to professional standards are discussed. The HR Business 			

policing?	Partners and HR Advisers assist line managers with addressing performance and improvements in this area are already being noted with managers reporting that they feel supported through the new HR Business Partner model.			
2. Are you confident that your SMTs actively support and encourage frontline supervisors in challenging poor performance and/or adherence to standards of professionalism?	<ul style="list-style-type: none"> • People Services are currently working on a Framework for Managing People to condense all HR policies and procedures into easy to read formats with “tool kits” for managers to use such as standard letters, scripts for meetings etc. 			
3. Are you confident that your SMTs are actively and effectively supporting frontline supervisors in managing operational and organisational risk?	<ul style="list-style-type: none"> • A firm stance is being taken by the Force from the top down to ensure that front line supervisors are aware that they will be supported when they have to make difficult or robust decisions. 			
4. Do your SMTs conduct and document any form of impact assessment on frontline delivery capacity, capability and morale as part of resource allocation decision-making?				
<i>Critical Incidents (Please tick as appropriate)</i>				
1. Clarify force expectations of frontline supervisors in critical incidents and assess whether existing skills levels are adequate.	<ul style="list-style-type: none"> • Critical incident training was given to all staff at the Law Update Seminars in 2007 and the powerpoint presentation remains on the Website for briefing teams 			

2. Disseminate national best practice guide to frontline supervisors immediately.	<ul style="list-style-type: none"> • All inspectors are being training through dedicated presentations by Insp Ford through August September and October • Critical incident training takes place on all student officer, sergeant and inspector courses • Critical incident training is built into PIP training being rolled out to the whole force 			
3. Review existing training arrangements for critical incident management for frontline supervisors and Inspectors – NPIA can provide mobile Hydra-Minerva facility.				
4. Review risk management models and assess whether they support management of risk or generate risk adversity – See ‘Harm’s Way’ policy in Surrey Police.				
5. Assess whether arrangements are in place for the routine debriefing of critical incidents ensuring inclusion of frontline supervisors to improve individual and corporate learning.				
6. Consider implementation of a process to test understanding and knowledge of identification and management processes for critical incidents for frontline				

<p>supervisors or those charged with the responsibility of initial scene management – See COMSIM process in Surrey Police.</p>				
<p><i>Looking ahead (Please tick as appropriate)</i></p>				
<p>1. Are you confident that frontline service delivery good practice in BCUs is promulgated force-wide?</p>	<ul style="list-style-type: none"> • The promotion processes run in June and July very much focused on the individual's ability to manage rather than simply on their operational knowledge recognising that performance management will only improve if it is instilled by Sergeants and Inspectors consistently and robustly on a day to day basis. • The leadership academy encourages “talent” to be spotted as soon as an individual joins Bedfordshire Police either as a Student Officer, new member of police staff, transferee, more established members of staff etc. The academy will nurture talent regardless of rank, although it will be rolled out initially to Inspectors, Chief Inspectors and Superintendents and police staff equivalent initially to ensure it remains manageable. • The proposed HR IT solution will provide accurate and timely information to front line 			
<p>2. Do you have a clear understanding of the level of confidence of your frontline supervisors to manage organisational and operational risk?</p>				
<p>3. What level of importance do you give leadership qualities in identifying potential promotion candidates?</p>				
<p>4. Are you confident that, at point of selection, your frontline supervisors have the skills and experience to deliver your strategic objectives at the tactical delivery level?</p>				

<p>5. Do you encourage your managers to 'talent spot' and nurture future leaders irrespective of level?</p>	<p>supervisors on officer skills and other personnel information and allow more effective management of the workforce. The same system will also record learning and development needs from PDRs allowing the Force to conduct an effective training needs analysis and devise a skills matrix to identify gaps in learning and development to prioritise training and development appropriately</p>			



Bedfordshire Police

People Services and Health & Safety Performance Report

Issued January, 2009

Contents

Executive Summary..... 3

Establishment vs Strength 4

 Establishment vs. Strength 4

 Breakdown by Length of Service..... 5

Headline Performance Figures..... 6

 Occasions of Absence by Duration..... 6

 Sickness Absence by Directorate & Division 7

 Impact on Annual Performance 8

Recruiting 10

 Police Officers 10

 Special Constabulary..... 11

 PCSO..... 12

 Detention Officers..... 12

 Transferees / Rejoiners 14

 Recruitment Website 15

Forecasting Officer Numbers for the Next 12 Months 16

 Projected Net Changes in Strength..... 16

Training 17

Reported Incidents..... 19

 Employee Category 20

Most Common Health & Safety Related Incidents 21

Cost of reported Claims 22

Total Cost 22

 Types of Incident Leading to the Claims 22

 Impact on Absence..... 23

Executive Summary

Force Profile

The force currently has 1236 full time equivalent police officers against the Police Authority funding of 1274 officers.

Attendance Management

The sickness data for officers now stands at 4.7% for the period April 1, 2008 to December 31, 2008 (8 months). This is below the target for the whole year of 5%.

Staff sickness is 5.1% which is above the target of 4.6%.

The sickness rates in December rose sharply, and consequently the emphasis on managing attendance needs to be maintained if the annual targets are to be met.

Recruiting

The forecast for recruitment and officers transferring in to the Force is positive. The Force has had 28 officers transfer in since April 2008, with ranks up to and including chief inspector.

Incidents Reported to the Health & Safety Department

The number of reported incidents remains stable at an average of 302 (for the 1st 9months of each year).

87% of these incidents involve minor injury. Major injuries account for 2% of reportable incidents.

Employee Category

Police officers are the most injured members of the police family, with 80% of reported injuries. Police staff, both frontline and otherwise receiving 17% and Special Constabulary officers 2% of injuries.

By far the most common causes of injury are Physically Assaulted by a Person and Whilst Making an Arrest.

The Cost of Incidents

Injury claims cost the force on average over £40 000 each year, but obviously this is dependant on the actual type of claim itself.

Force Profile

Establishment vs Strength

This section looks at the people currently in the organisation. The source of this data is the Empower personnel system. Empower is now up to date and data can now be reliably split by department.

Establishment vs. Strength

This updated diagram now shows officers on maternity leave and those 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; but the higher rank where the promotion is temporary.

