



Agenda

7 October 2010

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



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Bridgebury House has facilities for disabled people.

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

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

A meeting of the **HUMAN RESOURCES COMMITTEE** of the **Bedfordshire Police Authority** will be held at Bridgebury House, Woburn Road, Kempston, on **Thursday 7th October 2010** starting at **10.00am**, the agenda for which is set out overleaf.

A Pre- Meet for Members will be held at 09.15am.

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 14th July 2010
Page 3 -12
- 2. Matters Arising- Status Report ***
Report on actions taken to implement decisions of the meeting of the Committee held on 14th July 2010
Page 13 - 16
- 3. Declarations of Interest**
To receive any personal or prejudicial interests from Members
- 4. People Service Plan 2010-2011 Exception Report ***
Report of the Chief Constable
Page 17 - 26
- 5. 2010 -2011 People Services and Health and Safety Monitoring Report ***
Report of the Chief Constable
Page 27 - 46
- 6. Review of Health & Safety Policy and Procedure***
Report of the Chief Executive/Treasurer and the Chief Constable
Page 47 - 72
- 7. Review of Chief Officer Appointments***
Report of the Chief Executive/Treasurer
Page 73 - 78
- 8. Resourcing Implications of the Medium Term Strategy**
Report of the Chief Constable
(To follow)
- 9. Report of Police Authority Member Development**
Oral update report of the Chief Executive/Treasurer
- 10. Staff Support Group update**

Date of the next meeting of the Human Resources Committee is Tuesday 1st February 2011 at 10.00am. Pre-meet for Members only at 09.15am.

HUMAN RESOURCES COMMITTEE

14 July 2010

Members Present

Mrs Linda Hockey (In the Chair)

Mr Shahzad Choudhry, Ms Alison Graham, Mr Peter Hollick, Mrs Kathy Johnson, Mr Lakhbir Singh and Mrs Christina Turner

Apologies were received from Mr Peter Conniff and Mr John Mingay.

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

10/h/24 MINUTES

The minutes of the meeting of the Committee held on 15 April 2010 were confirmed.

10/h/25 MATTERS ARISING –STATUS REPORT

A Status Report detailing all actions taken to implement decisions of the meeting on 15 April 2010 was submitted to Members.

Deployment of Special Constable

The Assistant Director (People Services) advised members that there was a working group currently looking at more effective deployment of Special Constables and an update would be brought to the next meeting of the Human Resources Committee in October.

Timeliness in Dealing with Claims

Timeliness in dealing with claims had been addressed at the Force Health and Safety Committee meeting held on 13 July 2010. Bedfordshire Police has a policy to defend all claims and becomes responsible for third-party costs when deciding to settle. The Director of Corporate Services informed members that the Force was reducing its legal costs, both through more use of in-house lawyers and savings achieved through the new consortium insurance contract.

Agenda Items 10 and 11

The Chair advised members that agenda items 10, Programme 2011 – Workforce Issues and 11, Staff Support Group Update, would not be submitted at this meeting. Members were advised that Programme 2011 was at a very early stage. Preliminary proposals were to be taken to the Strategic

Working Group for consideration before being reported to the Performance and Planning Committee in August 2010.

The Staff Support Group presentation would be taken to the next meeting of the Human Resources Committee in October.

Bedfordshire and Luton Casualty Reduction Partnership

The Director of Corporate Services briefed members that the Bedfordshire and Luton Casualty Reduction Partnership funding had been greatly reduced for 2010 -11 and that the local authorities intended to pass the cuts to the Force. He advised that there was no guarantee for future funding of the partnership and considered this was a matter of interest to the Human Resources Committee, as redundancies may result.

10/h/26 DECLARATIONS OF INTEREST

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

10/h/27 PEOPLE SERVICE PLAN EXCEPTION REPORT 2010-2011

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

Leadership Development Initiatives

- Development of Chief Superintendents/ Heads of Service to Chief Officer
- Leadership Academy
- Leading from the Front Line – First and Second Line Managers Course
- Chief Inspectors Development/Heads of Department Programme
- Coaching and Mentoring Programmes

Members complimented the splendid results in training that were being delivered within Bedfordshire Police.

Members were reassured that police officers who underwent professional development training were under tenure to remain in position for two years and that a sliding scale for repayment of training costs applied to police staff.

Members enquired about training in the use of discretion, particularly in front line policing and were informed by the Assistant Director (People Services) that this subject was built into all police officer training and added that all officers were now trained on the use of Restorative Justice.

Members were informed that favourable feedback had been received from those who had undergone the First and Second Line Managers Courses.

Members were reassured that officers and staff were able to use the

Personal Development Review (PDR) system to log their professional development and that this was not an onerous process.

Members welcomed that degree courses being developed on Leadership and Management with the University of Bedfordshire and Luton Borough Council were free of charge; a reciprocal arrangement in exchange for Police Force input into delivering course modules in Social Work. Members raised concern about the real cost of abstractions for this purpose and were assured that this training was to be provided by staff in the People Services Department and was incorporated in their duty planning. Members were informed that value for money would be provided with the additional benefit of improving relations with partner bodies, especially social workers, where they also attended this multi-agency course.

In response to a question, members were advised that emotional intelligence training was an integral part of police officer and PCSO training.

The Assistant Director (People Services) informed members that coaching and mentoring programmes were showing an effective rate of return. Members were informed that Bedfordshire had achieved the top pass rate nationally at recent Sergeant Part 1 exams as a result of tutorials and crammer sessions provided to examinees outside of work hours and they congratulated the Force for this achievement.

Members were informed that the powers of Bedfordshire PCSOs had been reviewed and further training was to be provided to meet the priorities of the Force.

Members enquired about PCSOs being given powers regarding the issuing of parking tickets. The Director of Corporate Services stated emphatically that Bedfordshire Police had no granted powers to deal with parking as this was the responsibility of local authorities in this county. Members agreed that as this problem was persistently complained about, clear information needed to be communicated to the public and partners advising that local authorities had sole responsibility for the issuing of parking tickets in Bedfordshire and Luton. This would mitigate against the risk that members of the public might lose confidence in Bedfordshire Police for failing to address an identified community concern when in fact this matter was the responsibility of the local authorities.

Members were informed that the majority of police officer and staff training was undertaken in work time and as outcomes were a benefit to the Force this was not considered a matter for concern.

Members were reassured that all training was identified through the PDR process and was rigorously evaluated and monitored.

Diversity Recruitment

Members were advised that recruitment activity had been reduced as a result of the current financial climate and planned intakes were likely to be

deferred. One outcome of this was that the Force was not able to meet its target of 10% recruitment of BME candidates.

The Force was to introduce a new e-recruitment system in October 2010 which would capture diversity information for more sophisticated monitoring.

Members were reassured that the costs of the new e-recruitment system would be absorbed in the recruitment advertising budget. Indeed, it would result in savings, contributing £50,000 to the in-year revenue budget cut.

Members agreed for a report on diversity recruitment to be brought to the Human Resources Committee every six months.

Equal Pay Review on Age

Members were reassured that further analysis of the Equal Pay Review on Age as requested at the Human Resources Committee meeting in February 2010 had found no adverse trends.

Resolved

1. That members note the content of the report.
2. That members agreed for clear information to be communicated to the public and partners advising that local authorities, and not Bedfordshire Police, have responsibility for the issuing of parking tickets in Bedfordshire and Luton.
3. That Force Diversity Recruitment be reported to the Human Resources Committee every six months.

10/h/28 2010 – 2011 PEOPLE SERVICES AND HEALTH AND SAFETY PERFORMANCE REPORT

The People Services and Health and Safety Performance Report – June 2010 was presented to Members by the Assistant Director (People Services) and the Director of Corporate Services.

Members were advised that it had not been possible to revise the format of the report for this meeting but that revision work was underway in readiness for the next Human Resources Committee meeting in October.

The report highlighted the following areas:

Recruit and Retain the Best

- The Force currently had 1254 full time equivalent Police Officers against the establishment of 1264. There were currently 19 vacant posts.

- The strength of Police Staff was 992.8 against an establishment of 984.8
- Current active strength of Special Constables was 222 with a further intake of 20 planned for August 2010.

Members were advised that in the current financial climate the recruitment plan was being very closely monitored and the likelihood that there would be a reduction in officer strength was being taken into account.

Members were concerned that staff numbers were currently higher than establishment and asked if a freeze on recruitment had been considered. The Assistant Director (People Services) advised that a robust employee requisition process had been introduced, which would also help to mitigate against future redundancies. She informed members that beside changes that may be brought about through the current financial climate, Programme 2011 was expected to bring about a rise in investigative officers with a reduction in business support and administrative roles.

The Assistant Director (People Services) agreed to look into the current formula for staffing Safer Neighbourhood Teams (SNTs) following a request by members.

Members requested that the revised format performance report contain a breakdown on SNT data, detailing PCSO, Police Officer and Special Constabulary strength against establishment.

Members expressed concern regarding seconded police officers and staff to organisations that might have no future in the current economic climate and were reassured that numbers were very small and the situation was being monitored.

The Assistant Director (People Services) informed members that she was working closely with the Assistant Director (Resources) with regard to all aspects of managing staff and officer numbers against the budget.

Members enquired if the Force might use the 30 year service plan to reduce officer numbers and were advised that this option would be considered.

Developing Our People

Members supported the work of the Force in developing officers and staff, which had been reported in the previous agenda item.

Members welcomed the positive action initiatives to promote a more diverse workforce.

Improving Attendance

- Officer sickness for 2009/10 stood at 4.1% against a target of 4.2%.
- Staff sickness for 2009/10 stood at 4.2% against a target of 4.5%.

Members accepted that changes ongoing across the organisation were likely to have an adverse impact on staff and could result in an increase in sickness rates.

Members were reassured that the high percentage of absence in K Division was due to the very small number of officers deployed there. (25).

Members were advised that the 992 Police Staff accounted for approximately two thirds on operational duties (PCSOs, Detention Officers etc) and one third as support staff. A full breakdown was to be provided to members by email.

The Assistant Director (People Services) advised that an update report would be provided to the October meeting of the Human Resources Committee on the considerable support provided by the Force to staff facing potential redundancy. It was acknowledged that those who remain following redundancy programmes are often affected by the process and may also need support.

Supporting Performance

Members commented on the low number of employment tribunals and were assured that this was in part due to the effective use of mediation and resolution processes.

Health and Safety

The Director of Corporate Services presented the Health and Safety report to members. Highlighted from the report were:

- The rise in reported incidents in 2009 - 2010 was attributed to an increase in personnel overall, together with lots of encouragement to report incidents.
- Police Officers continued to be the category most injured at work however the figures were on a downward trend as an outcome of regular refresher training in self defence and conflict management.
- Physical assault accounted for the majority of incidents reported followed by injury received whilst making an arrest.
- Members were assured that work was to be carried out to look at days lost to assault.

Members noted the content of the Health and Safety report.

Resolved

1. That members note the content of the report.
2. That the revised performance report contain a breakdown on SNT data, detailing PCSO, Police Officer and Special Constabulary strength against establishment.
3. That a report on the support offered to staff facing potential redundancy be brought to the Human Resources Committee in October.

10/h/29 PEOPLE AND LEADERSHIP STRATEGY 2010-2013

The Assistant Director (People Services) presented a report for members to consider the content of the People and Leadership Strategy 2010 -2013 and the Development Plan 2010 -2011 to endorse the initial approach and give consideration to any omissions and amendments considered appropriate. Members were advised that this report had been written before the severe funding cuts in policing were announced by Government and therefore required amendment. The report was impacted against the Investors in People and Working for the Public Inspection frameworks.

The strategy set out to show the commitment of the Force to Value for Money.

Members agreed that in terms of strategic intent the document needed to recognise the requirement to be able to move resources very quickly to meet new demands, particularly important in the current financial climate, to include flexibility of the workforce, training and informing people within the organisation.

Members requested that partners listed in the strategy should not be specifically named and that parish and town councils should be included.

Members agreed for Mrs. Kathy Johnson to be appointed lead member for duty planning for a short task and finish exercise to provide the Police Authority with a better understanding of how the Force was managing deployment.

Members considered the Development Plan 2010-2011 in detail and raised the following:-

- Members requested that the resource costs of continuous professional development programmes be clarified.

- Members welcomed the implementation of a single Volunteering Unit for the Force currently out for consultation.
- Members supported the implementation of a vacancy management process.
- Members agreed for the report on PDRs to be brought to the October meeting of the Human Resources Committee.

Resolved

1. That members consider the content of the People and Leadership Strategy 2010 -2013 and Development Plan 2010 – 2011 and identify omissions and amendments.
2. That members support the People and Leadership Strategy 2010 - 2013 and Development Plan 2010 – 2011 subject to amendments as identified.
3. That members agree for a People and Leadership Strategy communications plan to be published.
4. That Mrs Kathy Johnson be appointed Lead Member for Duty Planning in a task and finish exercise.

10/h/30 WORKING FOR THE PUBLIC INSPECTION PRODUCTIVITY FRAMEWORK

The Chief Executive/Treasurer updated members on the HMIC Working for the Public Inspections which were due to take place from September 2010. She expressed concern that the inspection may not take place, particularly as there was uncertainty about the future of the HMIC with the new Government changes. However HMIC had a commitment to continue with Anti-Social Behaviour Inspections.

Members were advised that the Working for the Public inspection included Value for Money issues.

Challenge days had taken place and two Police Authority members had attended.

Four actions identified for the Police Authority had been:

1. To develop a consultation process to ensure all sections of the community were informed of the strategic process
2. To develop a protocol for co-ordination of the Police Authority, Force and partners in all partnership working
3. To appoint a lead member to address reduction in overtime. Mrs

Fiona Chapman had been appointed lead member on this matter.

4. For the Force and Police Authority leads on Human Resources to continue to develop processes to align resources with demand.

Members agreed that irrespective of the inspection taking place the work undertaken to support the framework benefited both the Force and the Police Authority.

Resolved

1. That work undertaken to meet the requirements of the HMIC Working for the Public Inspection framework be noted.

10/h/31 REVIEW OF CHIEF OFFICER APPOINTMENTS

The Chief Executive/Treasurer updated members on the progress to appoint to two Chief Officer posts.

Deputy Chief Constable Post

Assistant Chief Constable John Fletcher had been appointed to be Temporary Deputy Chief Constable on departure of Deputy Chief Constable Martin Stuart in October 2010.

Chief Constable Post

The appointments Committee was to meet on 22 July to discuss the progress of the Chief Constable and Temporary Assistant Chief Constable appointments.

Members were informed that there was a risk that the appointment of a new Chief Constable might not align to when the current one leaves in December 2010.

Members were made aware that the considerable costs for Chief Officers recruitment were borne by the Police Authority.

Resolved

1. That members note the progress to appoint to Chief Officer posts.

10/h/32 RISK MANAGEMENT – HUMAN RESOURCES COMMITTEE

The Director of Corporate Services presented a report to members to inform of the significant risks to the Force and Police Authority to meet the strategic priorities that had a direct relationship to the terms of reference of the Human Resources Committee. Members were asked to consider if appropriate assurance had been given to reduce the likelihood and where possible the impact of these risks, and to identify areas where further assurance was required.

The two areas for the Human Resources Committee had been identified as:

- Creating a flexible, fit for purpose workforce
- The training programme delivers the skill sets required in modern policing.

Members considered the risk register and were reassured by actions being undertaken to mitigate against the risks. Members were reminded that Mrs. Kathy Johnson had been appointed lead member for Duty Management to address risks pertaining to deployment and workforce planning.

Resolved

1. That members note the significant risks to the Force and Police Authority to meet the strategic priorities that had a direct relationship to the terms of reference of the Human Resources Committee.
2. That members agree that appropriate assurance has been given to reduce the likelihood and where possible the impact of risks.
3. That Police Authority appoint a lead member to address Force Duty Management thereby providing assurance.