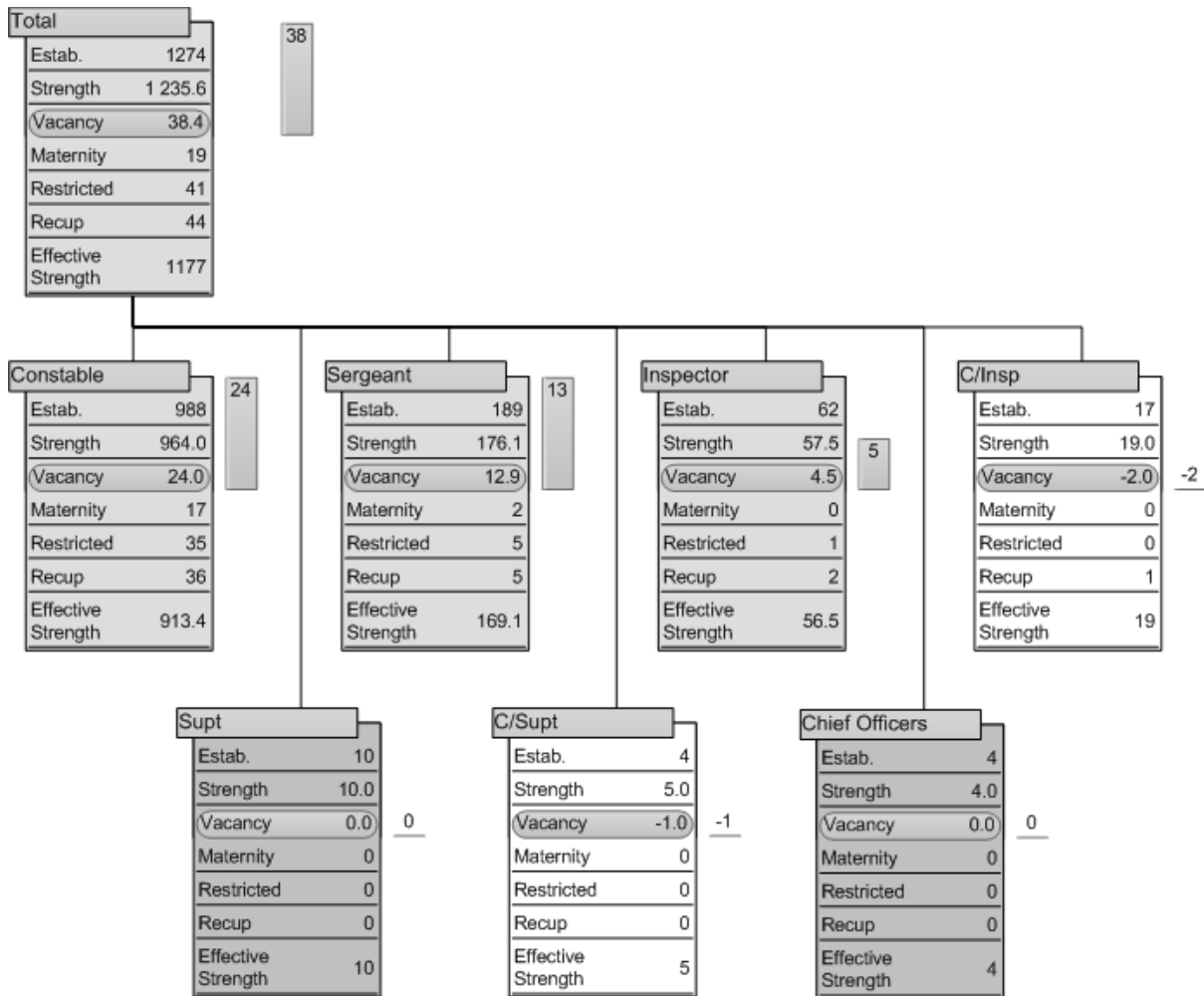
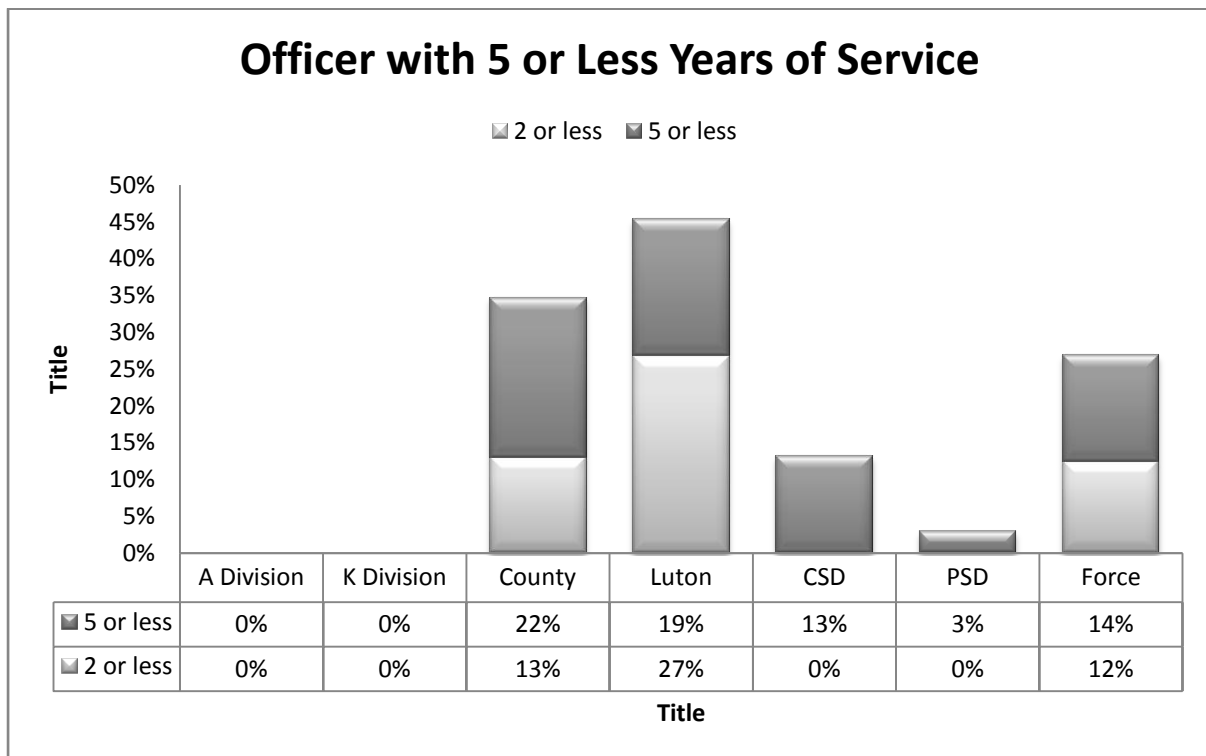


Figure 1

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

BREAKDOWN BY LENGTH OF SERVICE



The above chart demonstrates that Bedfordshire Police has a large inexperienced workforce, predominantly on C division. Although the recruitment of student officers is commendable, emphasis needs to be continually placed on recruiting transferees to address the balance.

This is important not only for the short term but the medium to long term as well and the comments in the Thematic Inspection on Frontline Supervision endorsed the difficulties of supervisors with limited experience managing staff and indeed driving forwards performance for the organisation.

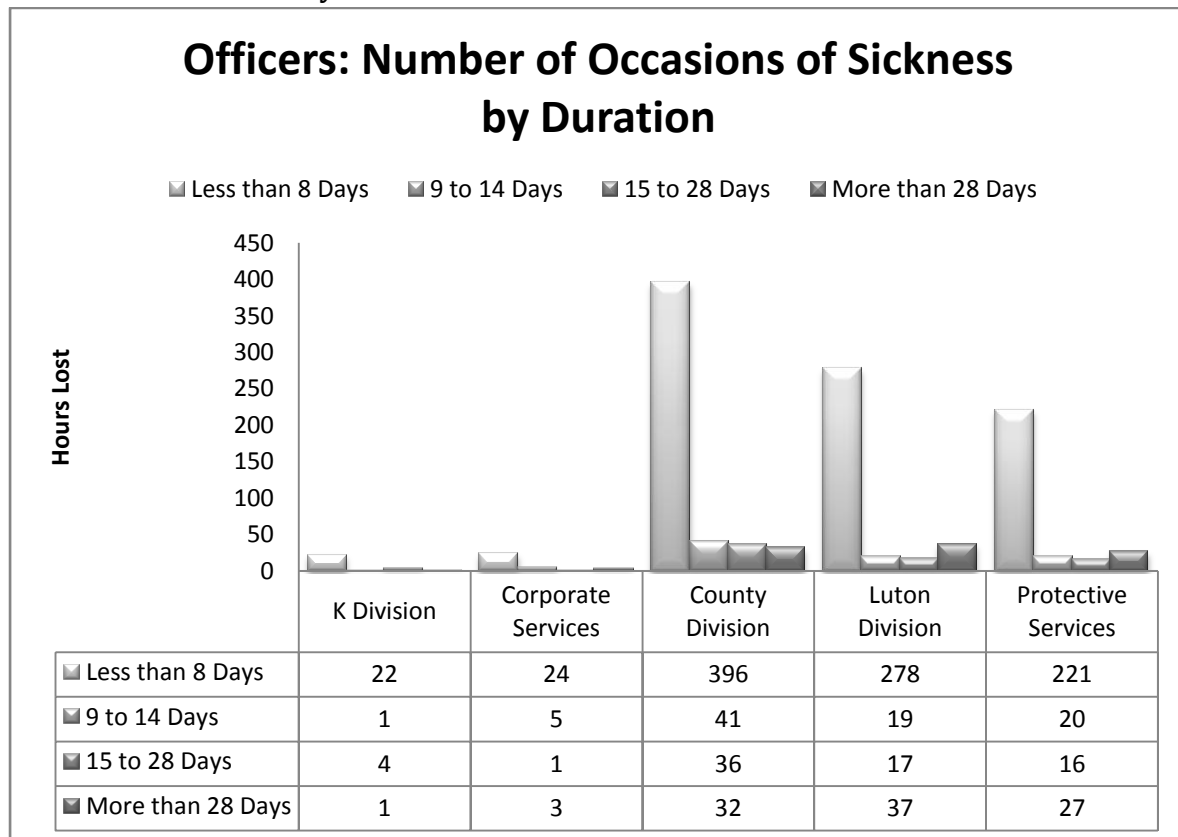
Consequently, the Assistant Director (People Services) has directed the Recruitment Team to focus on CID vacancies and transferees up to 31 March 2009 on the basis that this is a key priority. The risk of such an approach is minimal as student officer intakes are full up to October 2009.

Attendance Management

Headline Performance Figures

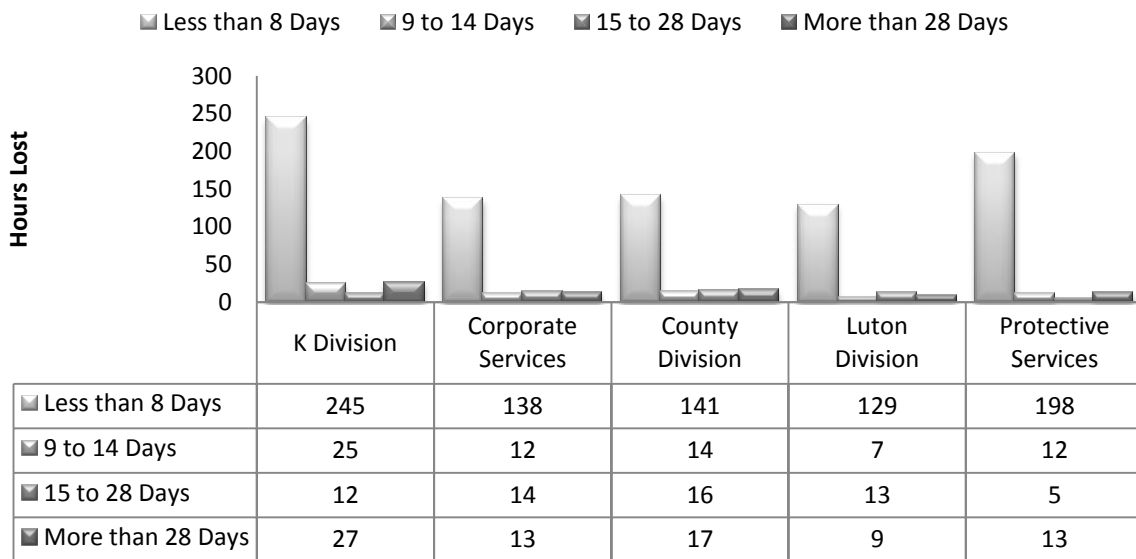
The force sickness level for officers for the period April 1, 2008 to December 31, 2008 is 4.7% compared to the annual target of 5.0%; staff sickness is 5.1% compared to the annual target for police staff of 4.6%. The charts below show the monthly variations, the annual target and the latest year to date figures.

Occasions of Absence by Duration



This chart and the corresponding chart overleaf for staff clearly show that sickness of less than 8 days duration is by far the most common. The very low officer sickness figures for Citizen Focus and Corporate Services reflect the low numbers of officers in these areas. The data for staff is more consistent.

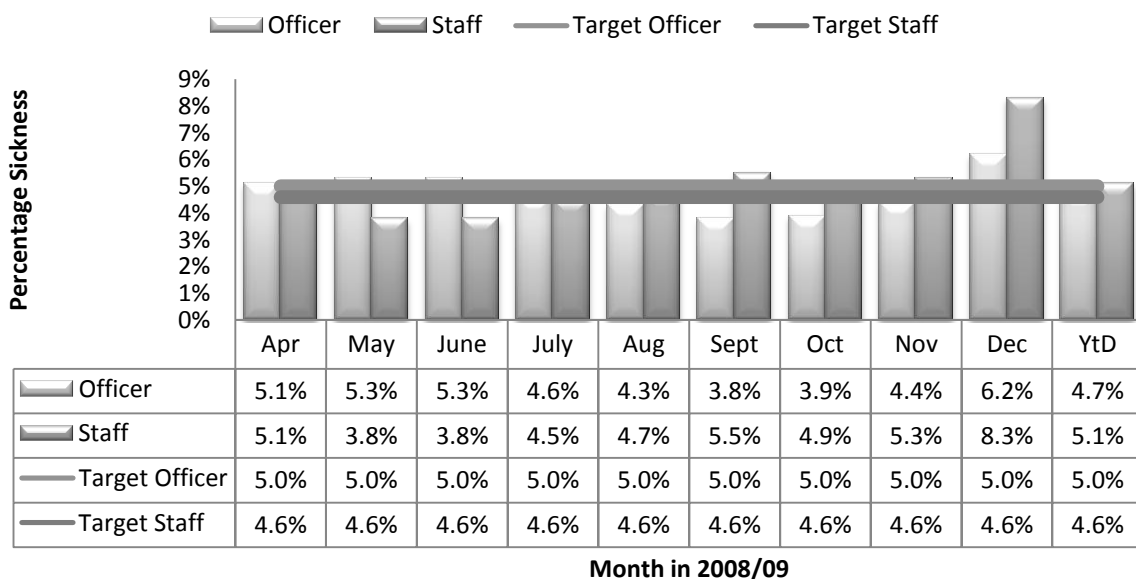
Staff: Number of Occasions of Sickness by Duration



Sickness Absence by Directorate & Division

December sickness was the highest of any month this year. Both staff and officer sickness were significantly higher and both in excess of the annual target. Staff at 8.3% and officers at 6.2%.

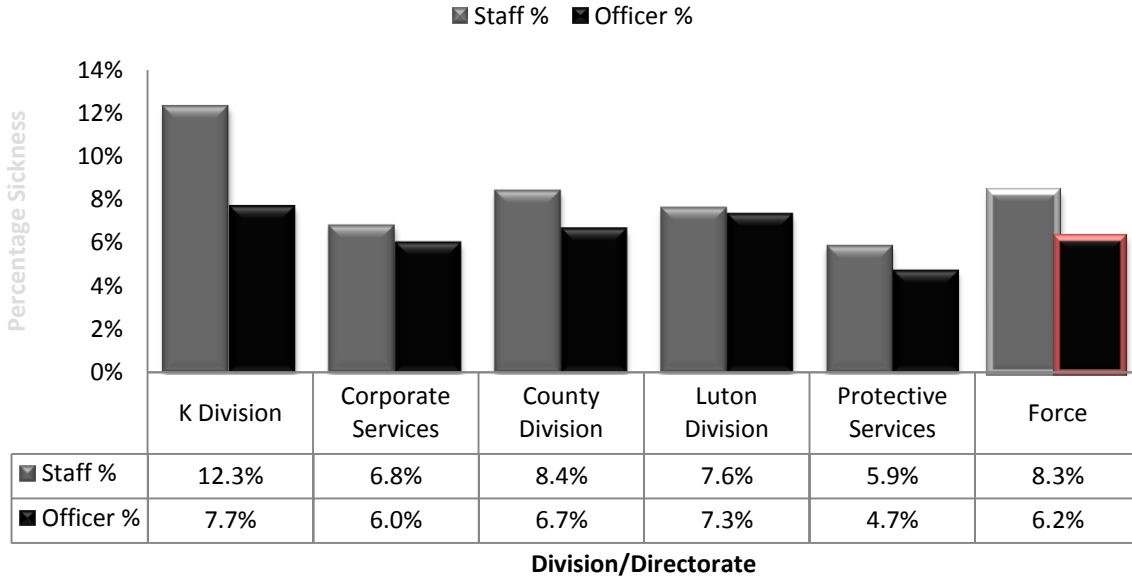
Sickness as Percentage of Available Time Year to Date



Every division has been affected by this increase. (See chart below), with each division (except Protective Services' officers) recording sickness rates of over the annual target. K Division have been especially badly affected over the last month, with much of this due to substantial sickness in the

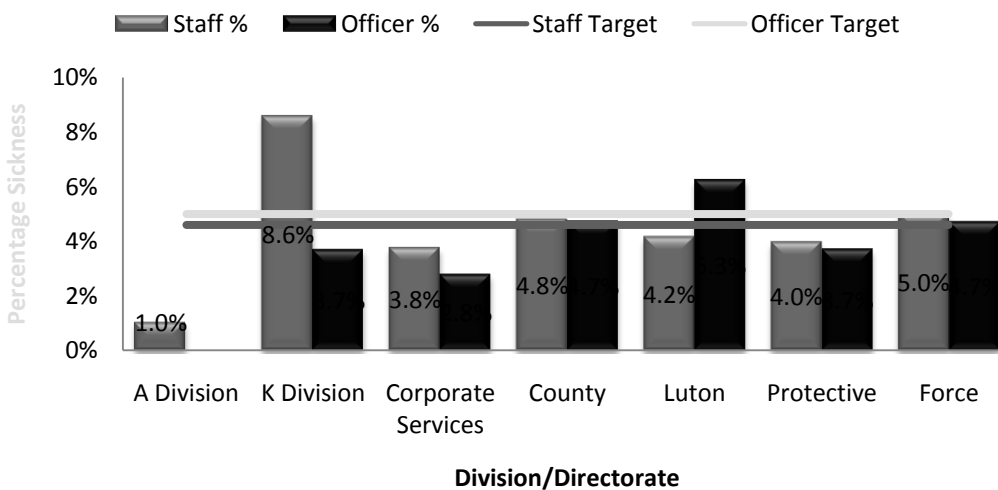
Call Handling Centre. This is part of a regional pattern – with all forces in the region seeing substantial rises in CHC sickness. One force reported a 28% sickness rate for their CHC in December.

Sickness as Percentage of Available Time
December



Impact on Annual Performance

Sickness as Percentage of Available Time
Year to Date



Despite this remarkable month, the force is still close to the annual target for sickness, and I believe that the annual target is still very much within reach.

An appendix showing the sickness per department is attached.