10/h/33 The meeting closed at 11.55am

HUMAN RESOURCES COMMITTEE
14 July 2010
STATUS REPORT

	AGENDA ITEM	DECISION/ACTIONS/NOTES	ACTION BY	DATE	COMMENT
	APOLOGIES	Noted			
10/h/24	MINUTES	Confirmed			
10/h/25	MATTERS ARISING –STATUS REPORT	<ul style="list-style-type: none"> • Deployment of Special Constable • Timeliness in Dealing with Claims • Agenda Items 10 and 11 ➤ <i>Programme 2011 – to Strategic Working Group and then Performance & Planning Cttee</i> ➤ <i>Staff Support Group</i> • Bedfordshire and Luton Casualty Reduction Partnership 	<p>Force Completed</p> <p>Force/PA</p> <p>Force Completed</p>	<p>Oct 2010</p> <p>Aug 2010</p> <p>Oct 2010</p>	<p>Update at October meeting</p> <p>Completed action of this committee</p> <p>HR Cttee 07.10.10</p> <p>Update at October meeting</p>
10/h/26	DECLARATIONS OF INTEREST	None			
10/h/27	<u>PEOPLE SERVICE PLAN EXCEPTION REPORT 2010-2011</u>	Resolved <ol style="list-style-type: none"> 1. That members note the content of the report. 2. That members agreed for clear information to be communicated to the public and partners advising that local authorities, and not Bedfordshire Police, have responsibility for the issuing of parking tickets in Bedfordshire and Luton. 3. That Diversity Recruitment be reported to the Human Resources Committee every six months 	<p>Completed</p> <p>Force/PA</p> <p>Force</p>	<p>ongoing</p> <p>6-monthly</p>	

10/h/28	<u>2010 – 2011 PEOPLE SERVICES AND HEALTH AND SAFETY PERFORMANCE REPORT</u>	<p>Resolved</p> <ol style="list-style-type: none"> 1. That members note the content of the report. 2. That the revised performance report contain a breakdown on SNT data, detailing PCSO, Police Officer and Special Constabulary strength against establishment. 3. That a report on the support offered to staff facing potential redundancy be brought to the Human Resources Committee in October. <ul style="list-style-type: none"> • AD(PS) to advise formulae for resourcing SNTs • Future HR performance monitoring report to include SNTs info- establishment v strength • Breakdown of categories of Police staff emailed to members 	<p>Completed</p> <p>Force</p> <p>Force</p> <p>Force AD(PS)</p> <p>Force</p> <p>Force AD(PS)</p>	<p>All future HR reports</p> <p>Oct 2010</p>	<p>Update at October meeting</p>
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10/h/29	<u>PEOPLE AND LEADERSHIP STRATEGY 2010-2013</u>	<p>Resolved</p> <ol style="list-style-type: none"> 1. That members consider the content of the People and Leadership Strategy 2010 -2013 and Development Plan 2010 – 2011 and identify omissions and amendments. 2. That members support the People and Leadership Strategy 2010 -2013 and Development Plan 2010 – 2011 subject to amendments as identified. 3. That members agree for a People and Leadership Strategy communications plan to be published. 4. That Mrs Kathy Johnson be appointed Lead Member for Duty Planning in a short task and finish exercise. <ul style="list-style-type: none"> • Partners not to be specifically named, add parish and town councils as partners • PDR report to October HR meeting 	<p>Completed</p> <p>Force</p> <p>Force</p> <p>PA</p> <p>Force</p> <p>Force</p>	<p></p> <p></p> <p></p> <p></p> <p>Oct 2010</p>	<p></p> <p>Complete subject to amends</p> <p>Complete</p> <p>complete</p> <p>Completed action of this committee</p> <p>Update at October meeting</p>
10/h/30	<u>WORKING FOR THE PUBLIC INSPECTION PRODUCTIVITY FRAMEWORK</u>	<p>Resolved</p> <ol style="list-style-type: none"> 1. That work undertaken to meet the requirements of the HMIC Working for the Public Inspection framework be noted. 	<p>Completed</p>	<p></p>	<p></p>
10/h/31	<u>REVIEW OF CHIEF OFFICER APPOINTMENTS</u>	<p>Resolved</p> <ol style="list-style-type: none"> 1. That members note the progress to appoint to Chief Officer posts 	<p>Completed – update to next meeting</p>	<p>Oct 2010</p>	<p>HR agenda item</p>

10/h/32	<u>RISK MANAGEMENT – HUMAN RESOURCES COMMITTEE</u>	<p>Resolved</p> <ol style="list-style-type: none"> 1. That members note the significant risks to the Force and Police Authority to meet the strategic priorities that had a direct relationship to the terms of reference of the Human Resources Committee. 2. That members agree that appropriate assurance has been given to reduce the likelihood and where possible the impact of risks. 3. That Police Authority appoint a lead member to address Force Duty Management thereby providing assurance. 	<p>Completed</p> <p>Completed</p> <p>Completed</p>		
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Bedfordshire Police Authority

COMMITTEE AND MEETING DATE	HUMAN RESOURCES COMMITTEE 7 OCTOBER 2010
AGENDA ITEM No:	4
TITLE:	PEOPLE SERVICE PLAN EXCEPTION REPORT
DATE OF REPORT:	14 SEPTEMBER 2010
REPORT OF:	CHIEF CONSTABLE
AUTHOR:	LOUISE FRAYNE ASSISTANT DIRECTOR (PEOPLE SERVICES)
ACTION REQUIRED:	REPORT FOR INFORMATION
APPENDICES:	

EXECUTIVE SUMMARY:

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

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

- Audit of Succession Planning
- Single Volunteering Unit for Bedfordshire Police
- PDR Analysis

RECOMMENDATIONS:

Recommendation 1

Members are asked to note the content of the report.

Originators:	Louise Frayne, Assistant Director (People Services)
Date:	14 September 2010
Telephone No:	(01234) 842798
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BACKGROUND PAPERS:

None

ADDITIONAL PAPERS:

None

1 INTRODUCTION

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

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

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

3. MAIN REPORT

3.1 Succession Planning

- 3.1.1 In July 2010 an audit of succession planning and training was undertaken as part of the approved internal audit periodic plan for 2010/11.
- 3.1.2 The objective of the audit was to evaluate the adequacy of risk management and control within the system and the extent to which controls have been applied, with a view to providing an opinion. Control activities are put in place to ensure that risks to the achievement of the organisation's objectives are managed effectively.
- 3.1.3 When planning the audit, the following controls for review and limitations are agreed:
 - The scope of the work will be limited to those examined and reported upon in the areas for consideration in the context of the objectives set out for this review.
 - Any testing undertaken as part of the audit will be compliance based and sample testing only and will form the basis of opinion given in the review.
 - An opinion on the appropriateness or the adequacy of the training identified or delivered is not provided.
 - The audit is designed to assess the controls in place to manage the objectives and risks.
- 3.1.4 The objective of the audit was to ensure that the Force has adequate arrangements in place to provide continuity of staff/officers to ensure services are maintained and that they have adequate training provision to contribute to these needs.

- 3.1.5 The audit also considered the risk that a failure to identify and adequately plan for replacement of key staff roles to ensure continuity of services is maintained.
- 3.1.6 The audit concluded that taking into account the issues identified the Authority can take reasonable assurance that the controls upon which the organisation relies to manage this risk are suitably designed, consistently applied and effective.
- 3.1.7 The above conclusion fed into the overall assurance level based on the evidence obtained during the review.
- 3.1.8 The key findings from this review are as follows:
- From the areas covered in the review the auditors highlighted one area which needs to be addressed linked to the frequency of review of the Training Policy and Procedures. The majority of controls in place, however, were considered adequate. The Auditors left a recommendation in the main report to address the weaknesses identified.
 - A further area identified where a control was not met in line with the scheduled review date was the skills audit for 2010/11 where robust evidence was not found to support those who have completed programmes.
- 3.1.9 Overall, the findings were positive and demonstrate the continuous progress being made by the Force to develop its workforce.

3.2 Single Volunteering Unit

- 3.2.1 In June 2010 the Force Executive considered and agreed a paper to establish a single volunteering unit for the Force to manage cadets and service volunteers but to also provide a wider support service to the Special Constabulary.
- 3.2.2 The proposal also set out the economies of scale that could be achieved as well as increased resilience through having the service provision delivered through one centralised unit.
- 3.2.3 The unit went 'live' on 1 September 2010 and is fully populated with existing staff and is managed by the Initial Training Manager for the Force. Work is underway to develop a volunteer workforce encapsulating the principles of cradle to grave approach which is consistent with the People & Leadership Strategy 2010 – 2013.
- 3.2.4 The wider support available from People Services will allow the post holders within the unit to concentrate on developing the volunteer workforce by engaging with partners across Bedfordshire as well as working with stake holders within the Force such as the Public Protection Unit.
- 3.2.5 The Force currently has 117 cadets, 235 Special Constables and 54 active service volunteers. Greater emphasis is being given to developing this workforce further to maintain a wider service provision to the local community as well as encouraging people to still perceive Bedfordshire Police as an employer of choice.

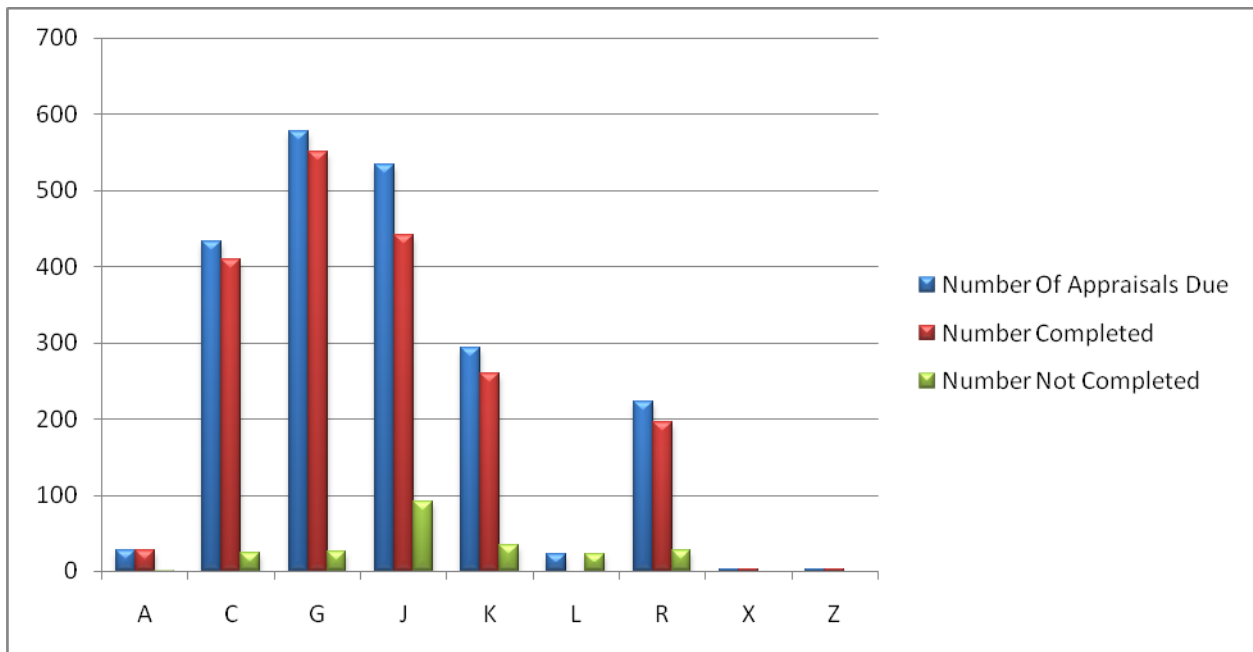
3.3 PDR Analysis

3.3.1 Performance Development Reviews (PDRs) are completed for every member of Bedfordshire Police whether they are police officers, members of police staff, special constabulary or volunteers. The PDR cycle for 2009-2010 ran from 1st April 2009 to 30th April 2010 to facilitate the timing of the annual policing plan. This report outlines the quality assurance process which took place within Bedfordshire Police for this period.

3.3.2 Quality Assurance analysis takes place on an annual basis to ensure the PDR process is fair to all members of Bedfordshire Police.

3.3.3 **Completion rates**

1890 PDRs from the 2009/10 year were completed giving a force return of 84.1% so far. This is broken down by division as follows:



Work will take place with HR Business Partners and Divisional Command Teams to ensure the outstanding PDRs are completed as soon as possible.

3.3.4 High Performers and Individuals with developmental areas

High Performers are those individuals with more than 50% grade ones within their PDR. Those with a grade 3(c) are also highlighted as those with developmental areas.

	A	C	G	J	K	R	Totals
High Performers	6	17	51	17	21	7	119
Individuals with developmental areas	0	7	9	6	3	0	25

3.3.5 From these PDRs the following can be noted:

3.3.6 PDR Grades by Gender

Gender	Grades	2008/9	2009/10
		% of Gender Totals	% of Gender Totals
Female	1s	14.0	16.5
	2s	83.4	81.0
	3(a)s	0.5	0.8
	3(b)s	1.9	1.7
	3(c)s	0.2	0.1
Male	1s	15.1	16.1
	2s	82.4	81.9
	3(a)s	0.5	0.5
	3(b)s	1.9	1.5
	3(c)s	0.2	0.1

The scores given within PDRs show that the majority of staff are competent in their role scoring a grade 2 but there are also some individuals scoring grade 1s who can be identified as the forces high performers. It should also be noted that the grades given to males and females are almost equal demonstrating that there is no gender bias in the scores given to individuals within their PDRs.

Finally, it should be noted that compared to the appraisal year 2008/9 the performance of individuals within the force is improving.

3.3.7 PDR Grades by Ethnicity

The scores given to individuals with the force from a minority ethnic background are all very similar with approximately 10% grade 1's awarded and 90% grade 2's.

	Grades	% of Ethnicity Totals 08/09	% of Ethnicity Totals 09/10
Asian Bangladeshi	1s	10.0	11.0
	2s	90.0	85.3
	3(a)s	0.0	0.0
	3(b)s	0.0	3.7
	3(c)s	0.0	0.0
Asian Indian	1s	7.9	16.2
	2s	87.9	80.2
	3(a)s	1.7	0.7
	3(b)s	2.6	2.9
	3(c)s	0.0	0.0
Asian Other	1s	7.9	19.2
	2s	90.5	78.1
	3(a)s	0.0	0.0
	3(b)s	1.6	2.7
	3(c)s	0.0	0.0
Asian Pakistani	1s	4.9	5.2
	2s	88.6	93.2
	3(a)s	0.2	0.9
	3(b)s	4.9	0.7
	3(c)s	1.4	0.0
Black African	1s	3.2	0.0
	2s	96.8	97.2
	3(a)s	0.0	1.9
	3(b)s	0.0	0.9
	3(c)s	0.0	0.0
Black Caribbean	1s	11.9	11.0
	2s	84.4	87.4
	3(a)s	0.2	0.5
	3(b)s	3.5	1.2
	3(c)s	0.0	0.0

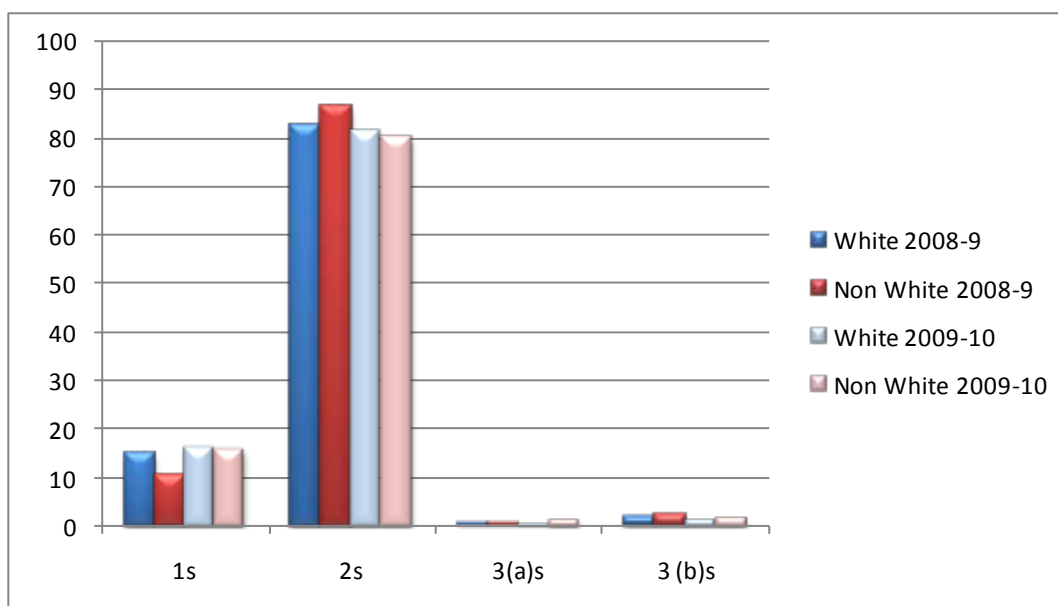
	Grades	% of Ethnicity Totals 08/09	% of Ethnicity Totals 09/10
Black Other	1s	10.1	13.3
	2s	89.5	77.4
	3(a)s	0.0	6.0
	3(b)s	0.4	3.4
	3(c)s	0.0	0.0
Not stated	1s	10.6	15.1
	2s	86.9	79.9
	3(a)s	0.0	0.0
	3(b)s	2.5	4.9
	3(c)s	0.0	0.0
Other mixed	1s	16.4	21.9
	2s	81.0	77.1
	3(a)s	0.0	1.1
	3(b)s	1.4	0.0
	3(c)s	0.0	0.0
White + Asian	1s	9.8	9.6
	2s	88.6	78.4
	3(a)s	1.6	8.4
	3(b)s	0.0	9.6
	3(c)s	0.0	0.0
White + Black African	1s	0.0	0.0
	2s	96.6	95.8
	3(a)s	0.0	0.0
	3(b)s	3.4	4.2
	3(c)s	0.0	0.0
White + Black Caribbean	1s	2.9	3.2
	2s	97.1	96.8
	3(a)s	0.0	0.0
	3(b)s	0.0	0.0
	3(c)s	0.0	0.0
Chinese	1s	0.0	89.7
	2s	0.0	10.3
	3(a)s	0.0	0.0
	3(b)s	0.0	0.0
	3(c)s	0.0	0.0

For those from a white background, the grades given are as follows:

	Grades	% of Ethnicity Totals 08/09	% of Ethnicity Totals 09/10
White British	1s	14.9	16.5
	2s	82.6	81.3
	3(a)s	0.5	0.6
	3(b)s	1.8	1.5
	3(c)s	0.2	0.1
White Irish	1s	15.9	17.5
	2s	79.7	79.1
	3(a)s	0.0	0.2
	3(b)s	4.4	2.0
	3(c)s	0.0	1.2
White Other	1s	17.8	14.3
	2s	79.8	84.6
	3(a)s	0.7	0.2
	3(b)s	1.7	0.9
	3(c)s	0.1	0.0

The figures shown indicate that those from a white background did have a slightly higher percentage of grade 1s awarded in 2008-9 in comparison to those from a minority background however this does not appear in the PDRs for 2009-10. This comparison can be shown in the below graph:

Grades	2008-2009		2009-2010	
	White	Non White	White	Non White
1s	15.0%	10.4%	16.4%	15.9%
2s	82.5%	86.6%	81.4%	80.2%
3(a)s	0.5%	0.6%	0.6%	1.8%
3(b)s	1.8%	2.3%	1.5%	2.1%
3(c)s	0.2%	0.1%	0.1%	0.0%



4. **RECOMMENDATIONS**

- 4.1 Members are asked to note the content of the report.

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Not Protectively Marked



People Services Strategic Performance Report

Issued September 2010 by Karen Hunter Performance Analyst
Document version: People Services Performance Report for PA Final (version 3)

People Services Performance Report **September, 2010**

INTRODUCTION

In August 2010 Bedfordshire Police reviewed its approach to the performance monitoring of activities within its People Services Department. The previous report has served its purpose well but it was identified that a more strategic performance report was required to enable the Force to take the next step change in performance. The scope of the report has been developed by the Assistant Director (People Services) in conjunction with the Head of Performance and Planning and is structured to reflect the key themes in the future 'Valuing the Police' Inspection by HMIC. It is intended that the document will be developed over time, and comments on its current and developing format are welcomed. The new Strategic People Services Performance Report should be seen as work in progress.

The report is authored by Karen Hunter, Performance Analyst, Performance and Planning, Corporate Development under terms of reference issued by Louise Frayne, Assistant Director (People Services).

EXECUTIVE SUMMARY

LEADING

- Data indicate there is an increase in promotion of female officers through the ranks.
- Bedfordshire has relatively high proportions of female officers in most ranks, especially Chief Officers, Chief Superintendent, Chief Inspector, Sergeant and Constable.
- There is zero representation of minority ethnic female officers at ranks of Inspector and above.

ORGANISING

- The Force is operating with the equivalent of 9 Police Officer vacancies against the full 2010/11 establishment of 1264 officers (FTE). There has been a reduction in Sergeant vacancies compared to previous reports.
- There is a sizeable increased in officers on recuperative duties in 2010 compared to the same period in 2009.
- The Force is operating at 8 staff above establishment.
- The Force sickness level for officers for the year since April 1st 2010 is 3.8% and staff sickness is 4.2%. Both figures are below internal and externally declared targets.
- The number of incidents reported to the Health and Safety Department remains relatively stable at an average of 385 incidents each year.

DEVELOPING

- Overall the Training Department is successfully maximising trainer delivery time. There are peaks and small troughs with delivery time which currently are not perceived as a challenge.
- The utilisation of training rooms currently sits at approximately 70% over a six month period.
- There are no succession planning issues that are not already being managed and addressed.

People Services Performance Report **September, 2010**

LEADING

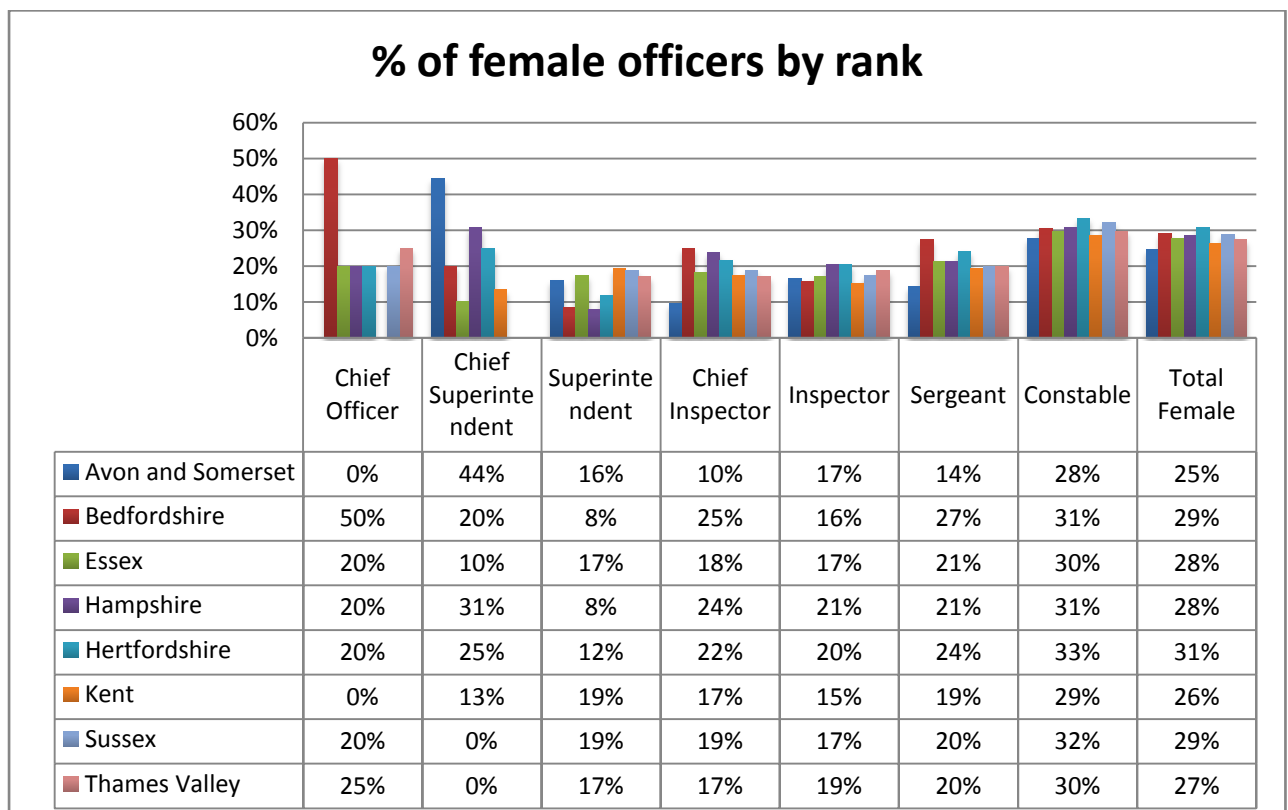
PROMOTIONS THROUGH THE RANKS

A review of promotion through the ranks suggests potentially rising numbers of female promotions in the organisation. The year to date has been compared with the previous year, but it is difficult to draw firm conclusions until later in the year.

PROGRESSION THROUGH THE RANKS

The representation of females is relatively good through the ranks with the exception of Superintendent (8% female) and to some degree Inspector ranks (16% female).

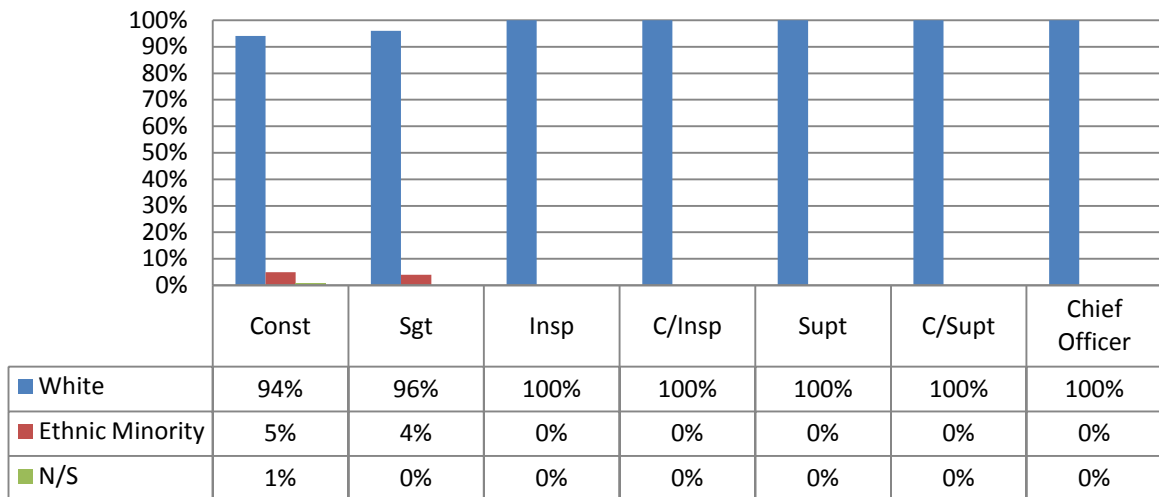
The following chart shows how Bedfordshire compares to its most similar family of Forces in relation to the proportion of female officers at the different ranks. The data show that Bedfordshire has relatively high proportions of female officers in most ranks, notably Chief Officers, Chief Inspector and Sergeant. Proportions are slightly lower by comparison for the ranks of Inspector and Superintendent. In terms of overall levels of female officers, Bedfordshire performs relatively well by comparison to peers.



People Services Performance Report **September, 2010**

The following chart shows the proportion of ethnicity for female officers at the various ranks within Bedfordshire Police. The chart shows that there is zero representation of minority ethnic female officers at ranks of Inspector and above. The proportion of female minority ethnic officers is relatively similar for Constable and Sergeant ranks.

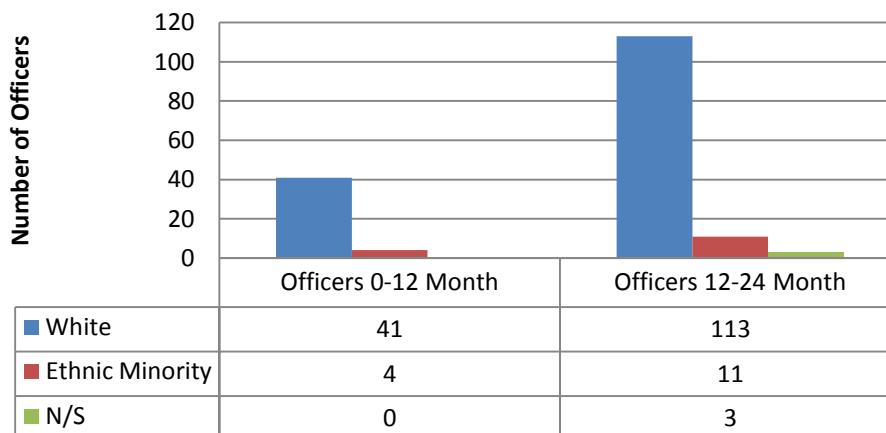
Ethnicity of Female Officers through the Ranks as at 6th Sept 2010



OFFICERS WITH 0-24 MONTHS SERVICE BY ETHNICITY

The following chart shows officers with 0-24 month's service in Bedfordshire Police and the number of which are white or minority ethnic. The number of officers with 0-12 months service is much lower than the number with 12-24 months service. The Force is expecting a reduction in the establishment in 2011 as a result of budgetary pressures and has reduced officer intakes to be in a best position to manage such reductions, and hence the proportion of minority ethnic officers is similar for both groups at approximately 10%.

Officers by Ethnicity with 0-24 Months Service as at 13th Sept 2010



People Services Performance Report **September, 2010**

STAFF CONFIDENCE

Bedfordshire Police monitors its internal staff confidence and encourages feedback from employees. The following information summarises the highest and lowest ranking questions arising from the latest 'Have your Say' internal staff survey completed in early 2010. This section will be developed in future reports to provide further analysis in terms of trend and benchmark comparison. It is also intended that the report will include strategic initiatives which are being implemented to develop performance in the lowest rank areas.

HIGHEST RANKED QUESTIONS:

1. I have a strong sense of personal responsibility.
2. Improving the level of service to the public is important.
3. I help to achieve the goals of Bedfordshire Police
4. Understanding and anticipating the public's need is important.
5. I like my work and do it well.
6. I feel my team provides a good quality service.
7. My team expect high performance.
8. I understand what contribution I need to make for Bedfordshire Police to achieve its aims and objectives.
9. I understand change is necessary if Bedfordshire Police is to achieve its aims and objectives.
10. In my team we learn from our mistakes.

LOWEST RANKED QUESTIONS:

1. Management value staff views when developing plans and policies.
2. Staff is kept well informed by management about important changes within Bedfordshire Police.
3. I have access to a coach or mentor if required.
4. Generally, change is managed well by Bedfordshire Police.
5. There are good lines of communication between different parts of the organisation.
6. How satisfied are you with the level of resources to do your job (staff and equipment).
7. It is okay to fail when trying new things at Bedfordshire Police.
8. My manager evaluates the effectiveness of my training with me.
9. How satisfied are you with opportunities for career development/promotion.
10. I feel there is good co-operation across different teams in Bedfordshire Police.

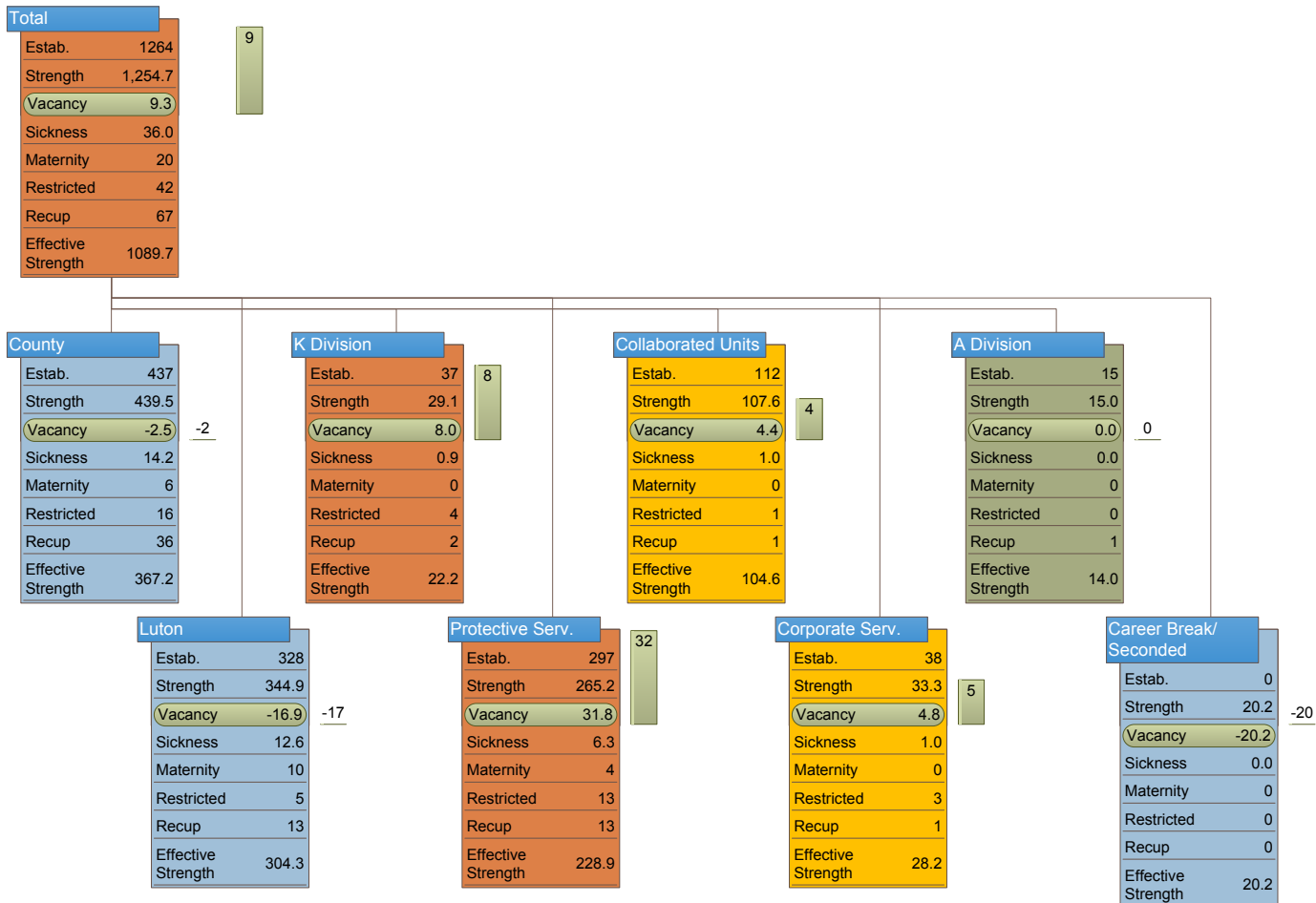
People Services Performance Report **September, 2010**

ORGANISING

MANAGING STRENGTH AGAINST ESTABLISHMENT ACROSS THE ORGANISATION

This section looks at the people currently in the organisation. The establishment data shown here are for the 2010/11 year as at 9th September 2010. This diagram includes officers on maternity leave and on Restricted or Recuperative duties (shown as 'Rest/Recup'). The column at the side of each table shows the vacancies in that rank. Acting and temporary ranks are shown as the substantive rank where the officer is acting; and the higher rank where the promotion is temporary. Collaborated Units provides Bedfordshire Police officers only. In terms of officers (FTE) the Force is operating with the equivalent of 9 vacancies against the 2010/11 establishment of 1264 officers (FTE).