The HR Business Partners will work closely with their respective divisions to ensure firstly, that the data held is correct and secondly, staff are being managed in accordance with the Managing Absence policy.

The Managing Absence policy is in the process of being revised and the various applicable procedures condensed in to one easy to read document. The appropriate stages for managing sickness are clearly articulated for managers to follow, and will assist with appropriate support from the HR Business Partners to address sickness absence across the Force.

Workforce Planning

Recruiting

This section provides details of the recruitment of Police Officers, Special Constabulary Officers, Police Community Support Officers and Detention Officers. The recruitment of other police staff is handled by Transactional Services, part of the Resources Department.

Police Officers

Since April we have received 225 Police Officer applications. This is a significant number as applicants have to attend an Information evening to receive an application pack – the first of which was held in June 2008 and it can often take a while for candidates to submit applications due to the detail required in the forms.

	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Applications Received	28	20	13	17	34	18	50	26	19
Female applications	11	4	7	3	7	6	17	8	5
Ethnic Minority applications	1	0	1	2	1	2	8	3	3

Information Evenings

Our attendance figures for this ever increasingly popular Information Evenings for Regular Police Officers are set out below:

- June = 71 attended
- August = 79 attended
- September = 99 attended
- October = 51 attended
- December = 104 attended

Our highest attendance yet was in December and we do hope to receive a substantial amount of applications during January from this evening. Our next Information Evening is in February and already we are having great interest in this event on a daily basis & it is anticipated from previous information evenings that over 100 prospective applicants will attend. As always the role attracts a lot of interest and especially in the current economic climate and again it is anticipated that there will be a significant rise in applications.

Police Officer Assessment

Prior to an assessment centre we invite all applicants to a pre assessment interview with a member of the recruitment team and an officer from divisions. This ensures that we raise the standards of recruits by asking for their expectations of the role and a written assessment is also conducted to assess communication skills, literacy and numeracy.

	April	May	June	Jul	Aug	Sept	Oct	Nov	Dec
Pre assessment interview	11	0	0	0	63	0	39	12	0
Successful at interview	3	0	0	0	42	0	17	8	0
Attended assessment centre	50	0	23	0	0	31	0	0	32
Successful at assessment centre	41	0	15	0	0	22	0	0	17

Pre Assessment Centre interviews are being held at the end of this month.

Our latest Assessment Centre provided us with 17 prospective candidates (53%) which are slightly lower than in previous months. This is attributable to the pass mark being raised from 50% to 55% with candidates also having to attain 55% pass mark on communication skills specifically. Our next Assessment Centre is February.

		Male		Female		White		Ethnic Minority		Total	
2008-9	attended	Successful	Unsuccessful	Successful	Unsuccessful	Successful	Unsuccessful	Successful	Unsuccessful	Successful	Unsuccessful
April	50	26	7	15	2	36	6	5	3	41	9
June	23	5	3	10	5	13	5	2	3	15	8
Sept	31	12	9	10	0	21	8	1	1	22	9
Dec	32	10	12	7	3	17	12	0	3	17	15
Total	136	53	31	42	10	87	31	8	10	95	41

Intakes

Intakes have consisted of approx 18 individuals per intake. So far the 2008-9 period our intakes have totalled 38% female and 12% from an ethnic minority background. February's intake is due to be 19 as we have an internal trainer starting as a Police Officer.

Intakes up to September have also been added however these figures may change. September's figures currently only contain 7 people; the remaining places will be filled by the successful candidates at the next Assessment Centre in February.

2008-9	Male	Female	White	Ethnic Minority	Total
May	10	8	16	2	18
July	13	5	17	1	18
September	8	10	16	2	18
December	13	4	13	4	17
16th February due to be	10	9	19	0	19
27th April due to be	10	8	18	0	18
9th July due to be	11	7	17	1	18
14th September due to be	2	5	7	0	7
Total	67	56	123	10	133

Special Constabulary

From September the part 1's received are:

2008-9	Part 1	Female (Part 1)	Ethnic Minority (Part 1)
September	38	12	6
October	49	18	14
November	38	14	8
December	17	5	4
Total	135	50	30

So far we have received back 23 Part 2's from September, 18 Part 2's from October, 17 Part 2's from November and 3 Part 2's are from December. At the end of November we concentrated on the Part 1 applicants that hadn't returned their Part 2's in order to encourage them to send back their Part 2's. We offered help, more information and guidance to these people and also ask for feedback from the people who decided not to continue with their application. So far this has significantly increased the amount of people who have sent back their Part 2 application forms and we are now due to do this again for the more recent people who have applied.

	Male	Female	White	Ethnic Minority	TOTAL
Candidates attending Nov 08 assessment centre	15	9	21	3	24
Candidates attending Jan 09 assessment centre	12	6	16	2	18
Candidates waiting for assessment centre	2	3	4	1	5

There are currently 4 candidates waiting for the next start date who have passed the assessment centre and have a few outstanding documents.

We also have 16 applications going through the short listing and security check stage who will also be ready for an assessment centre in March 09 if successful.

With the recent success in recruiting and sustainable strategies in place the Special Constabulary recruitment will now mirror that of regular officers with intakes of 18 every 10 weeks.

PCSO

PCSO Intakes

So far for the 2008-9 period our intakes have totalled 54% female and 20% from an ethnic minority background.

PCSO recruitment has been so successful we now have 24 candidates waiting in a pool for start dates. It's therefore proposed to not undertake any further recruitment activity until this pool is depleted.

Detention Officers

The lead for this area of recruitment was resumed by People Services as the recruitment exercise is not that dissimilar to PCSO recruitment.

Consequently, an information evening was held on the 17th December for Detention Officer Vacancies. The evening was well attended as expected with 63 attendees. The closing date for this vacancy was the 5th January – 28 applications were received. Of the applications received 35% from females and 12% from ethnic minorities. All applicants were shortlisted and 16 applicants were successful and are to be interviewed on the 20th January 2009.

Transferees / Rejoiners

This financial year we have had 28 transferees/rejoiners and we are currently working with Tribal to target transferees with specific vacancies to fill in CID.

Transferee/Rejoiner	Rank	Start Date	Division
Transferee	PC	21-Apr-08	C
Transferee	PC	21-Apr-08	C
Transferee	PC	21-Apr-08	C
Transferee	PC	21-Apr-08	C
Transferee	PC	09-Jun-08	C
Transferee	PC	09-Jun-08	J
Transferee	PC	09-Jun-08	C
Rejoiner	Insp	06-Aug-08	J Division
Transferee	PC	11-Aug-08	C Division (Airport)
Transferee	C/Insp	11-Aug-08	J Division (Operations)
Transferee	Insp	11-Aug-08	J Division
Transferee	DS	01-Sep-08	Protective Service
Transferee	PC	09-Sep-08	C
Transferee	Insp	17-Sep-08	C
Transferee	PC	29-Sep-08	C
Transferee	Ch. Insp	29-Sep-08	C
Transferee	PC	29-Sep-08	C
Transferee	PC	29-Sep-08	J Division
Transferee	PC	29-Sep-08	C Division
Transferee	Sgt	02-Oct-08	R Division (TADS)
Transferee	Sgt	06-Oct-08	Protective Service
Transferee	DC	03-Nov-08	Protective Service
Transferee	DC	03-Nov-08	J Division
Transferee	PC	03-Nov-08	C Division
Transferee	DC	03-Nov-08	Protective Service
Transferee	PC	12-Jan-09	C
Transferee	PC	12-Jan-09	Protective Service
Transferee	PC	19-Jan-09	C

Below are the details of 4 officers who are due to start in March. Their files are currently being completed in time for this intake. Two further transferees are to be interviewed on 21 January 2009.

Officer	Current Force	Start Date	Division
DC Eric Dalton	Rejoiner – Humbs	2nd March 09 TBC	Luton CID
PC Scott Brewster	Rejoiner – Surrey	2nd March 09 TBC	C
PC Stuart Garner	Rejoiner – Humbs	2nd March 09 TBC	C
PC Simon Taylor	GMP	2nd March 09 TBC	C

Recruitment Website

Since the launch of the website in May we have had 13785* people register onto the website, of which:

- The Experienced Officer pages have been viewed 1348 times
- The New Officer pages have been viewed 14011 times
- The Special Constable pages have been viewed 897 times
- The PCSO pages have been viewed 2957

Other key posts which have attracted a large number of views are as follows:

- Crime Admin Assistant – 1897
- PNC Administrators – 1392
- Information Services Officer - 1033
- Investigation Officers – 1145
- Telephone Investigators – 916
- Forensic Resource Management Unit Agent – 1069
- Crime Desk Investigator - 1044

We also had a post for Senior Technical Support Officer go live on the website on 08/01/09 and it had 420 hits in approximately 4 hours.