OFFICERS STRENGTH BY DIVISION/DIRECTORATE AS AT 9TH SEPTEMBER 2010



People Services Performance Report **September, 2010**

OFFICERS STRENGTH BY RANK AS AT 9TH SEPTEMBER 2010



People Services Performance Report **September, 2010**

OFFICERS ON RESTRICTED AND RECUPERATIVE DUTIES

The tables below illustrate the number of officers who are either on restricted or recuperative duties in the second quarter of 2010/11 compared to the same period the previous year. **There has been a sizeable increase in officers on recuperative duties.** Emphasis is now being placed on ensuring officers on restricted and recuperative duties are being fully utilised in police officer roles, rather than for example being placed against a police staff vacancy. Since April 2009 significant progress has been made to identify and secure suitable alternative roles, and deploy the officers efficiently and effectively. This is a key requirement of the Police Use of Resources (PURE) Key Lines of Enquiry (KLOE) 3.3 and the Force will be assessed during the HMIC Valuing the Police Inspection. There will be continuous change in the make-up of officers on recuperative duties due to new cases occurring, officers returning to full duties and the differing length of times it takes to recuperate from an injury or illness.

Officers on restricted duties Quarter 2 2010/11

Rank/Division	County	Luton	K Div	Protective Serv.	Collaborated	Corporate	A Div	Total
Pc/Dc	13	4	1	12	1	2	0	33
Sgt	3	1	2	1	0	1	0	8
Insp	0	0	1	0	0	0	0	1
Total	16	5	4	13	1	3	0	42

Officers on restricted duties Quarter 2 2009/10

Rank/Division.	County	Luton	K Div	Protective Serv.	Corporate Ser.	Total
Pc/Dc	10	5	5	16	3	39
Sgt	1	0	0	1	2	4
Insp	0	0	0	0	0	0
Total	11	5	5	17	5	43

Officers on recuperative duties Quarter 2 2010/11

Rank/Division	County	Luton	K Div	Protective Serv.	Collaborated	Corporate	A Div	Total
Pc/Dc	29	11	2	12	1	1	1	57
Sgt	4	1	0	1	0	0	0	6
Insp	3	1	0	0	0	0	0	4
Total	36	13	2	13	1	1	1	67

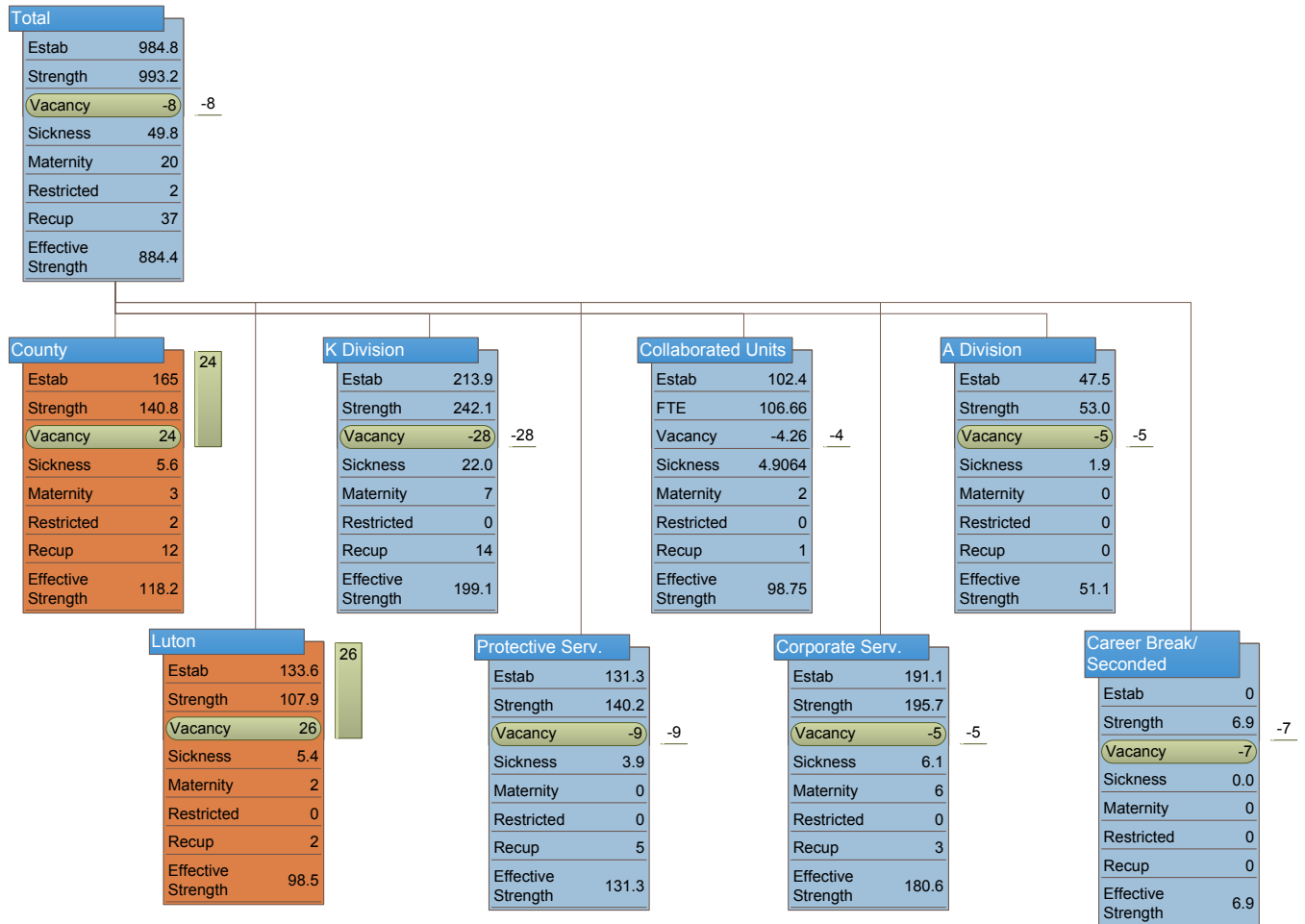
Officers on recuperative duties Quarter 2 2009/10

Rank/Division.	County	Luton	K Div	Protective Serv.	Corporate Ser.	Total
Pc/Dc	12	5	0	10	0	27
Sgt	3	3	0	1	0	7
Insp	0	0	0	0	0	0
Total	15	8	0	11	0	34

People Services Performance Report **September, 2010**

STAFF STRENGTH BY DIVISION/DIRECTORATE AS AT 9TH SEPTEMBER 2010

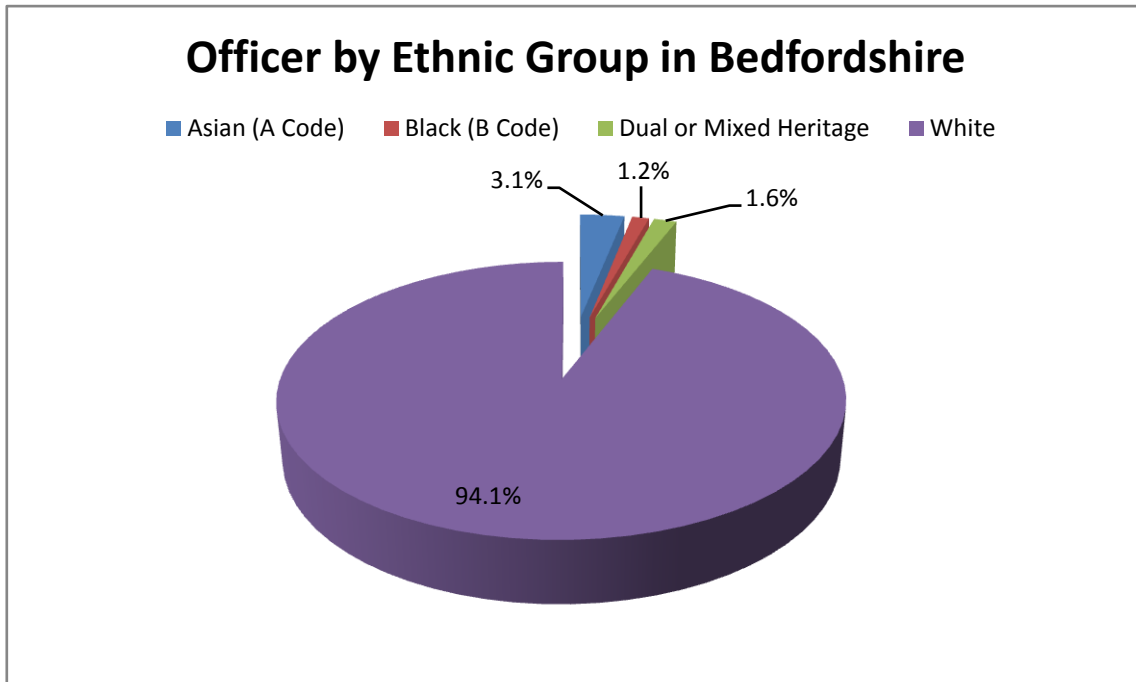
The following chart shows the staff strength against establishment. Collaborated Units provides information on Bedfordshire Police staff only. The Force is currently operating at 8 staff above establishment.



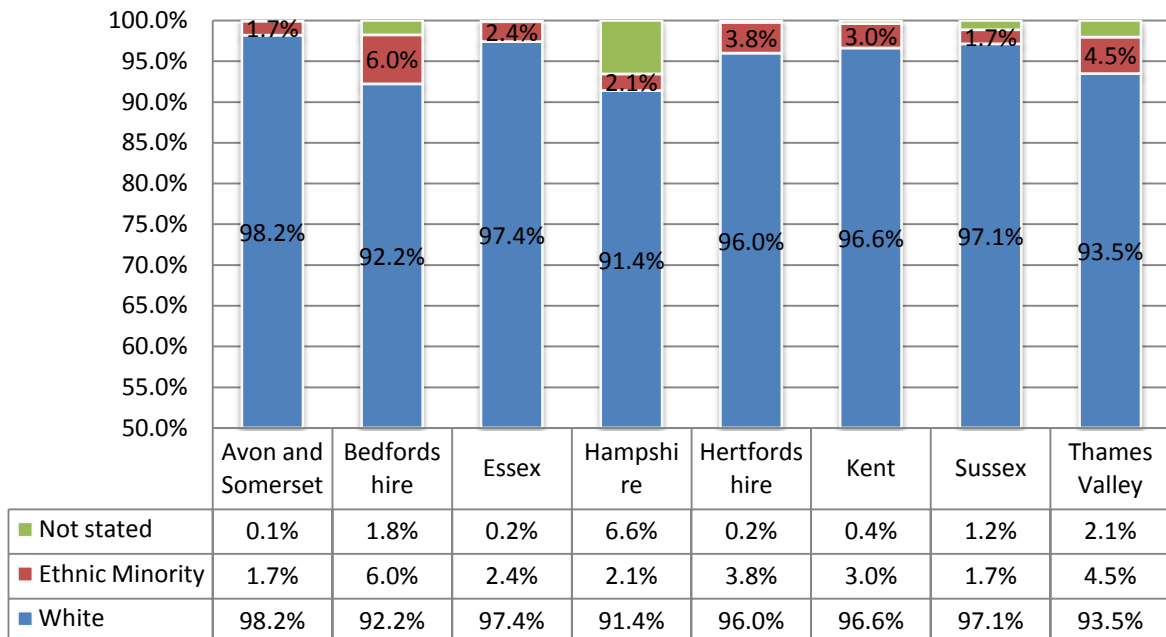
People Services Performance Report **September, 2010**

DIVERSITY THROUGH THE ORGANISATION

In terms of national comparison the Metropolitan Police had the largest proportion of minority ethnic officers (9.4%), followed by West Midlands (8.0%), Leicestershire (6.6%) and then Bedfordshire (6.0%).



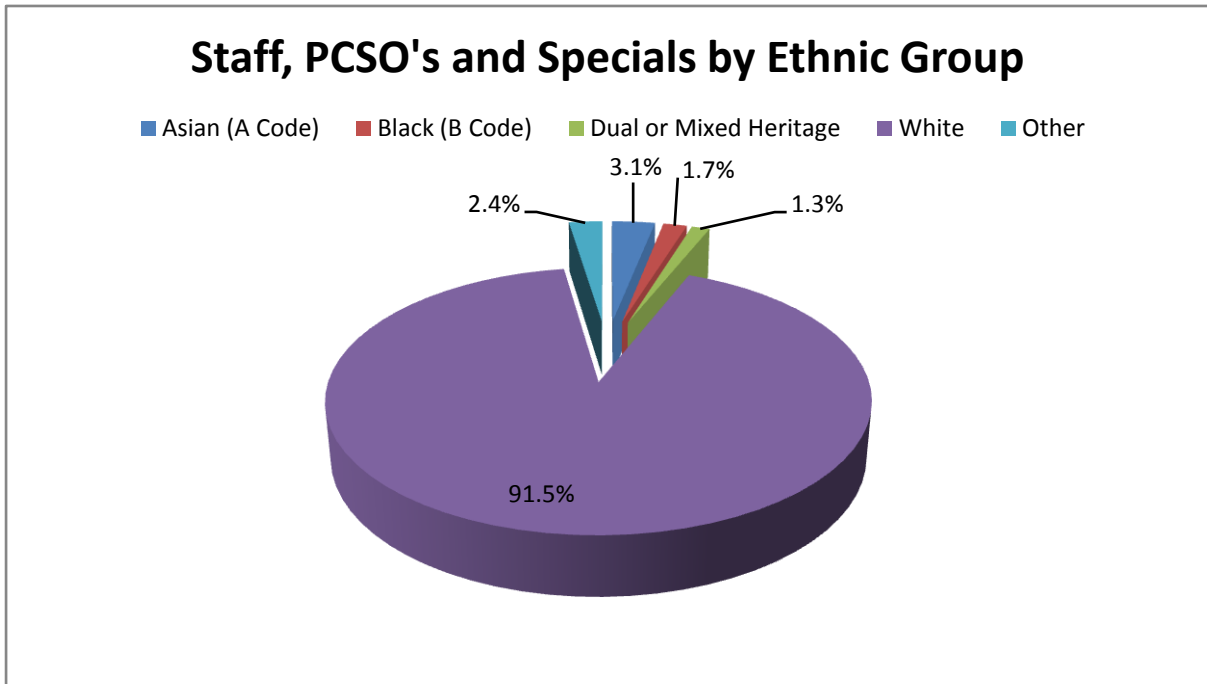
MSF Ethnicity of Officers



People Services Performance Report | **September, 2010**

BREAKDOWN OF STAFF, PCSOS AND SPECIALS BY ETHNICITY AND GENDER AS AT 8TH SEPTEMBER 2010

There is a higher proportion of minority ethnic staff, Specials and PCSOs compared to officer proportions (staff approximately 7%, Specials approximately 8% and PCSOs approximately 9%).