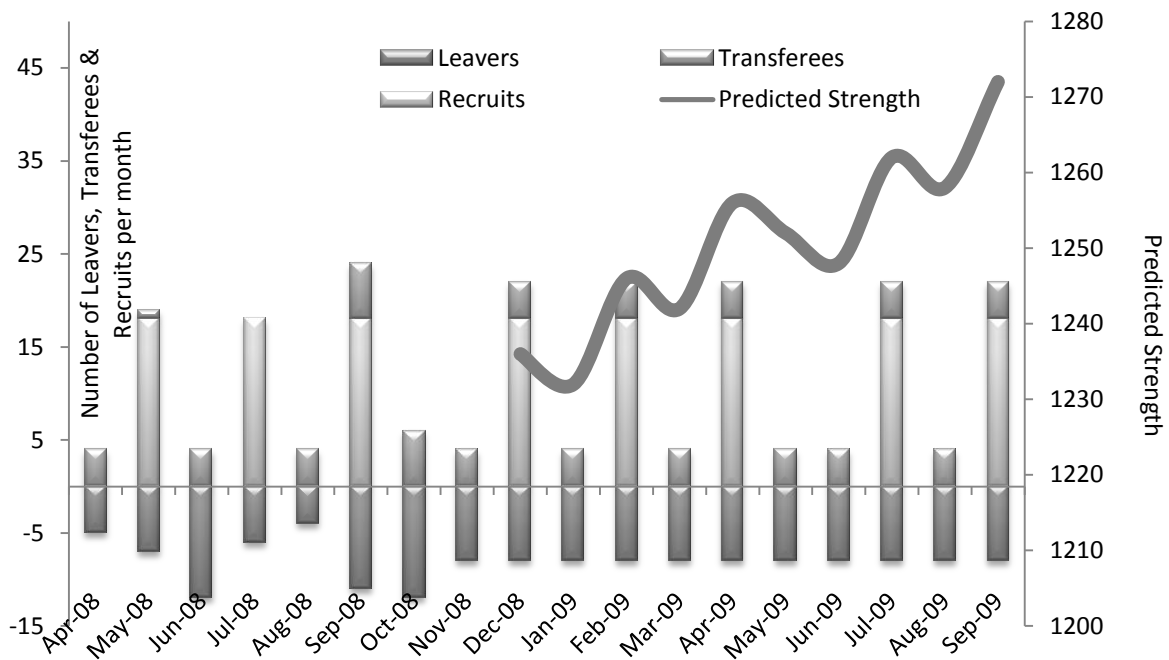
*Figures dated 08/01/09

Forecasting Officer Numbers for the Next 12 Months

Using the model below the projection is that by the end of September 2009 total officer numbers will be approximately 1270 against the Police Authority funded total establishment of 1274 officers. This will be an increase of nearly 50 officers during the year. This is a significant achievement compared to the figures for 2007 which showed that Bedfordshire Police lost more officers than it gained.

The model is showing itself to be reasonably accurate. In August 2008 the prediction for officer strength in December 2008 was 1237, against an eventual actual strength of 1236.

Projected Net Changes in Strength



The chart above is a model for projecting the change in the strength of the organisation. The data up to and including December 2008 are the actual figures; from January 2009 onwards these are the best available projected figures. The green columns below the line show the actual and projected leavers. The blue columns show the projected regular recruiting intakes. The red columns are the actual or projected transferees.

In 2008, 21 officers transferred from Bedfordshire Police with 12 transferring to the Met. This is a significant improvement on the figures for 2007.

Training

There have been significant changes within the Training and Development function. A particular area of innovation and change has been within the Assessment & Qualification.

Changes to the Qualification Framework

The qualification framework is changing from National Qualification Framework (NQF) to Qualification Credit Framework (QCF). In essence, all NVQs will now be merged into Certificates and Diplomas where Skills and Knowledge can be assessed separately. The positive impact on the organisation is that this will align NVQs with traditional academic qualifications. This means that the qualifications we currently use for Student Officers and Sergeants/Inspectors will change or be updated over the next two years. This will impact quite heavily on The Assessment & Qualification area, but I do not foresee this being too onerous. I actually think it is a great opportunity for us to merge assessment within classroom teaching. Thus, putting knowledge into place (classroom training) assessing this knowledge and ultimately minimising the assessment post independence (assessment of skills/performance).

PCSO Training

There is a new PCSO qualification that could be used to APL (Accreditation of Prior Learning) against the IPLDP programme. This will make career progression easier and give PCSO transferable skills.

One action is the need to start looking at how we integrate some aspects of PCSO and IPLDP training to minimise costs. Example: health and safety, UDT, first aid, etc.

Private Sector Funding

Bedfordshire Police have recently benefited from additional funding from the private sector to help boost training opportunities within the organisation after negotiating a deal with utilising Train to Gain funds. Bedfordshire Police has linked up with the Herts Consortium, which is made up of approximately 12 colleges and training providers, and in doing so has secured more than £200,000 worth of funding. The money will help more staff study for nationally recognised qualifications, which is currently done in-house at Bedfordshire Police headquarters. Studying already forms part of police officers' formal training and includes Student Officers working towards NVQ in Policing, Sergeants an NVQ in Police Supervisory Management, Inspectors an NVQ in Police Operational Management, and PCSO/Police Officers on Safer Neighbourhood Teams can study for a Certificate in Neighbourhood Policing. This funding will mean even more staff members will benefit.

An additional initiative through the consortium, which is led by North Herts College in Stevenage, includes a pilot Apprenticeship Scheme. Bedfordshire Police have now employed 6 Business Administration apprentices in People Services. If successful, it is hoped further apprentices for young people will be secured across all business functions.

Through Herts Consortium Bedfordshire Police is also able to access teacher training qualifications, free NVQs in Business Administration, Customer Service & IT and other bespoke training.

Potential Income

In addition, recent developments may mean that we can charge an external company in relation to the NVQ in Intelligence Analysis. As the only organisation within England that is currently running

this qualification, we have been asked to assist with the development of a training provider who offers "Counter terrorism training". This will hopefully produce revenue from the said training provider and through the Learning Skills Council.

Reported Incidents

Data quoted in this section relates to 1st April to 31st March. The 2008 period is from 1st April 2008 to 31st December 2008.

The number of incidents reported to the Health & Safety Department remains relatively stable at an average of around 400 incidents each year.

The data for 2008/09 is for the first nine months of this period, this would be equivalent to around 370 incidents for the full year. Therefore the number of incidents reported this year is, so far, lower than the average but within the usual range. There is no evidence of any significant trend in this data.

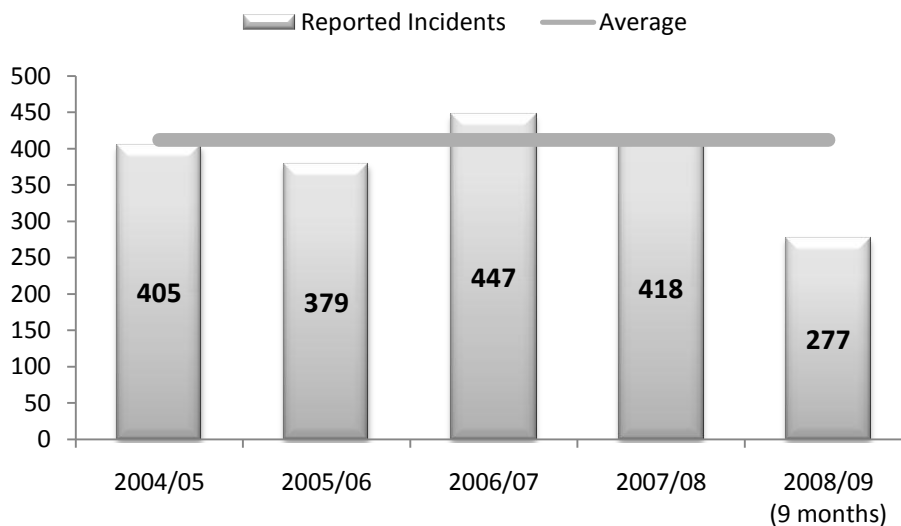


Figure 2

Severity

On average nearly ninety percent of these incidents are minor. In the period 2004-2008 there has only been three incidents involving members of the public; and only one fatal incident.

Incident Severity

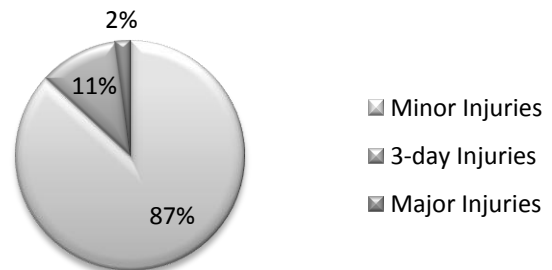


Figure 3

Employee Category

The chart below splits the same data by employee category. Again the data quoted relates to 1st April – 31st March, except for 2008/09 where the data is for 1st April 2008 – 31st December 2008.

Police officers are the most likely to be injured at work, and account for an average of 80% of reported incidents. Nonetheless, other staff and special constabulary are also receiving injuries.

The ‘Contractors’ in the chart refer 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.

**HSE Reportable Incidents
by Employee Category**

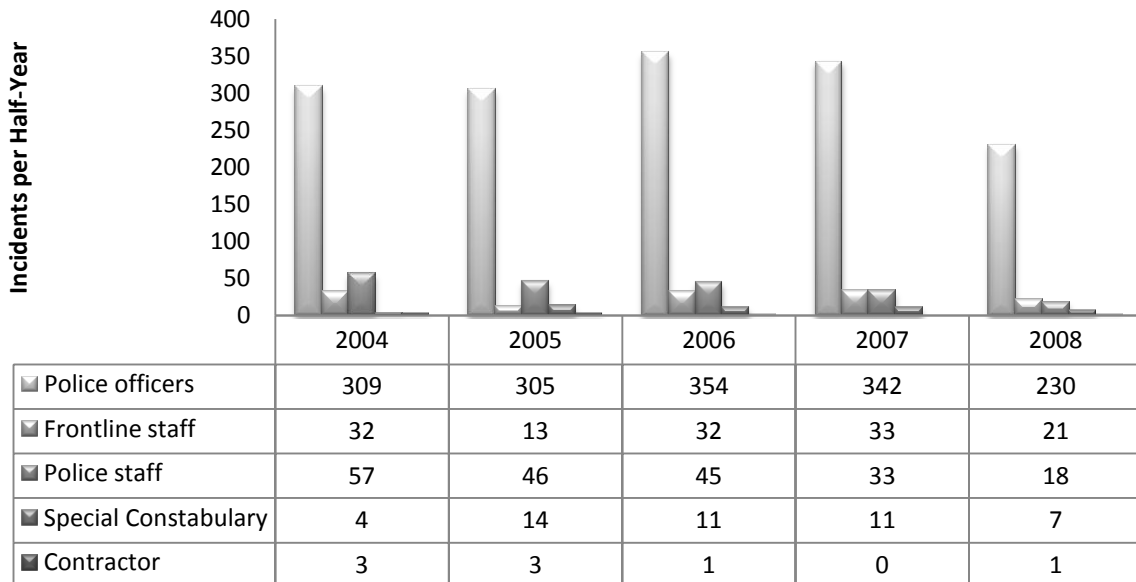


Figure 4

Most Common Health & Safety Related Incidents

Physical assault by a person is perhaps unsurprisingly the most common incident reported; followed by injuries received whilst arresting a person. There are no significant trends in this data.

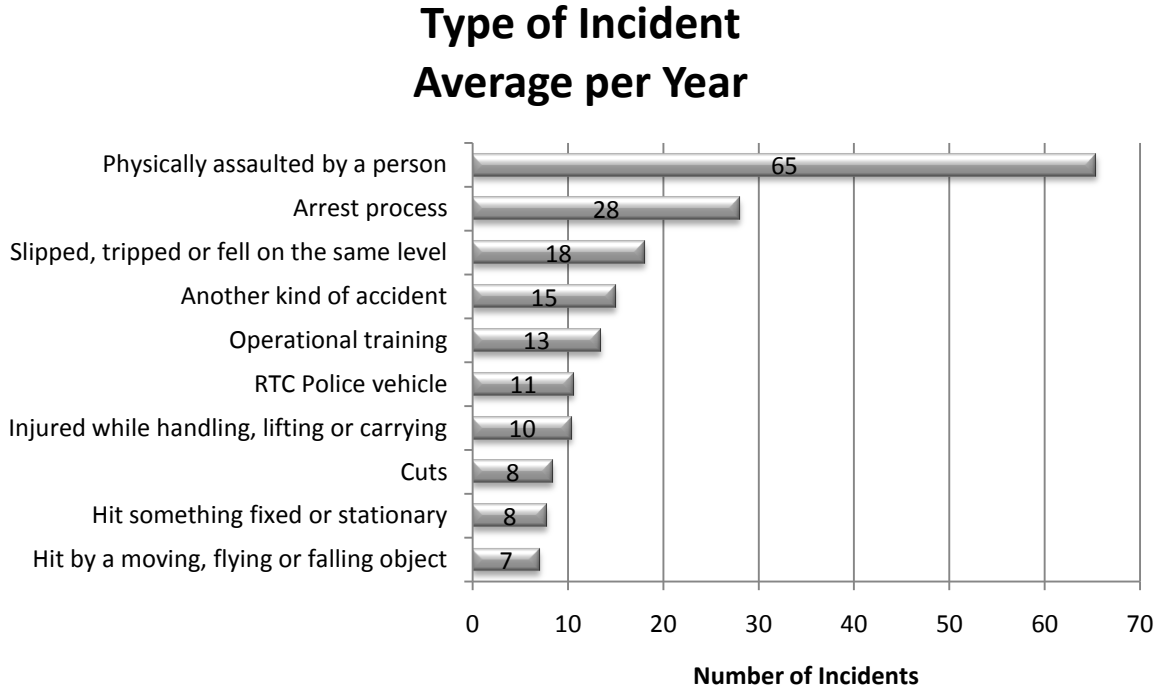


Figure 5

Cost of reported Claims

NB: Data in this section are for the periods 1st April – 31st March. The 2008/09 period is for 1st April – 31st December 2008.

Total Cost

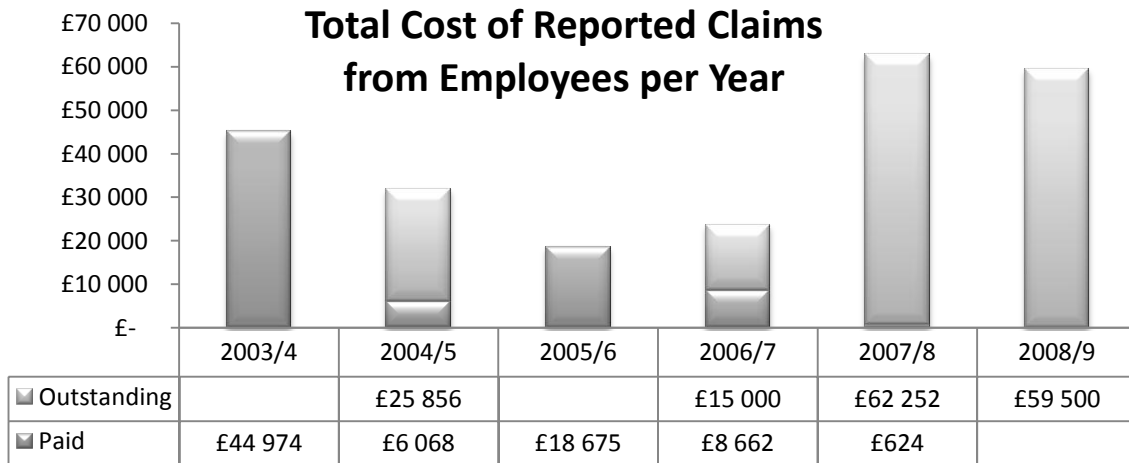


Figure 5

Figure 5 Highlights the length of time taken to settle claims. The New Claims in 2007-2009 initially inflate the Outstanding Costs, until further investigation has been completed.

Types of Incident Leading to the Claims

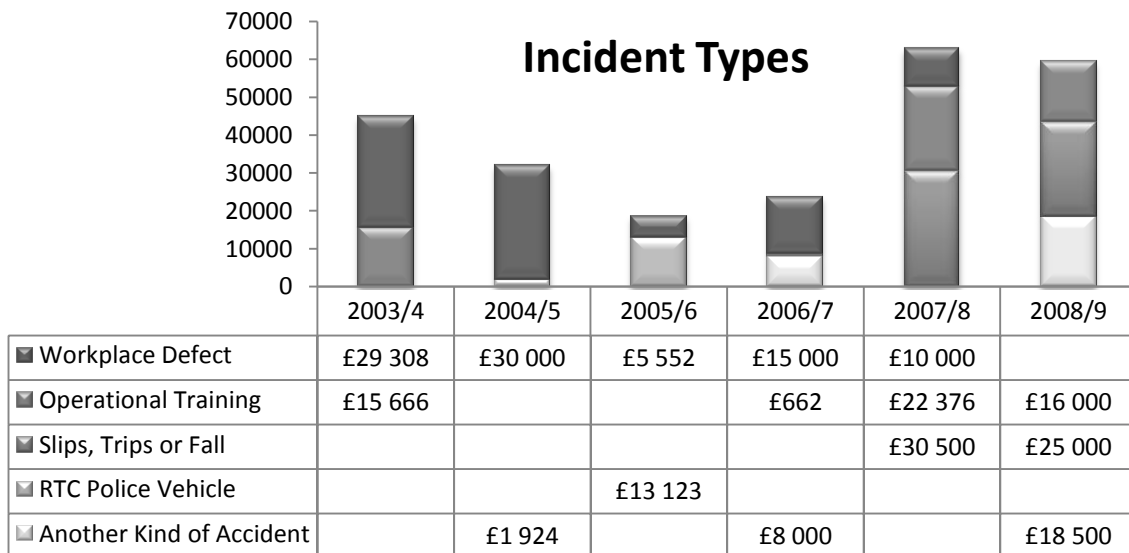


Figure 6

Interestingly, the most common health and safety incidents, i.e. being physically assaulted by a person, has little cost to the Authority; with the main contributors to cost being the workplace defects.