People Services Performance Report **September, 2010**

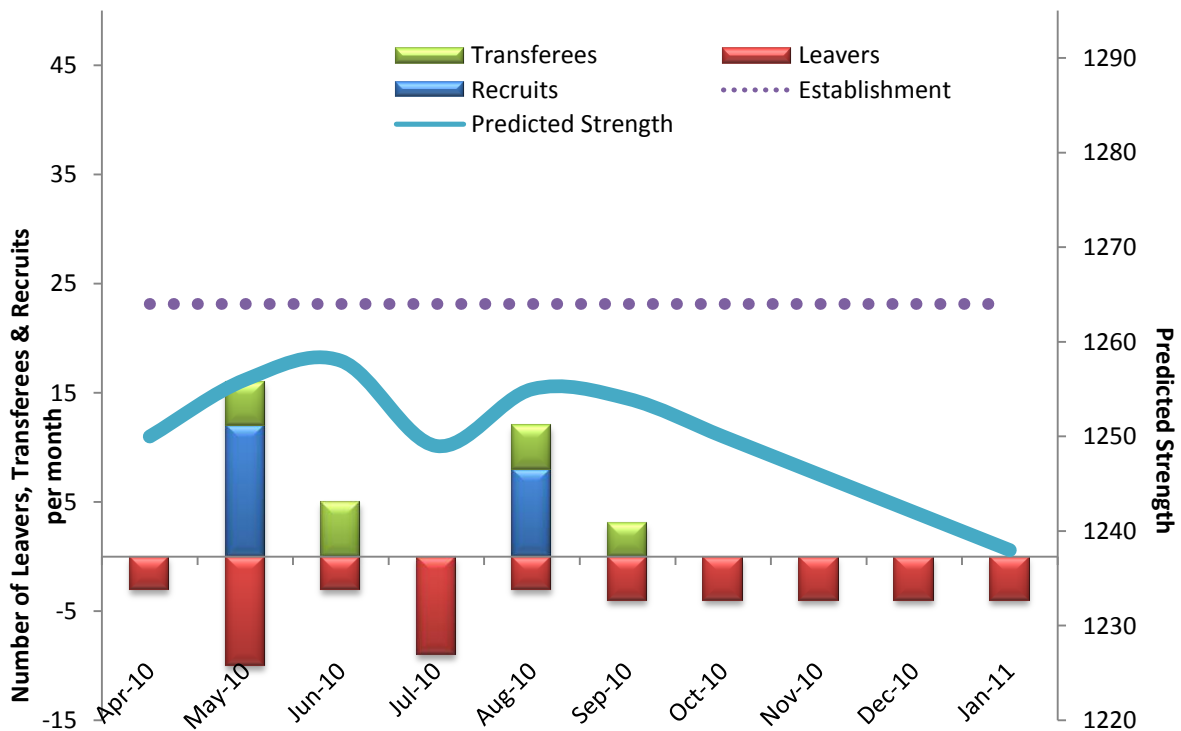
WORKFORCE PLANNING AND RECRUITMENT

Officer numbers are now well within the Force establishment of 1264. For financial reasons there is no 'over recruiting' so officer numbers will usually be below establishment. The Force is expecting a reduction in Police establishment in 2011 as a result of budgetary pressures and reorganisation. As a result it has been concluded the slowing down of officer intakes is the best approach to managing such a reduction. Workforce predictions have been adjusted accordingly in conjunction with the Finance Department.

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

At the request of the Force Executive, new workforce planning charts have been created for Specials and Cadets. Information on volunteers is slightly limited at present although it is planned that a model will also be developed for them in the future.

FORECASTING OFFICER NUMBERS

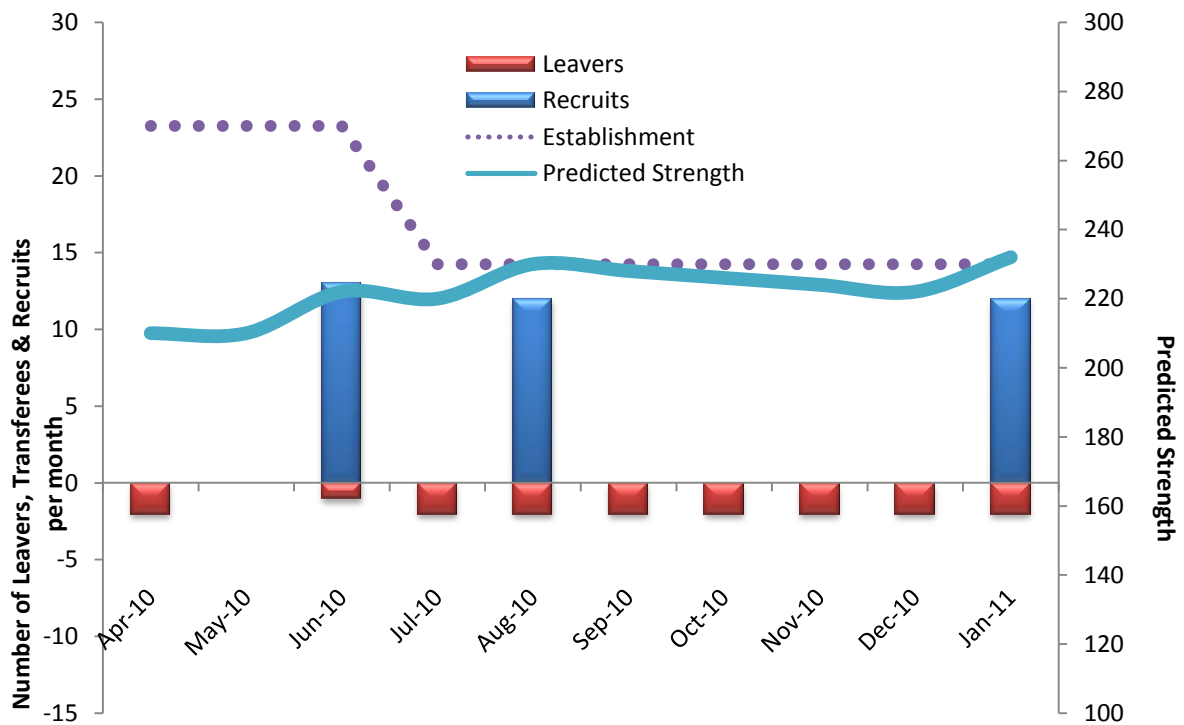


People Services Performance Report **September, 2010**

FORECASTING SPECIAL CONSTABULARY NUMBERS

Work has been undertaken to implement a workforce planning model for the Special Constabulary that is similar to that used for Police Officers, to ensure recruitment remains within budget. The following chart shows the new workforce planning model developed for Specials. It was recently decided by the Force Executive that the Specials target strength of 270 should be reduced to 230. The current establishment of active specials is as listed below. The chart shows that the predicted strength remains close to the target of 230.

- K Division – 5
- Protective Services – 6
- County Division – 106
- Luton Division – 27
- ASB Tasking Team – 59
- Training – 27
- Total 230



People Services Performance Report **September, 2010**

FORECASTING CADETS NUMBERS 1ST SEPTEMBER 2010 – 31ST AUGUST 2011

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

VOLUNTEERS

Over the coming year the Force will be working to engage 10 new volunteers per month (based on 2 days of interviews per month and 7 applicants per day). New volunteers, based on recent interviews, are anticipated to be placed in December/January.

The Force is working with The Prince's Trust, University of Bedfordshire and local volunteering organisations to try and draw volunteers from sections of the community who may otherwise find it difficult to gain employment, including young people, NEET and people with disabilities. This will involve a change in attitude towards volunteering, in that we are looking as an organisation not only to gain services from people but also to give something back to them and the community in terms of training, confidence building and assisting them back into work. This will naturally impact on flow in and out of volunteers, as we would expect them to leave as they find jobs. As this begins to happen, however, we hope our processes and systems (currently under review) will be such that we can increase recruitment to bring in more than 10 per month to maintain the target of 166 volunteers by this time next year.

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

MANAGING ABSENCE

An internal 2010/11 target for sickness absence has been set for Police Officers at 4.2% and an external 2010/11 sickness target for Police Staff at 4.5%. The Force sickness level for officers for the year since April 1st 2010 is 3.8% and staff sickness is 4.2%. The Force has seen a reduction in officer sickness in August 2010 to 3.8% which is lower than the annual internal target of 4.2%, and lower than what the Force reported in August 2009 (4.7%).

Staff sickness has seen an increase from 4.4% in July 2010 to 5.0% in August. Year to date staff sickness is at 4.2% which is still slightly lower than the 'Tier 2' target of 4.5% set by the Police Authority.

COMPARISON OF SICKNESS LEVELS WITH MOST SIMILAR FORCES

The Home Office records Sickness differently to include only full days of sickness. Information is available to compare Bedfordshire with its MSF and national averages for the calendar year 2009. This shows Bedfordshire officer sickness at 3.7%, in line with the MSF average of 3.6% and the national average of 3.5%. Our MSF ranged from Hampshire at 2.4% to Avon and Somerset at 4.6%.

People Services Performance Report | **September, 2010**

Bedfordshire staff sickness at 5.1% is above the MSF average of 4.6% and the national average of 4.3%. Reductions during 2010 will help to improve this comparative position. Our MSF ranged from Hampshire at 3.1% to Avon and Somerset at 5.7%.

People Services Performance Report **September, 2010**

MANAGING PERFORMANCE

EMPLOYEES INVOLVED IN FAW PROCEDURES

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

2010/11 employees involved in FAW procedures

Year	Ethnicity				Gender		Stages			Withdrawn
	White	Black	Asian	Other	Male	Female	Stage 1	Stage 2	Stage 3	
2010	7	0	0		5	2	4	3		

2009/10 employees involved in FAW procedures

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

EMPLOYEES SUBJECT TO DISCIPLINARY PROCEDURES

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

2010/11 employees subject to disciplinary

Employees	White	Ethnic Minority	Not Stated	Total
Officers	17	2	0	19
Staff	3	0	0	3
PCSO's	1	0	0	1
Specials	1	0	0	1
Total	22	2	0	24

2009/10 employees subject to disciplinary

Employees	White	Ethnic Minority	Not Stated	Total
Officer	32	5	0	37
Staff	38	1	0	39
PCSO's	1	0	0	1
Specials	1	0	0	1
Total	72	6	0	78

People Services Performance Report **September, 2010**

EMPLOYMENT TRIBUNAL CLAIMS

The following two tables show employees who submitted a matter to an employment tribunal during 2010/11 compared to 2009/10.

2010/11 employees involved in employment tribunals

Year	Ethnicity		Gender		Reason					
	White	Male	Female	SDA	DDA	RDA	UD	Struck Out	Withdrawn	Settled
2010/11	3	1	2	1	1	1	0	0	1	1

2009/10 employees involved in employment tribunals

Year	Ethnicity				Gender		Reason					
	White	Black	Asian	Other	Male	Female	SDA	DDA	RDA	UD	Struck Out	Withdrawn
2009/10	3	1	2		2	3	2	1	3	1	1	3

SAD – Sex Discrimination, DDA – Disability Discrimination, RDA – Race Discrimination, UD – Unfair Dismissal

MANAGING HEALTH AND SAFETY

REPORTED INCIDENTS

The number of incidents reported to the Health and Safety Department remains relatively stable at an average of 385 incidents each year. The number of incidents so far this year (1 April 2010 – 31st August 2010) is 153.

These reported incidents are mainly minor injuries at 88.9%, 9.2% are '3-day injuries', injury to "Member of the Public" is 0.6% and 1.3% of more serious and fatal injuries. There is no evidence of any significant trend in these data.

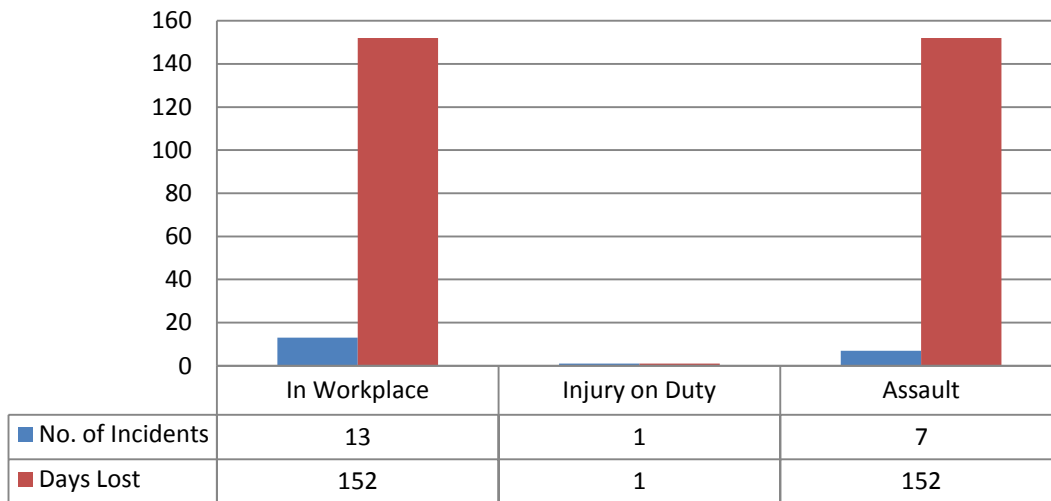
Police officers are the most likely to be injured at work. They accounted for 80.4% of reported incidents in since 1 April 2010, in line with the same period in 2009.

People Services Performance Report | **September, 2010**

DAYS LOST DUE TO WORK RELATED INJURIES

The chart below highlights the number of work days lost due to a relatively small number of incidents occurring within the workplace, whilst on duty or as a result of an assault. The chart does not include all injuries, only the ones which resulted in working days lost.

Days Lost Due to Work Related Injuries 1st April 2010 - 14th September 2010



COST OF REPORTED CLAIMS

No new claims from employees were notified from 1st April 2010 – 31st August 2010.

Three claims from employees have been settled. One was repudiated and a total of £24,828 was paid for the other two with £8500 being received by the claimants.

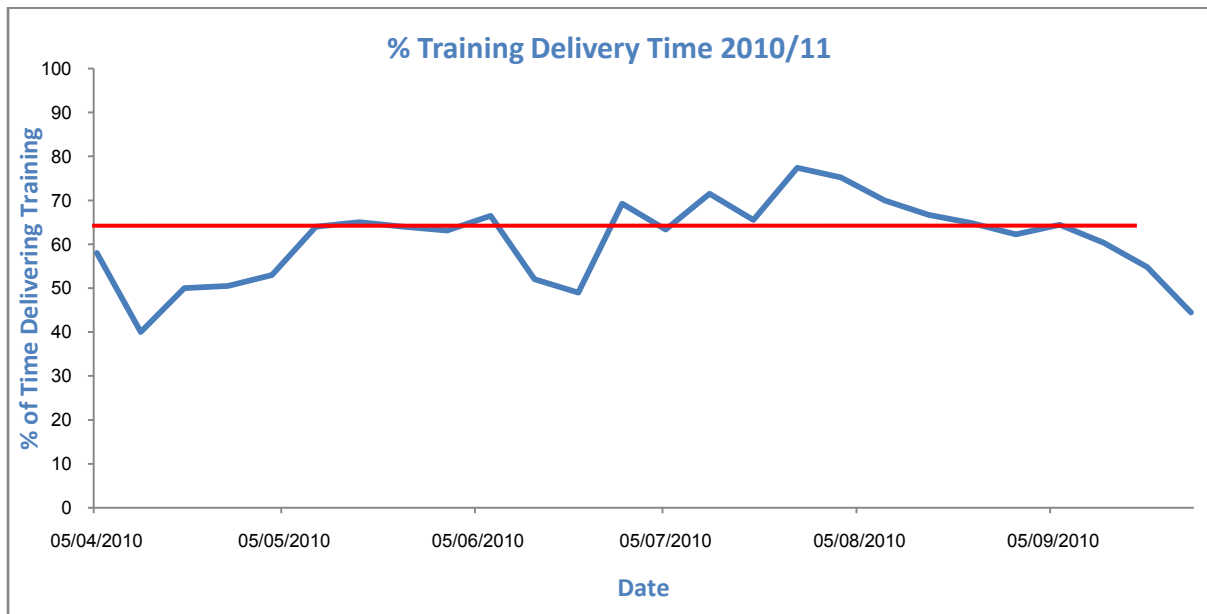
People Services Performance Report **September, 2010**

DEVELOPING

MAXIMISING TRAINING RESOURCES

Training delivery time represents the time trainers spend delivering training as a percentage of their available time. Available time takes into account annual leave and corporate activities (representing People Services at meetings, required personal and lesson development time). The performance target for trainers to be in class is set at 63%. This is benchmarked against other public sector educational establishments.

Overall the Department is successfully maximising the trainer delivery time. There are peaks and small troughs with delivery time which currently are not perceived as a challenge. The data is reviewed monthly by the Head of Workforce Development for accuracy, efficiency and effectiveness to ensure value for money.



People Services Performance Report **September, 2010**

ENCOURAGING SELF DEVELOPMENT

The table below shows NCALT training usage statistics from 1st April 2010 to 9th September 2010. The statistics show that members of staff are being actively encouraged to develop their own skills and knowledge. People Services have supported this with each division having their own Wi-Fi enabled Laptops for NCALT use only. In addition, People Services are expanding on 'encouraging self development' through Continual Professional Development (CPD) days, Mountaineering Club and CPD points for volunteering initiatives such as Operation Vision.

Employees Completing NCALT Training Packages

Headcount

Police Officer	718
Police Community Support Officers	17
Police Staff	708
Special Constabulary	263
Student Officer	85
Not Specified	179
Grand Total	1970

SUCCESSION PLANNING

The table below is created from pension data and shows 36 officers who could, if they chose to do so, retire within this financial year. Three of those officers, one Constable and two Inspectors have already submitted their retirement paperwork. There is an additional officer, not shown on this table, who will be retiring through age in early 2011 despite not reaching full pension entitlement.

All of the officers in this table have been asked about their intentions. Eleven state they wish to stay and have no intention of retiring. Seven of those remaining have stated that they intend to leave but have not yet committed to doing so. Those seven consist of two Superintendents, two inspectors, one Sergeant and two Constables.

The remainder of those surveyed state they are yet to make their mind up or have chosen not to reveal their intentions. There are no succession planning issues that are not already being managed and addressed.

Rank2	A Div	K Div	Collab Unit	Corporate Serv	County Div	K Division	Luton Div	Protective Serv	Total
C/Insp		1							1
Chief Officer	2								2
PC			1		2	1	5	7	16
Inspector		2	2	1			1		6
Sergeant	1	1		1	4			3	10
Supt					1				1
Total	3	4	3	2	7	1	6	10	36



Bedfordshire Police Authority

COMMITTEE AND MEETING DATE	HUMAN RESOURCES COMMITTEE, 7 OCTOBER 2010
AGENDA ITEM No:	6
TITLE:	REVIEW OF HEALTH AND SAFETY POLICY AND PROCEDURES
DATE OF REPORT:	SEPTEMBER 2010
REPORT OF:	CHIEF CONSTABLE AND CHIEF EXECUTIVE/TREASURER
AUTHOR:	VINCE HISLOP AND STEPH McMENAMY
ACTION REQUIRED:	FOR INFORMATION
APPENDICES:	ANNEXES A, B, C AND D

EXECUTIVE SUMMARY:

This report is to inform members about recent reviews of the Force and Authority's Health and Safety Policy, and separate Force and Authority's Procedures, and, through the joint Policy, to provide newer members with an understanding of the respective responsibilities of the Authority and the Chief Constable in relation to health and safety at work.

RECOMMENDATIONS:

Recommendation 1

That members note the content of the report.

Originators: Vince Hislop, Director of Corporate Services, and Steph
McMenamy, Chief Executive/Treasurer
Date: September 2010.
Telephone No: [01234] 846997 and 842366
E-mail: vince.hislop@bedfordshire.pnn.police.uk
steph.mcmenamy@bedfordshire.pnn.police.uk

BACKGROUND PAPERS:

None.

ADDITIONAL PAPERS:

None.

1 INTRODUCTION

- 1.1 Longer serving members will be aware that Bedfordshire Police was inspected by the Health and Safety Executive (HSE) in November 2007. The inspection formed part of a rolling programme of six police force inspections per year, over three years, i.e., a total of 18 of the 43 English and Welsh forces were inspected. It was led by Her Majesty's Inspector of Health and Safety Karl Howes and resulted in 32 recommendations. One of these recommendations was concerned with what the HSE described as "serious failings" in the monitoring and auditing of health and safety processes and procedures. The HSE took enforcement action in light of these failings and issued both the Force and Police Authority with statutory Improvement Notices.
- 1.2 In responding, through a comprehensive improvement action plan, to the many recommendations, the Force produced a revised – and for the first time *joint* Force and Authority – Health and Safety Policy, and separate Force and Authority Health and Safety procedures (the Procedure in the Authority's case was led by the Authority's Chief Executive). On 9 May 2008, again in response to specific recommendations from the inspection, members were sent a service-style *routine letter* (attached at Annex A). These recommendations were concerned with:
- The need for the Health and Safety Policy to be signed by the Chief Constable;
 - Communicating to members that the Police Authority is the employer in law of the Force's Police Staff (as well as its own staff); and
 - That the Health and Safety Procedure should include reference to the role and responsibility of the Police Authority.
- 1.3 In the event, Bedfordshire Police went further than it was required to by the HSE, by publishing a joint Force and Authority Health and Safety Policy, signed by both the Chief Constable and Authority Chairman. Similarly, in terms of going beyond what was asked for, not only does the Force's Health and Safety Procedure now make clear the distinct responsibilities of the Authority, but also the Authority has its own Health and Safety procedure, applicable to Authority members and its own (that is, non-Force) staff, as well as to visitors, etc.

2 CURRENT POSITION

- 2.1 The joint Force and Authority's Health and Safety Policy and the Force's Procedure have both been reviewed again recently, as part of the equality impact assessment initiative, and revised marginally. The revised documents are attached at Annexes B and C respectively.
- 2.2 The changes are primarily limited to making reference to the Corporate Manslaughter and Corporate Homicide Act 2007, but, in the case of the Procedure, there are additional changes; the principal one being to list those postholders who are accountable to the Chief Constable for the implementation of the Joint Health and Safety Policy in areas under their management.

3 POLICE AUTHORITY'S HEALTH AND SAFETY PROCEDURE AND GUIDANCE

- 3.1 The Authority's Health and Safety Procedure and Guidance were approved by the Human Resources Committee in November 2008, which agreed a biannual review of the Procedure. It does not seek to address the responsibilities placed upon the Authority as the employer of police staff, other than those police staff employed directly by the Authority in the capacity of the Authority.
- 3.2 Following a recommendation arising from an internal audit of Health and Safety Governance, which focussed on the governance of health and safety by the Police Authority, undertaken in March 2010, the Authority's Health and Safety Procedure has been updated to incorporate reference and linkage to the Corporate Manslaughter Act 2007. There are no other substantial changes proposed to the procedure.
- 3.3 The Authority can be assured that the Authority's procedure is adhered to 'Health and Safety' through the controls and governance arrangements in place:
- monitoring through regular standing item on staff meetings; and
 - member and staff inductions include health and safety matters.
- 3.4 The procedure at Annex D utilises Force practices wherever possible to ensure that standards are consistent and the level of administrative and specialist support is minimised.
- 3.5 The Chief Executive/Treasurer is responsible to the Police Authority for the day-to-day arrangements for implementing the joint policy, as it applies to the Authority, and procedure.
- 3.6 The governance arrangements are aligned to those applied to the Police workforce, i.e., a health and safety committee that reports to an executive policy-making body: the Senior Leadership Team in the case of the Force and the Human Resources Committee for the Authority. Therefore any Police Authority health and safety issues are taken to the Health and Safety Committee for consideration, if appropriate, and highlighted to the Human Resources Committee by exception reporting.

4 RECOMMENDATIONS

Recommendation 1

That members note the content of the report.

Our Ref: DCS/26/VWH

9 May 2008

Bedfordshire Police Authority
(For the attention of all members)

THE HEALTH AND SAFETY EXECUTIVE'S INSPECTION OF BEDFORDSHIRE POLICE

Reference A: The Management of Health and Safety at Bedfordshire Police – Report of the November 2007 Inspection by the Health and Safety Executive

1. Members are aware of the HSE's inspection of the Force and may know that Reference A contained thirty-two recommendations. Recommendations R1, R2 and R3 were respectively:

The Health and Safety Policy statement should be signed by the Chief Constable and copies displayed in operational locations;

The Police Authority members must all be made aware of the fact they are the legal employer of the civilian staff working within Bedfordshire Police and the responsibility that this entails. This should preferably be done in writing;

The Health and Safety Procedure should include reference to the role and responsibility of the Police Authority.

2. Attached at Annexes A and B respectively are the new Joint Health and Safety Policy Statement – which goes further than the HSE's requirement above in that it is a joint policy statement signed by both the Chief Constable and the Chairman of the Police Authority – (which has been displayed accordingly) and the Force's revised Health and Safety Procedure. Members' attention is drawn to paragraphs 2.1.1 and 2.1.4 of Annex B, the former of which sets out the fact that the Police Authority is the employer in law of police staff, but that the Chief Constable has responsibility on a day-to-day basis for those under her direction and control, i.e., Force but not Authority (in the capacity of the Authority) police staff. Members should also note that the Force Health and Safety Committee referred to at paragraph 2.1.4 has members of the Police Authority and the Chief Executive and Treasurer amongst its members.
3. The Force's legal adviser (John Atkinson) or I would be happy to attempt to answer any questions members may have in relation to the Authority's status or responsibilities as the employer in law of Force and Authority police staff.



V W Hislop
(Assistant Chief Officer)
Director of Corporate Services, Bedfordshire Police



POLICY AND STANDARD OPERATING PROCEDURES

Title	Health and Safety Policy		
Policy Ref. No	8111		
SOP(s) Ref. No	8111A, 8111B		
Version No.	2.0		
Senior Officer Lead	Director or Corporate Services		
Author (by job title)	Health and Safety Manager		
Ratifying Group	Strategy Board	Date	Sept 03

1 **Purpose.** (Mandatory)

- 1.1 This policy establishes the overall intentions of Bedfordshire Police towards its staff in relation to Health and Safety issues and is necessary to inform all police staff.

2 **Revision History.** (Mandatory)

Date	Revision	Change	Section	Schedule Review Due
30 05 09	New			April 2010
30/07/2010	2.0	New template and EIA		

3 **Persons Affected.** (Mandatory)

- 3.1 All members of Bedfordshire Police including volunteers.

4 **Policy.** (Mandatory)

- 4.1 It is the policy of Bedfordshire Police (“the Force”) and Bedfordshire Police Authority (“the Authority”) to ensure, so far as is reasonably practicable, the provision and maintenance of:
- (i) safe and healthy working conditions, equipment and systems of work for all Force and Authority personnel;
 - (ii) such leadership, resources, information, training and supervision as is needed for these purposes; and
 - (iii) the health and safety of others who may be affected by the Force’s or Authority’s activities, or the activities of both the Force and the Authority.
- 4.2 To this end, the Force and the Authority will comply with the requirements of the Health and Safety at Work, etc. Act 1974 and all other relevant statutory provisions and recognised codes of practice. The Chief Constable and the Authority expect all members of the Service (police officers, members of the Special Constabulary, police staff and volunteers, including police cadets), irrespective of rank, grade or status, and all contractors working on behalf of the Service, to co-operate fully in the achievement of this policy.

4.3 The allocation of responsibilities for health and safety matters and the particular arrangements made to implement the policy are set out in supplementary policies and procedures to this statement. These are available from the Force Health and Safety Manager and on the Force intranet.

5 **Definitions.** *(Optional for policies)*

5.1 Not applicable

6 **Responsibilities.** *(Optional for policies)*

6.1 Not applicable

7 **Standard Operating Procedures.** *(Optional for policies)*

7.1 See 10.2 below.

8 **Monitoring Compliance (Mandatory) (describe how this policy/SOP will be monitored for compliance.)**

8.1 This Policy / SOP will be monitored for compliance by means of the Inspections and Audits SOP 8228A.

9 **Communications/Implementation Plan** *(Mandatory for new or significantly altered policies/SOPS)*

9.1 This policy/SOP will be communicated and implemented by means of the force intranet and notice boards.

10 **Associated Documentation / Legislation.** *(Mandatory)*

10.1 Associated Legislation/ Standards / Documents included:

- Health and Safety at Work Act 1974
- **Corporate Manslaughter and Corporate Homicide Act 2007**
- Police (Health and Safety) Act 1997
- Management of Health and Safety at Work Regulations 1999

10.2 Associated Policies / SOPs included:

- 8070A Accident Reporting SOP
- 8111A Health and Safety Responsibilities SOP
- 8111B Health and Safety Committees SOP
- 8111C Permits to Work SOP
- 8105A Display Screen Equipment SOP
- 8106A Expectant Mothers SOP
- 8107A Eyesight Testing SOP
- 8108A First Aid SOP

- 8109A Hazardous Substances SOP
- 8125A Lone Working SOP
- 8126 Manual Handling Policy and SOP
- 8146A Provision and Use of Equipment SOP
- 8203 Body Armour Wearing Policy
- 8225A Fire Emergency SOP
- 8228A Inspections and Audits SOP
- 8229A Managing Contractors SOP
- 8231A Personal Protective Equipment SOP
- 8232A Use of Force Monitoring SOP

11 **Freedom of Information.** (Mandatory)

11.1 Suitable for External Publication. Yes

Exempted Paragraphs	Reason for Exemption

EQUALITY IMPACT ASSESSMENT - PART ONE			
Name	Health and Safety Policy	Date Assessed	30 July 2010
Person(s) responsible for assessment	Marcus Kirschbaum		
Designation: Low (delete as appropriate)			
1. Who are the main stakeholders?		All force personnel and volunteers.	
2. Are there concerns that there <u>could</u> be a differential impact on racial groups? (Black, Asian, Chinese & Other, Mixed Race, White, Gypsy/Travellers, Asylum Seekers)			No
What existing evidence (either presumed or otherwise) do you have for this? Health and Safety legislation is designed to be non-discriminatory			
3. Are there concerns that there <u>could</u> be a differential impact due to sex? (Men, Women, Flexible workers)			No
Describe existing evidence (either presumed or otherwise) do you have for this. Health and Safety legislation is designed to be non-discriminatory			
4. Are there concerns that there <u>could</u> be a differential impact due to Gender reassignment? (A person has the protected characteristic of gender reassignment if the person is proposing to undergo, is undergoing or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attributes of sex).			No
Describe existing evidence (either presumed or otherwise) do you have for this. Health and Safety legislation is designed to be non-discriminatory			
5. Are there concerns that there <u>could</u> be a differential impact due to disability? (Physical, Sensory, Learning)			No
Describe existing evidence (either presumed or otherwise) do you have for this. Health and Safety legislation is designed to be non-discriminatory			

6. Are there concerns that there <u>could</u> be a differential impact due to sexual orientation? <i>(Lesbian, Gay men and Bisexuals)</i>	No
Describe existing evidence (either presumed or otherwise) do you have for this. Health and Safety legislation is designed to be non-discriminatory	
7. Are there concerns that there <u>could</u> be a differential impact due to age?	No
Describe existing evidence (either presumed or otherwise) do you have for this. Health and Safety legislation is designed to be non-discriminatory	
8. Are there concerns that there <u>could</u> be a differential impact due to religion and belief? <i>(Religion means any religion and a reference to religion includes a reference to a lack of religion. Belief means any religious or philosophical belief and a reference to belief includes a reference to a lack of belief).</i>	No
Describe existing evidence (either presumed or otherwise) do you have for this. Health and Safety legislation is designed to be non-discriminatory	
9. Are there concerns that there <u>could</u> be a differential impact due to dependants/caring responsibilities?	No
Describe existing evidence (either presumed or otherwise) do you have for this. Health and Safety legislation is designed to be non-discriminatory	
10. Are there concerns that there <u>could</u> be a differential impact due to socio-economic issues?	No
Health and Safety legislation is designed to be non-discriminatory	
11. Are there any other issues or considerations?	No
12. Can the impact be justified on grounds of promoting equality of opportunity for one group? Or any other reason?	Yes/No
Describe existing evidence (either presumed or otherwise) do you have for this. Health and Safety legislation is designed to be non-discriminatory	
13. Should this proceed to a full impact assessment? If yes, proceed to the EIA Part Two.	No

Approved by the Diversity and Inclusions Advisor: Date: Low Impact Not Required.
(High and Medium Impacts and Collaboration Policies/SOP only)

Contact Information Governance: Bedfordshire Police Headquarters, Woburn Road, Kempston,
Bedfordshire.MK43 9AX.



POLICY AND STANDARD OPERATING PROCEDURES

Title	Health and Safety Standard Operating Procedure		
Policy Ref. No	8111		
SOP(s) Ref. No	8111A		
Version No.	2.0		
Senior Officer Lead	Director or Corporate Services		
Author (by job title)	Health and Safety Manager		
Ratifying Group	Senior Leadership Team	Date	01 08 08

1 **Purpose.** (Mandatory)

- 1.1 This procedure establishes the organisation and arrangements for implementing the Joint Policy within the Force.
- 1.2 The Joint Bedfordshire Police and Bedfordshire Police Authority Health and Safety Policy Statement will be displayed on appropriate notice boards throughout the Force and Police Authority buildings.
- 1.3 Copies of this document are also held by all divisional commanders, heads of department, the Force's health and safety advisors and are also available on the intranet.

2 **Revision History.** (Mandatory)

Date	Revision	Change	Section	Schedule Review Due
30 05 09	New			March 2010
30 07 10	2.0	New template and EIA		

3 **Persons Affected.** (Mandatory)

- 3.1 All members of Bedfordshire Police including volunteers.

4 **Policy.** (Mandatory)

- 4.1 It is the policy of Bedfordshire Police ("the Force") and Bedfordshire Police Authority ("the Authority") to ensure, so far as is reasonably practicable, the health, safety and welfare of its employees whilst at work.

5 **Definitions.** (Optional for policies)

- 5.1 Not applicable

6 **Responsibilities.** (Optional for policies)

- 6.1 For the purposes of health and safety law and responsibilities, the Chief Constable is the "employer" of police officers (including members of the Special Constabulary) and volunteer police cadets. The Police

Authority is the employer of police staff, whether working in the Force or the Authority. However, the Chief Constable is responsible on a day-to-day basis for all the above and other volunteers in addition to cadets, where they are under his or her direction and control.