Impact on Absence

Obviously, the number of days absent is highly dependant on the type of claim and as the chart below shows this wildly fluctuates year on year. There is also no correlation between costs and the days lost.

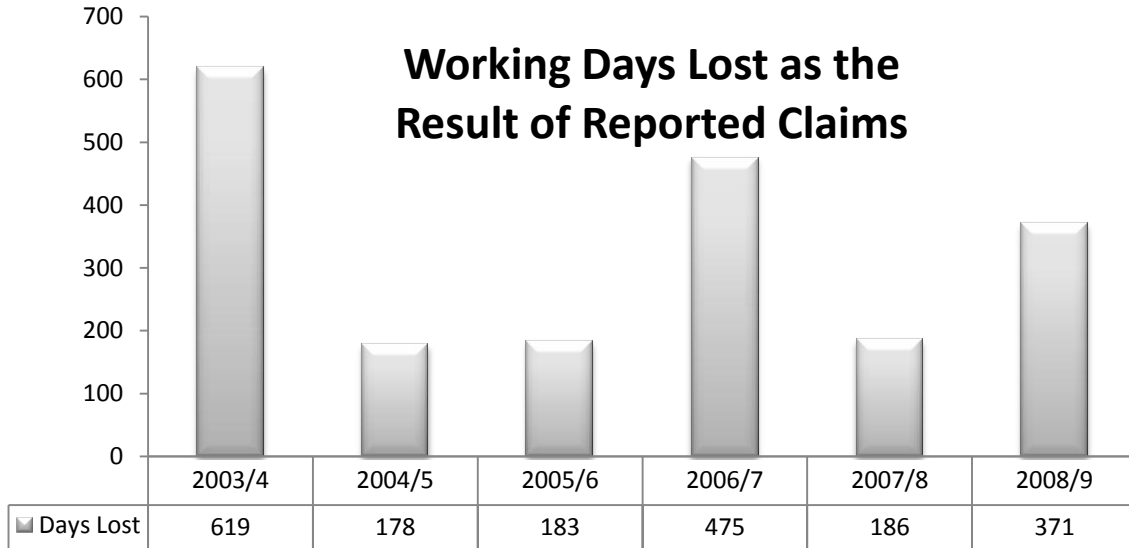


Figure 7

Noel Gray *Corporate Services Performance Analyst, Performance & Planning Dept.*

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Document version: People Services and Health & Safety Report for Police Auth (Final)

Monochrome.docx

Staff (Incl. PCSO) Establishment & Strength: Showing Police Authority Funded Posts Only

Total	
Strength	899.0
Vacancy	71
Maternity	5.5
Restricted	10
Recup	7
Effective Strength	883.5

71

1) County	
Strength	157.0
Vacancy	17
Maternity	0
Restricted	6
Recup	0
Effective Strength	151

17

2) Luton	
Strength	122.5
Vacancy	4
Maternity	0
Restricted	1
Recup	4
Effective Strength	121.5

4

4) Protective Serv.	
Strength	213.5
Vacancy	32
Maternity	2.5
Restricted	0
Recup	3
Effective Strength	211

32

5) Corporate Serv.	
Strength	209.0
Vacancy	5
Maternity	0
Restricted	3
Recup	0
Effective Strength	206

5

3) Citizen Focus	
Strength	191.2
Vacancy	14
Maternity	3
Restricted	0
Recup	0
Effective Strength	188.2

14

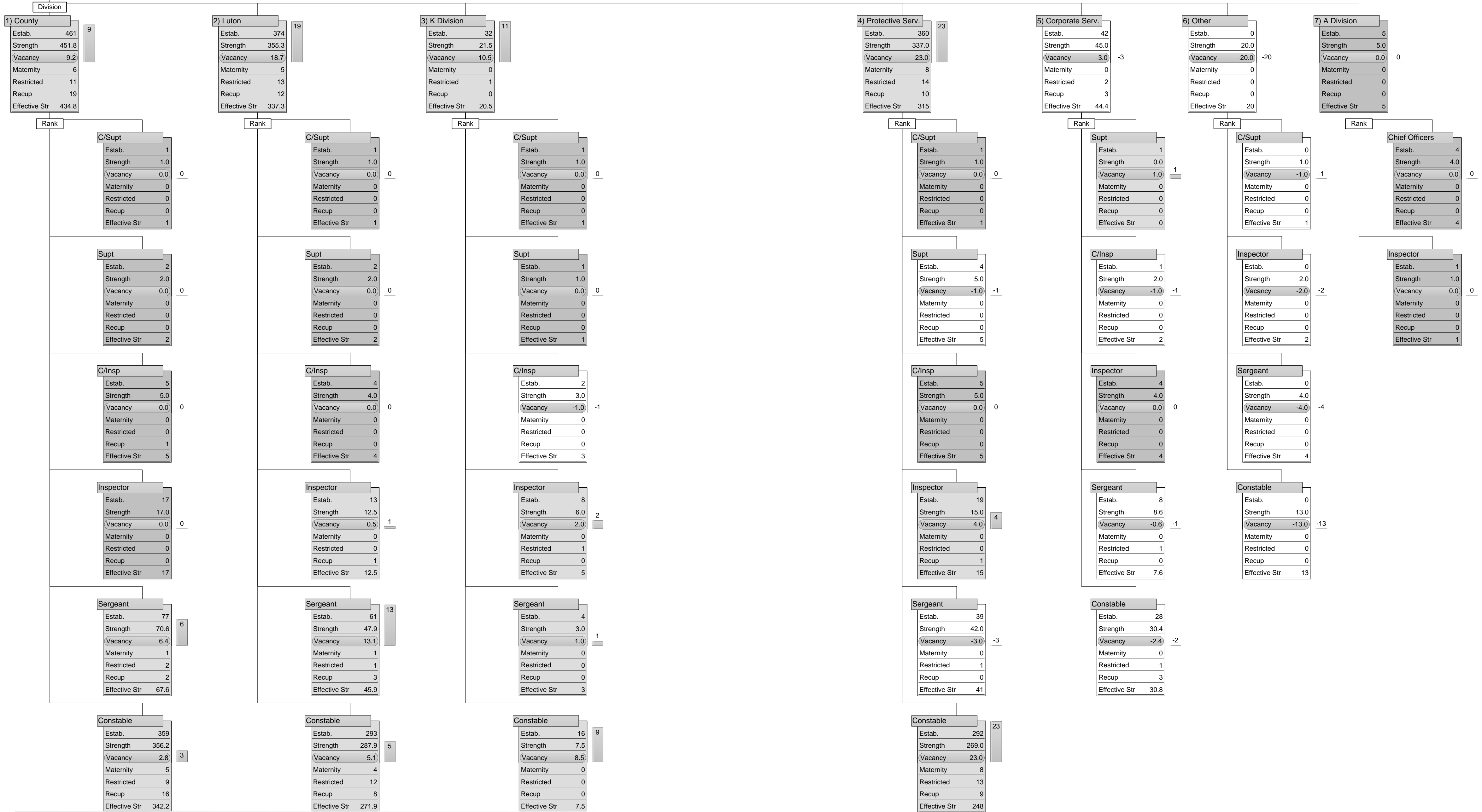
6) A Division	
Strength	5.8
Vacancy	0
Maternity	0
Restricted	0
Recup	0
Effective Strength	5.8

0

Officer Establishment & Strength: Showing Police Authority Funded Posts Only

Total	
Estab.	1274
Strength	1 235.6
Vacancy	38.4
Maternity	19
Restricted	41
Recup	44
Effective Str	1177

38



REPORT AUTHOR: CHIEF EXECUTIVE/TREASURER

SUBJECT: REVIEW OF CHIEF OFFICER FIXED TERM APPOINTMENTS

PURPOSE

The report highlights the recommendations of the working group who reviewed the details of those chief officers whose fixed term appointments expire in the next two years and seeks the Committee's endorsement of their recommendations.