- 6.2 The Director of Corporate Services is responsible to the Chief Constable for the day-to-day arrangements for implementing the Joint Health and Safety Policy as it applies to the Force.
- 6.3 The **Force Senior Leadership Team** will fulfil the function of the executive policy making body.
- 6.4 The Force Health and Safety Committee will fulfil the function of overseeing the management of health and safety throughout the Force and reports to the **Force Senior Leadership Team**.
- 6.5 **The arrangements for health and safety committees are detailed separately in the Force's *Health and Safety Committees SOP* (8111B).**
- 6.6 Divisional commanders and heads of department, as listed at 7.1 below, are accountable to the Chief Constable for the implementation of the Joint Health and Safety Policy in areas under their management. They are responsible for the health and safety of Force personnel while on duty and for others who may be affected by their work activities.
- 6.7 Divisional commanders and heads of department are responsible for:
 - 6.7.1 **ensuring that officers, employees, volunteers, contractors and visitors are aware of safety procedures;**
 - 6.7.2 allocating duties and responsibilities for health and safety matters within their division or department;
 - 6.7.3 ensuring the provision, so far as is reasonably practicable, of safe systems of work and regular workplace inspections;
 - 6.7.4 providing effective arrangements for communication and consultation with staff, their representatives and accredited safety representatives, on health and safety matters;
 - 6.7.5 ensuring that risk assessments are undertaken throughout their area of responsibility which identify all significant hazards and establish appropriate control measures to eliminate or reduce the risks involved;
 - 6.7.6 ensuring such facilities and assistance to accredited safety representatives that they may reasonably require for the purpose of carrying out their functions;
 - 6.7.7 ensuring that adequate training, information, instruction and supervision is available so that work is conducted safely;
 - 6.7.8 taking appropriate steps to investigate and rectify any identified risks to health and safety;
 - 6.7.9 Ensuring that all accidents and 'near misses' are properly reported, recorded and investigated to determine causal factors;
 - 6.7.10 ensuring the implementation of the provisions of the First Aid at Work Regulations 1981 and the associated Approved Code of Practice; and
 - 6.7.11 allocating sufficient resources for the above purposes.

- 6.8 **It is the duty of all Force personnel – officers, employees and volunteers**, irrespective of rank, grade or position - to take all reasonable care of themselves and of other persons who may be affected by their acts or omissions.
- 6.8.1 The duty of care to third parties is particularly important in relation to:
- 6.8.2 lay visitors and members of the public visiting Force property;
- 6.8.3 those in police custody; and
- 6.8.4 contractors and their employees whilst working on Force property.
- 6.9 Everyone must co-operate with the Force in using safe working methods and must not misuse or abuse anything which is provided in the interests of health, safety or welfare.
- 6.10 The Force Health and Safety Manager has responsibility for:
- 6.10.1 developing, implementing and reviewing strategies in relation to health and safety;
- 6.10.2 formulating, developing and reviewing safety policies and procedures;
- 6.10.3 interpreting new and existing health and safety legislation and making recommendations with regard to the appropriate action to be taken;
- 6.10.4 devising and implementing systems, etc required to meet legislative requirements and continual monitoring and review of them;
- 6.10.5 ensuring appropriate monitoring, assessment, etc is undertaken as required under health and safety legislation;
- 6.10.6 overseeing the development and operation of a health surveillance/screening programme; and
- 6.10.7 designing and delivering training on various health and safety matters.
- 6.11 The recognised trade union (Unison) and staff associations are entitled to appoint safety representatives to consult with the Force on matters relating to health and safety and to carry out the functions as detailed in the Safety Representatives and Safety Committees Regulations 1977, as amended by the Management of Health and Safety at Work Regulations.
- 6.11.1 The functions of safety representatives include:
- 6.11.2 representing employees on all matters relating to health and safety at work;
- 6.11.3 investigating potential hazards and dangerous occurrences in the workplace and to examine causes of accidents;
- 6.11.4 making representation to management on general matters affecting the health and safety of Force personnel;
- 6.11.5 receiving information from Health and Safety Executive Inspectors and representing employees in consultations with Inspectors;
- 6.11.6 participating in safety inspections; and

6.11.7 attending health and safety committee meetings.

6.12 The Force is committed to a proactive and professional occupational health, safety and welfare service, which will contribute to the health and well-being of individual members of Force Personnel and the organisation as a whole.

6.13 Inspectors based at the Luton Area Office of the Health and Safety Executive are responsible for enforcing the provisions of health and safety legislation with respect to the Force.

Address:

Health & Safety Executive
AW House
6-8 Stuart Street
Luton
Beds LU1 2SJ
Tel: No: 01582 444200

7 Standard Operating Procedures. (Optional for policies)

7.1 The following members of Senior Command, Divisional Commanders and Heads of Department are accountable to the Chief Constable for the Implementation of the Joint Health and Safety Policy in areas under their Management.

7.1.1 Territorial Policing

- a. Assistant Chief Constable (Territorial Policing)
- b. BCU Commander, County Division
- c. BCU Commander, Luton Division
- d. Divisional Commander, K Division
- e. Bedfordshire and Luton Casualty Reduction Partnership Manager

7.1.2 Protective Services

- a. Assistant Chief Constable (Protective Services)
- b. Head of Bedfordshire and Hertfordshire Joint Scientific Services
- c. Head of Uniformed Protective Services
- d. Head of Bedfordshire & Hertfordshire Joint Protective Services
- e. Head of Chiltern Air Support Unit

7.1.3 Support Services

- a. Director of Corporate Services
- b. Assistant Director (Resources)
- c. Head of Chiltern Transport Consortium
- d. Assistant Director (People Services)
- e. Head of Learning and Development
- f. Head of Estates and Facilities Management
- g. Head of Information and Communication Technology
- h. Head of Corporate Development
- i. Head of Communications
- j. Principal Solicitor
- k. Head of Procurement

7.2

8 Monitoring Compliance (Mandatory) (describe how this policy/SOP will be monitored for compliance.

8.1 This Policy / SOP will be monitored for compliance by means of the Inspections and Audits SOP 8228A.

9 Communications/Implementation Plan (Mandatory for new or significantly altered policies/SOPS

9.1 This policy/SOP will be communicated and implemented by means of the force intranet.

10 Associated Documentation / Legislation. (Mandatory)

10.1 Associated Legislation/ Standards / Documents included:

- Health and Safety at Work Act 1974
- Safety Representatives and Safety Committees Regulations 1977
- Police (Health and Safety) Act 1997
- The Police (Health and Safety) Regulations 1999
- Management of Health and Safety at Work Regulations 1999
- Corporate Manslaughter and Corporate Homicide Act 2007

10.2 Associated Policies / SOPs included:

- 8111 Health and Safety Policy
- 8111B Health and Safety Committees SOP
- 8228A Inspections and Audits SOP

11 Freedom of Information. (Mandatory)

11.1 Suitable for External Publication. Yes

Exempted Paragraphs	Reason for Exemption

EQUALITY IMPACT ASSESSMENT - PART ONE			
Name	Health and Safety Responsibilities SOP	Date Assessed	30/07/2010
Person(s) responsible for assessment	Marcus Kirschbaum		
Designation: Low (delete as appropriate)			
1. Who are the main stakeholders?	All members of Bedfordshire Police.		
2. Are there concerns that there <u>could</u> be a differential impact on racial groups? (Black, Asian, Chinese & Other, Mixed Race, White, Gypsy/Travellers, Asylum Seekers)	No		
What existing evidence (either presumed or otherwise) do you have for this? Health and Safety legislation is designed to be non-discriminatory.			
3. Are there concerns that there <u>could</u> be a differential impact due to sex? (Men, Women, Flexible workers)	No		
Describe existing evidence (either presumed or otherwise) do you have for this. Health and Safety legislation is designed to be non-discriminatory.			
4. Are there concerns that there <u>could</u> be a differential impact due to Gender reassignment? (A person has the protected characteristic of gender reassignment if the person	No		

<i>is proposing to undergo, is undergoing or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attributes of sex).</i>	
Describe existing evidence (either presumed or otherwise) do you have for this. Health and Safety legislation is designed to be non-discriminatory.	
5. Are there concerns that there <u>could</u> be a differential impact due to disability? (Physical, Sensory, Learning)	No
Describe existing evidence (either presumed or otherwise) do you have for this. Health and Safety legislation is designed to be non-discriminatory.	
6. Are there concerns that there <u>could</u> be a differential impact due to sexual orientation? (Lesbian, Gay men and Bisexuals)	No
Describe existing evidence (either presumed or otherwise) do you have for this. Health and Safety legislation is designed to be non-discriminatory	
7. Are there concerns that there <u>could</u> be a differential impact due to age?	No
Describe existing evidence (either presumed or otherwise) do you have for this. Health and Safety legislation is designed to be non-discriminatory.	
8. Are there concerns that there <u>could</u> be a differential impact due to religion and belief? (Religion means any religion and a reference to religion includes a reference to a lack of religion. Belief means any religious or philosophical belief and a reference to belief includes a reference to a lack of belief).	No
Describe existing evidence (either presumed or otherwise) do you have for this. Health and Safety legislation is designed to be non-discriminatory.	
9. Are there concerns that there <u>could</u> be a differential impact due to dependants/caring responsibilities?	No
Describe existing evidence (either presumed or otherwise) do you have for this. Health and Safety legislation is designed to be non-discriminatory.	
10. Are there concerns that there <u>could</u> be a differential impact due to socio-economic issues?	No
11. Are there any other issues or considerations?	No
12. Can the impact be justified on grounds of promoting equality of opportunity for one group? Or any other reason?	Yes/No
Describe existing evidence (either presumed or otherwise) do you have for this. Health and Safety legislation is designed to be non-discriminatory.	
13. Should this proceed to a full impact assessment? If yes, proceed to the EIA Part Two.	No

Approved by the Diversity and Inclusions Advisor: Date: Low Impact Not Required.
(High and Medium Impacts and Collaboration Policies/SOP only)

Contact Information Governance: Bedfordshire Police Headquarters, Woburn Road, Kempston,
Bedfordshire.MK43 9AX.



BEDFORDSHIRE POLICE AUTHORITY

HEALTH AND SAFETY PROCEDURE AND GUIDANCE

REFERENCE NUMBER	: BPA 09A
RELATES TO POLICY NO	: Joint PA/Force Policy No. 8111
NEW or REVISED POLICY	: NEW
Revises Policy Titled	:
Revision History	:
POLICY OWNER (Dept)	: BEDFORDSHIRE POLICE AUTHORITY
POLICY AUTHOR (Job Title)	: Chief Executive / Treasurer
IMPLEMENTATION DATE	: November 2008
REVIEW DATE	: November 2010

1. INTRODUCTION

The Health and Safety Guide has been compiled for the purpose of providing Health and Safety information and procedures for a range of health and safety activities within Bedfordshire Police Authority.

There are a small number of employees, currently seven, and 17 Police Authority Members. The Independent Custody Visitors are the responsibility of the Chief Constable when conducting Visits to operational police stations. The Health and Safety Procedure and Guidance also covers contractors – internal and external to the organisation, partners, etc.

The procedures contained in this document will apply to all employees, members and volunteers, where appropriate, carrying out duties on behalf of the authority

They will be kept under review regularly and amended as necessary.

2. THE CHIEF EXECUTIVE:-

- a) Has overall responsibility for health and safety of all staff within Bedfordshire Police Authority.
- b) Will arrange for the implementation of the Police Authority Health and Safety procedures at all levels.
- c) Will ensure that responsibility under the Health and Safety at Work Act is properly assigned and accepted at all levels.

3. THE FORCE HEALTH AND SAFETY ADVISOR WILL:-

- a) Advise on all matters affecting health and safety and should be consulted where appropriate.
- b) Liaise with the Health and Safety Executive, Fire Authority and other agencies on safety matters.
- c) Issue relevant safety advice as the need arises.

4. ALL EMPLOYEES OF BEDFORDSHIRE POLICE AUTHORITY

All employees, members and volunteers are reminded of their individual duties and responsibilities under the Health and Safety at Work etc. Act. Section 7 of the Act requires that every employee:-

- a) Take reasonable care for the health and safety of themselves and other persons who may be affected by his acts or omissions at work; and as regards to any duty or requirements imposed on their employer by any of the relevant statutory provision to co-operate with him so far as is necessary to enable that duty or requirement to be performed or complied with.
- b) Work safely at all times and adhere to the safe working procedures where established, including the use of correct equipment for the job and protective clothing.
- c) Ensure that due regard be given to the safety of staff and members of the public when carrying out duties and responsibilities and to take whatever action is possible to initially deal with hazardous situations and to report these immediately to an appropriate Manager.
- d) Report all accidents arising out of work undertaken by staff where such accidents involve injury to persons, damage to vehicles or plant, damage to property etc.

All employees, members and volunteers, whatever their position, have responsibility for their own safety and should not do anything which is likely to cause injury or risks to themselves or other persons, whether employees of Bedfordshire Police Authority or not.

5. PROCEDURE FOR RAISING GENERAL MATTERS OF SAFETY

All employees, members and volunteers should ensure that any matter of health and safety is raised with their manager or Chief Executive where appropriate and discussed at the team meeting. If these are unresolved then they will be considered by the Human Resources Committee.

Any buildings related issues should be logged using the Bedfordshire Police Estates Helpdesk icon on computer desktops. If Police Authority Members or Independent Custody Visitor Volunteers do not have access to the intranet, they should approach the Member Support Manager or ICV Administrator to log on their behalf.

6. PROVISION AND USE OF WORK EQUIPMENT

“Work equipment” can be broadly defined to include everything from a stapler to machines of all kinds. “Use” includes starting, stopping, installing, dismantling, programming, setting, transporting, maintaining, servicing and cleaning.

Bedfordshire Police Authority will:-

- Take into account the working conditions and hazards in the workplace when selecting equipment.
- Make sure that equipment is suitable for the use that will be made of it and that it is properly maintained.
- Give adequate information, instruction and training in its use.

7. MANUAL HANDLING

Manual handling includes not only the lifting of loads, but also lowering, pushing, pulling, carrying or moving them, whether by hand or other bodily force.

The incorrect handling of loads causes large numbers of injuries and can result in pain, time off work and sometimes permanent disablement.

Manual Handling Training will be provided to all staff who undertake manual handling operations. However, there may be occasions where additional assistance may be needed to handle large/heavy objects.

Where hazardous manual handling operations cannot be avoided consideration will be given to whether the load must be moved at all, and if it must, whether it can be moved by use of mechanical aids, for example, by sack barrow.

8. WORKPLACE (HEALTH, SAFETY AND WELFARE)

The Authority will, so far as is reasonably practicable, make sure that any workplace within their control complies with the Workplace (Health, Safety and Welfare) Regulations.

The regulations cover many aspects of health, safety and welfare in the workplace including;

WORKING ENVIRONMENT

- Temperature.
- Ventilation.
- Lighting including emergency lighting.
- Room dimensions.
- Suitability of workstations.

SAFETY

- Safe passage of pedestrians and vehicles.
- Windows and skylights (safe opening, closing and cleaning), glazed doors and partitions (use of safe material and marking), doors and gates (safety devices).
- Floors (construction and maintenance, obstructions and slipping and tripping hazards).
- Falling objects.

FACILITIES

- Toilets.
- Washing, eating and changing facilities.
- Seating.
- Rest areas.
- Rest facilities for pregnant women and nursing mothers.
- Maintenance of workplace, equipment and facilities.
- Cleanliness.

9. PERSONAL PROTECTIVE EQUIPMENT (PPE)

Personal protective equipment should be relied upon only as a last resort. But where risks are not adequately controlled by other means the Authority will provide suitable PPE, free of charge, for all staff and volunteers exposed to those risks.

Personal protective equipment will be suitable only if:-

- it is appropriate for the risks and the working conditions;
- it takes account of workers needs and fits properly;
- it gives adequate protection.

All staff who require PPE will receive suitable information and instruction in its proper use.

10. DISPLAY SCREEN EQUIPMENT (DSE)

Work with DSE is not generally high risk, but can lead to muscular and other physical problems, such as eye fatigue and mental stress. Problems of this kind can be overcome by good ergonomic design of equipment, furniture, the working environment and the tasks performed.

A workstation assessment will be carried out for each new employee within one week of the commencement of their employment. The assessment will be conducted by the Health and Safety Officer, HQ, or a suitably trained staff member of the Police Authority. Workstation assessments will also be undertaken following any significant changes to a workstation or upon request by the user. A workstation assessment can also be carried out for Independent Members in their own home environment, if requested.

The Authority will ensure that workstations meet the minimum requirements which are set for the display screen itself, keyboard, desk, chair, working environment, task design and software.

All users of display screens are actively encouraged to have regular breaks away from DSE work. This will generally involve carrying out other tasks such as filing etc.

Display screen equipment users are also entitled to appropriate eye and eyesight tests and to special spectacles for DSE use if they are needed and normal ones cannot be used.

The scheme operated by Bedfordshire Police will be utilised in this respect.

11. WORKING TIME REGULATIONS

For the purposes of the Working Time Regulations, working time shall include:-

- (a) any period during which the employee is working at his/her employer's disposal and carrying out his/her activity or duties;
- (b) any period during which the employee is receiving relevant training;
- (c) travel on the Chief Executive's instructions between home and place of work not being the employee's usual place of work;
- (d) travel on the Chief Executive's instructions between home and any place where residential training courses are being conducted;

The working time regulations set out certain entitlements to employees as follows;

- Maximum 48 hour working week averaged over the reference period (16 weeks),
- 11 hours uninterrupted rest in every 24 hour period,
- 24 hours uninterrupted rest in every 7 day period (or 48 hours in a 14 day period)

The minimum entitlements for annual leave and daily rest breaks in the regulations are not included above as the current entitlements provided by the authority are better than those provided for by the regulations.

Where the Authority is not the primary employer the employee or member must inform their primary employer of any hours worked on behalf of the Authority. The primary employer is responsible for employees working time including time worked for another employer. (The Working Time Directive does not apply to volunteers).

12. CO-OPERATION AND CO-ORDINATION

Where Bedfordshire Police Authority shares a workplace with another organisation, whether on a temporary basis or not, Bedfordshire Police Authority will co-operate with the other organisation concerned, so far as is necessary, to enable them to comply with their duties under relevant statutory legislation.

All relevant information regarding the work and associated risks from other organisations working on the premises controlled by the Bedfordshire Police Authority will be given to members/staff as necessary.

13. CAPABILITIES AND TRAINING

When entrusting tasks to employees/members, Bedfordshire Police Authority will take into account their capabilities as regards to health and safety.

Adequate health and safety training will be provided for employees/members on their being recruited into Bedfordshire Police Authority's employment/service.

Relevant health and safety training will be provided for employees/members on their being exposed to new or increased risks because of transfers, new equipment, new technology and any new systems of work.

Training as mentioned above will be repeated or adapted as necessary in order to ensure employees/members are kept up-to-date.

14. FIRE PREVENTION

All employees, members and volunteers must be fully aware of the instructions, advice and procedures contained within this guidance.

The Authority will ensure that this guidance is brought to the attention of all employees, members and volunteers, in particular, all newly appointed personnel.

Everyone has a role in safeguarding the integrity and security of their specific workplace, and any breaches could result in serious and imminent danger to colleagues and visitors.

Persons Responsible for Fire Prevention

Everyone is responsible for preventing fire but within a building a nominated person or persons will be responsible for ensuring that these procedures are adhered to and that records are kept. The name of the nominated person(s) will be included on the intranet and displayed on the notice board.

Fire Prevention Equipment

All fire prevention equipment will be subject to maintenance and monitoring checks to ensure that they are in good working order. This is carried out on a contract basis by an outside body.

Action on Discovery Of Fire

Raise the alarm by breaking the glass of the nearest fire alarm call point;

If possible, summon assistance and attack the fire using the fire extinguishers provided, but it is emphasised that **fire fighting should only be carried out, secondary to personal safety.**

Evacuation Procedure

On hearing the fire alarm the following action will be taken:

- a) Evacuate the building by the nearest available exit, and assemble by the designated evacuation point.
- b) Fire Marshals will be responsible for the clearance of personnel from their areas. The most senior person or manager will take charge of the evacuation, and marshals should report to him/her that areas are clear, or if personnel are unaccounted for.

All personnel must be evacuated and must assemble at the appropriate evacuation point.

During evacuation, the fire marshals will direct staff and members away from the scene of the fire, and it is, therefore, the duty of all persons to acquaint themselves with all escape routes from their workplace.

Reoccupation of Buildings

The decision to reoccupy any evacuated building will be the responsibility of the Chief Executive or their nominated deputy, dependent upon the assessment of the threat, or advice from other relevant experts and also upon the resultant fire, smoke or water damage to the office area or building. **Under no circumstances should anyone enter/re-enter a building until clearance to do so is given by the Fire Brigade.**

Fire Evacuation Drills

Fire drills will be held twice yearly and any findings recorded in the fire log book.

Fire Alarm Tests

The fire alarm is to be tested once a week, with the knowledge of all employees. On each occasion the alarm is tested it will be activated using a different call point to the previous test. All bells will be physically checked to ensure they are working correctly.

A record of the checks will be maintained in the fire log book. It will show date and time of test, fire call point/s activated, persons carrying out the tests and comments regarding the efficiency of the system. Before a test is carried out, the previous week's record is to be checked, ensuring that different call points are used each week. The fire log book should be readily available for inspection by a fire brigade officer (if required).

15. REPORTING ACCIDENTS, INJURIES, ASSAULTS AND DANGEROUS OCCURRENCES

The authority has a duty under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR) to report certain accidents, injuries, assaults and dangerous occurrences to the Health and Safety Executive.

A form 637 is to be completed to record and report all accidents, injuries and assaults arising out of or in connection with work or duty to:

- (a) employees, members and volunteers whether or not they occur on Bedfordshire Police Authority premises;
- (b) all other persons on Bedfordshire Police Authority premises or those affected by work activities on those premises, e.g. members of the public, contractors, work placements and visitors etc., and
- (c) any incident which is a reportable dangerous occurrence or other dangerous incident on police authority premises, whether or not any person is injured.

The recording and reporting of certain work-related diseases as required by RIDDOR will continue to use the standard HSE Form 2508A.

The detail contained in the form is a suitable method of record for the HSE, Social Security Department and internal purposes. It is in a format acceptable to the HSE as a reporting form for RIDDOR.

Such records must be retained for a minimum of 3 years after the event.

In order to comply with RIDDOR all forms must be completed within 24 hours of the incident taking place.

16. FIRST AID

The Chief Executive will appoint sufficient and suitable personnel for rendering first aid on a ratio of one first aider for every 100 employees.

For locations where fewer than 50 persons are employed at least one appointed person should be available at all times.

Adequate provision must be available during all shifts and also during foreseeable absences of any first aider or appointed person.

First aiders will be provided with appropriate training in order to gain approved qualifications and subsequent refresher training to achieve re-certification every three years.

Appointed persons will be provided with appropriate training and subsequent refresher training every three years covering the following topics:-

- a) what to do in an emergency;
- b) cardio-pulmonary resuscitation;
- c) first aid for the unconscious casualty;
- d) first aid for the wounded or bleeding.

In addition to the administration of first aid, first aiders and appointed persons will be responsible for first aid boxes and/or kits, and their contents.

First aid boxes should be suitable to protect the contents from damp and dust and clearly identified as first aid containers - ie, marked with a white cross on a green background.

Contents of boxes and kits should be replenished as soon as possible after use, to ensure an adequate supply of materials is maintained. Items should not be used after the expiry date shown on packets.

The treatment of minor illnesses involving the administration of tablets and/or medicines falls outside the definition of first aid and must not be undertaken.

First aid notices will be located in prominent positions and display the following information;

- the location of the nearest first aid box;
- who the first aider/appointed person is;
- where he/she can be contacted;

17. HAZARDOUS SUBSTANCES

The activities of the authority do not generally involve the use of hazardous substances.

Where a hazardous substance is to be used, even on a temporary or one off basis, a suitable risk assessment will be carried out prior to its use.

18. PORTABLE ELECTRICAL EQUIPMENT

All portable electrical equipment used by the authority in carrying out its activities will be subject to annual inspection and testing by a suitable qualified person.

No portable electrical equipment shall be brought onto authority premises and used unless it is new or has passed the relevant inspection above.

Any faulty equipment shall be withdrawn from use immediately.

19. LONE WORKING

There is no precise definition of the term 'Lone Worker' although it can be taken as being:-

'a person whose work activity involves a significant part of their working time in situations where there is no regular, close involvement with other personnel or supervision'.

There are two main types of lone worker:-

- People in premises where:-

- The person is in the building on their own
- The person works separately from others in the same building
- The person works outside normal hours
- People who work away from their fixed base:-
 - Visiting others in their own homes
 - Working in remote areas

The Authority will undertake to reduce, so far as is reasonably practicable, the risk to health and safety of its staff who carry out activities which involve lone working by implementing the following:-

- Carry out risk assessments in accordance with the requirements of the Management of Health and Safety at Work Regulations 1999, identifying work activities that may expose employees to risks associated with lone working. Risk assessments are to be done on a post basis and should take into account:-
 - The individuals capabilities
 - Foreseeable emergency situations
 - Risk of violence and abuse
 - Training required for emergencies or unusual situations. E.g. self defense training
 - Provision of special equipment—e.g. Alarms, mobile phone etc.
- Where risks are identified, develop adequate safety procedures and control measures to protect individuals.
- Ensure staff have access to adequate supervision as necessary.
- Provide adequate information, instruction and training to staff who may be exposed to risks associated with lone working.
- Monitor adopted procedures to ensure their effectiveness and review them as required.

20. RISK ASSESSMENTS

The authority will ensure that risk assessments are carried out for all activities undertaken by employees, members and volunteers on behalf of the authority.

The risk assessments will be reviewed annually or following any changes to the activity.

ASSOCIATED DOCUMENTATION/LEGISLATION

- Health and Safety at Work Act 1974
- Corporate Manslaughter and Corporate Homicide Act 2007
- Police (Health and Safety) Act 1997
- Management of Health and Safety at Work Regulations 1999

FREEDOM OF INFORMATION ACT ASSESSMENT

This policy is suitable for access by the General Public

Paragraph:

Exemption:

Freedom of Information Officer Signature :

RATIFICATION BY POLICE AUTHORITY

Signature :

Date :



Bedfordshire Police Authority

COMMITTEE AND MEETING DATE	HUMAN RESOURCES COMMITTEE 07/10/2010
AGENDA ITEM No:	7
TITLE:	REVIEW OF CHIEF OFFICER APPOINTMENTS
DATE OF REPORT:	23/09/2010
REPORT OF:	BEDFORDSHIRE POLICE AUTHORITY
AUTHOR:	STEPHANIE MCMENAMY

EXECUTIVE SUMMARY:

To provide the Human Resources Committee with a progress report in relation to the appointment of the two Chief Officer posts, Chief Constable and Assistant Chief Constable.

RECOMMENDATION:

Recommendation 1

That the Human Resources Committee notes the progress made to date and are provided with a further update at the next Committee meeting in February 2011.

Originator: Stephanie McMenamy
Date: 23/09/2010
Telephone No: 01234 842066
E-mail: stephanie.mcmenamy@bedfordshire.pnn.police.uk

BACKGROUND PAPERS:

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ADDITIONAL PAPERS:

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1. INTRODUCTION

- 1.1 It was agreed at the Human Resources Committee, and approved by the Police Authority, in February that the Appointments Panel would review the appointment of the two Chief Officer posts, Chief Constable and Deputy Chief Constable.
- 1.2 This review has been sought as the two existing post holders fixed term appointments are due to expire, following previously approved extensions, as set out below;
 - the appointment of the Chief Constable was extended by approximately six months to 22 December 2010.
 - the appointment of the Deputy Chief Constable was extended by one year to 22 October 2010.
- 1.3 Fixed term appointments were introduced for Chief Officers in the Police Regulations 1995 and although set for seven years for Chief Constable and Deputy Chief Constable posts, the period of an appointment was reduced to five years in 2003. Although initially included within the Regulations, Assistant Chief Constables are no longer subject to fixed term appointments.
- 1.4 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.
- 1.5 There is, following the options for change decisions which resulted in voluntary merger no longer being pursued, clarity around the organisational framework of the Authority and Force.

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

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

3 APPOINTMENTS PANEL

- 3.1 Following revisions to the composition of the Appointments Panel agreed by the Human Resources Committee and approved by the Police Authority in February the Panel now comprises the Chairs of the Authority's Committees and Panels.
- 3.2 The Appointments Committee have agreed the Selection Panel who will appoint the new Chief Constable

4 APPOINTMENT OF ASSISTANT CHIEF CONSTABLE (ACC)

- 4.1 Due to the temporary promotion of ACC John Fletcher as Acting DCC, effective from 27/09/10 to 22/04/10, a vacancy has arisen within the chief officer team as reported to the last meeting.
- 4.2 The decision was taken by the Committee to fill this vacancy temporarily for a period of approximately 7 months in line with the Acting DCC appointment from eligible candidates within Bedfordshire.
- 4.3 Superintendent Andrew Richer has been appointed to the position of Acting ACC (Territorial Policing) with effective from 27/09/10.

5 APPOINTMENT OF CHIEF CONSTABLE (CC)

- 5.1 The Appointments Committee considered three options, following the decisions of Bedfordshire and Hertfordshire Police Authorities which resulted in voluntary merger not being progressed in the short term, as set out below:
- Re-advertise the CC position
 - Extend the existing CC contract
 - Secondment
- 5.2 The Committee determined that the externally advertise for a new CC was the preferred option and proposed that an initial three year term extendable for

a further two year period be advertised. Given the proposed changes to policing announced by the Government this would provide the leadership and stability required in Bedfordshire as well as flexibility in the future.

- 5.3 The Committee had previously developed a post specification for the CC role and approved the information pack, application form and advertisement. As with the previous advertising the CC role was advertised nationally through a police specialist publication which also targeted all eligible candidates, signposting the role. The publication also carried an interview with the Chair of the Police Authority which gave the Authority another opportunity to set out in more detail the attributes the Authority is seeking in its new CC. This provided best value in terms of advertising for the post and was complemented by advertising on the Authority's website, local media coverage via press release and the use of APA and ACPO networks.
- 5.4 A timetable has been developed which will culminated in the interviewing of applicants for the CC role on 6th October 2010.
- 5.5 The Appointments Committee had previously considered the various assessments that could be undertaken as part of the selection process following expert advice from NPIA and approved a three pronged assessment process complemented by additional information available from the applications, SAP feedback and psychometric testing. This assessment process will be used in October.
- 5.6 Members of the Police Authority, and all members on the Selection Panel, received full training from the NPIA in June 2010.
- 5.7 At the closing date for the CC post four applications had been received. Following the SAP meeting, attended by the Chair of the Police Authority, two applicants have been progressed to the final stage of the selection process.
- 5.8 The Appointments Committee are set to meet on 27th September 2010, to finalise details, in advance of the Authority's Selection Panel interviewing the two remaining candidates on 6th October.
- 5.9 As this HR Committee meets the day after the selection process is complete it is anticipated that a verbal update will be given of the outcome of the selection process.

6 FINANCIAL IMPLICATIONS

- 6.1 All costs associated with the recruitment of Chief Officers' appointments will be borne within the Police Authority's budget. The Authority has considered options to deliver value for money wherever possible. Given the current in-year budget cuts to be delivered by the Police Authority the Committee has tried to minimise additional recruitments costs whilst gaining maximum exposure and securing the robust process.

7 OTHER IMPLICATIONS

- 7.1 **Equality, Diversity and Human Rights**

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

7.2 Procurement

The financial regulations will be adhered to.

7.3 Legal Implications

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

7.4 Human Resources

A training requirement was identified for the Appointments Committee and this has now been delivered by the NPIA developed with the Authority to ensure the half day training session produced a set of specific outcomes. All members of the Appointments Committee, and other member and officer attendees, have the necessary understanding to ensure a consistent and robust selection process can be undertaken for any of the chief officer positions the Authority may need to consider over the next 18 months.

7.5 Corporate Governance

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

7.6 Policy/Strategic Aims

The delivery of the strategic priorities and the longer term implications on policing in Bedfordshire can be positively impacted by the successful review and appointment of the Chief Officer posts.

7.7 Welfare of Children and vulnerable adults

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

7.8 Reducing Carbon footprint/waste

There are no direct implications within the report.

7.9 Confidence

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

8 RISK

- 8.1 Clearly with prominent posts under review it is essential that the Authority, with the support of the Home Office and HMIC, successfully review and appoint in a timely manner if the Annual Policing Plan is to be delivered and the longer term joint strategic priorities of the organisations are not to be jeopardised.
- 8.2 The immediate risk, highlighted at the last Committee meeting, of the Chief Police Officer team at Bedfordshire potentially changing further before the end of the financial year brought about by the temporary promotion of an existing ACC to DCC creating a vacancy at ACC level has been dealt with, as set out in the main body of this report.

9 CONCLUSION

- 9.1 The Authority can be confident that the appointment of a permanent Chief Constable delivers value for money for the communities of Bedfordshire with the understanding it now has of the organisational structure.
- 9.2 The Authority has incorporated an additional option in the CC's fixed term appointment through a three year appointment with the opportunity to extend for a further two years, which introduces further flexibility if necessary.

10 RECOMMENDATION

Recommendation 1

That the Human Resources Committee notes the progress made to date and are provided with a further update at the next Committee meeting in February 2011.