RECOMMENDATION

That the Committee

- **approves the extension of chief officer fixed term appointments as set out in Section 2 and**
 - **reviews the fixed term appointments in one year.**
-

1. Background

Fixed term appointments were introduced for Chief Officers in the Police Regulations 1995 and although initially set for seven years for Chief 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.

Over the next two years there are chief officers in Bedfordshire who reach the end of their fixed term appointments.

2. Proposal

A small group of members reviewed the arrangements for the chief officers whose appointment end in the next two years to determine the most suitable course of action for the Authority. In making their recommendations consideration was given to the risks and opportunities that arose from the various options open to the Authority as well as the financial implications of these options.

The recommendation of the members to the Committee is;

- To extend the appointment of the Chief Constable by approximately six months to 22nd December 2010

- To extend the appointment of the Deputy Chief Constable by one year to 22nd October 2010

The packages that both positions will be offered will be the standard package that they are currently entitled to. No enhancements to these packages are proposed.

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.

The recommendation put to the Committee at this time would see both Chief Officers FTA extensions limited to a maximum of one year therefore, with the agreement of the two officers, the Police Authority can approve the extensions without consulting the Secretary of State.

It is also recommended that the fixed term appointments are revisited in one year to allow the proposed extensions to be reviewed and any amendments beyond these dates, if appropriate, to be sought.

3. **Financial Implications**

There are no additional financial implications arising from this report.

4. **Risk Management Implications**

There are no specific risks associated with the proposals in this report.

5. **Recommendations**

That the Committee

- **approves the extension of chief officer fixed term appointments as set out in Section 2 and**
- **reviews the fixed term appointments in one year.**

Stephanie McMenemy

Chief Executive / Treasurer

BEDFORDSHIRE POLICE AUTHORITY

Committee:	Human Resources Committee
Date:	10 February 2009
Agenda Item:	9
Report Author:	Chief Executive/Treasurer
Lead Officer:	Chief Executive/Treasurer
Subject:	Review of Internal Controls, Risk Management, Committee Effectiveness, Terms of Reference
Purpose:	To review the internal controls of the Committee and be responsible for the risks attributed to the Committee as well as to undertake a self assessment of the Committees effectiveness. To review the Committee's terms of reference. To change the Committee name to 'People Services Committee'.
Background Papers:	None

1. Background

- 1.1 Members will be aware that as part of the Accounts and Audit Regulations 2003 the Authority is required to produce an 'Annual Governance Statement' annually. This is similar to the previous Statement of Internal Control and still requires both the Force and Authority to consider its overall internal control framework and governance procedures.
- 1.2 As part of the review of the Authority's governance arrangements and internal controls a review of each Committee will continue to be undertaken annually focusing on risks and the effectiveness of the Committee itself.
- 1.3 It was proposed at the Police Authority meeting on 24th October 2008 that each Committee review its terms of reference and its specific role with regard to value for money to ensure they remain fit for purpose. The current terms of reference are attached in Appendix A, for this purpose.

2. Committee Effectiveness

- 2.1 To assess the effectiveness of this Committee for the financial year 2008/09 two specific areas will be considered, as follows:

- Compliance with the Bedfordshire Police Authority Business Plan; and
- The Authority approved Policing Plan Action Plan.

Business Plan

2.2 The business plan included the following areas of responsibility for this Committee in delivering the Authority's objectives:

- To appropriately equip staff and members to meet both current and future challenges, by:
 - Agreeing HR (including Health and Safety) and Training Plan and monitors implementation; and
 - Monitoring strength and disposition of staff and officers (including sickness levels)
- Ensure ethical and accountability standards and arrangements are clear and monitored for their effectiveness, by:
 - Maintains Member and Officer Training Plans

Policing Plan Action Plan

2.3 The action plan approved by the Authority, whilst in some cases overlaps this Committees requirements under the Business Plan, included ensuring that the following were delivered during the financial year:

- Increase the number of special constables delivering core services to widen deployment opportunities;
- Ensure effective recruitment and retention, including part-time and other flexible working options, to meet recruitment targets and maintain officer/staff numbers through effective workforce planning;
- Improve attendance to increase availability of front line staff;
- Conduct a fundamental review of Training & Development Services (TADS) to deliver improved frontline services;
- Implement the Police Race and Diversity Learning and Development Strategy (PRDLDP) to assess the competencies of all officers and staff against national occupational standards by 2010;
- Improve the strategic and operational capability of the Force through developing management and leadership skills.

Assessment

2.4 The Committee has undertaken the following in achieving its responsibilities under paragraphs 2.2 and 2.3 above:

- Received and monitored progress reports against HSE's inspection and monitored Health and Safety performance data, approved the Authority's Health and Safety procedure and guidance, Authority member and officer presence on the Force Health & Safety Committee;
- Approved and monitored progress of the HR Service Annual Plan;
- Received specific reports on workforce planning, absence management including initiatives benchmarking and recruitment prioritisation for the Force;
- Approved the Learning & Development Strategy and Business Plan 2008-9, including progress towards a return on investment model;
- Receiving reports and monitoring progress against Investors in People Standard, highlighting risk associated with non-compliance;

- Received monitoring data and presentations on strength and disposition of staff and officers (including attendance management) including internal audit reports against Recruitment and HR Sickness Management, monitored progress against action plans, reports amended to focus on strategic risks and diversity monitoring;
- Approved the Costed Training Delivery Plan
- Supported the Leadership Strategy and the implementation of a leadership academy,
- Delivered Diversity training across the main equality schemes to new Authority members;
- Monitored progress of Specials through the lead member scheme.

There are areas where the Committee needs to make further progress and a training programme devised to develop members and officers is under development, already identified training topics relevant to this Committee are ethical governance and corporate manslaughter.

- 2.5 The Committee needs to continue to exercise its value for money and scrutiny role and ensure that in line with the Authority Business Plan there continues to be work plan appropriate to the Authority's objectives.

3. Risk Management

- 3.1 The combined strategic risk register for both the Authority and Force contains 3 risks that have been assigned to the Human Resources Committee for review. This is shown at Appendix B.

- 3.2 The committee should consider its ability to be assured that work is being undertaken to minimise the impact or likelihood of the risk being realised. In doing so Members should:

- Review the risks in terms of their appropriateness for this Committee and whether additional high rating risks should be added to the register.
- Review the rating of each risk in terms of likelihood and estimated impact.
- Assess the review date in terms of its appropriateness and ensure a review is undertaken and reported to this Committee at the appropriate time.

- 3.3 This risk is reviewed as part of the data monitoring reports presented to each meeting of this committee.

4. Risk Assessment

- 4.1 An ineffective management of strategic risks and a non-performing Committee can have a major impact on both the operations of the Authority and Force.

5. Financial Implications

- 5.1 None.

6. Benefits

- 6.1 To provide assurance that the elements feeding into the overall review of the Annual Governance Statement have been thoroughly examined.

7. Recommendation

- 7.1 That the Committee assesses whether there are any strategic risks falling under the terms of reference of this Committee that need to be reflected on the risk register.
- 7.2 That the Committee confirms it has undertaken a self-assessment of its own performance and where appropriate suggested areas for improvement.
- 7.3 That the Committee assesses whether any changes are required to the Committee's terms of reference and that any such revisions are reported to the AGM.
- 7.4 That the Human Resources Committee title is amended to People Services Committee.

Stephanie McMenemy
Chief Executive/Treasurer

1.0 INTRODUCTION

- 1.1 The Police Authority has appointed a number of committees and advisory panels that meet on a regular basis to consider specific issues related to the Authority's functions.
- 1.2 Committees are authorised to exercise functions on behalf of the Authority and therefore have delegated power to take certain decisions. Advisory Panels do not exercise any of the Authority's functions. They are appointed to advise and make recommendations to the Authority. They have no delegated powers.
- 1.3 It is incumbent on all Committees and Panels to embed risk management, equality and diversity and value for money within their decision making processes.

3.0 Human Resources Committee Terms of Reference

- 3.1 To consider and advise the Authority in respect of its responsibilities for the strategic management of Human Resources including:
 - (a) all matters relating to the recruitment, retention, training, development, equal opportunities, diversity and conditions of service of police officers and civilian staff.
 - (b) potential significant developments in policy and practice in the light of current thinking on police personnel issues, including the work of the Association of Police Authorities.
 - (c) to ensure that the service has an appropriate Health & Safety strategy, policies and procedures in place and actively monitors the effectiveness of those arrangements and actively checks appropriateness and performance.
 - (d) to advise the Authority on the development of its Human Resources Plan and monitor the implementation of that Plan.
- 3.2 To advise the Authority on the development of its Training Plan and monitor the implementation of that Plan.
- 3.3 To exercise the functions of the Authority in relation to the terms and conditions of employment of the ACPO Officers.

October 2008

