



**Lancashire
Constabulary**
police and communities together

REPORT TO : STRATEGIC SCRUTINY MEETING – 7TH JANUARY 2016

REPORT BY: JO KANE AND ANN MARIE BULL

TITLE: HUMAN RESOURCES STRATEGY & UPDATE

1. Summary

- 1.1 This report updates the Commissioner on key activity since the last report, to the end of December 2015, and is complementary to the further briefing given to the Commissioner in December 2015.

2. Decision Required

- 2.1 The Commissioner is requested to note the report.

3. Information

- 3.1 This report provides the Commissioner with an update on key pieces of activity to the end of December 2015.

New Police Recruits

- 3.2 34 student officers were appointed between 1 July and 31 December 2015, of which 29.4% were female and 8.9% were from a Black and Minority Ethnic (BME) background. The 2014 recruitment window resulted in 139 appointments of which 8.6% were from a BME background and 38.1% were female.
- 3.3 The external recruitment window was opened on 1 October 2015 and closed on 13 October 2015. Applications were completed and submitted online. This campaign aims to appoint 120 high calibre candidates for our 2016/17 intakes. It is proposed that we have three intakes of 40 officers. Appointments are to be made on the 6 June 2016, 3 October 2016, and 16 January 2017.
- 3.4 It is intended that the October 2015 intake will consist of 40 officers who will be appointed directly in to Early Action. Learning and Development are already exploring options to revise the new recruits training programme in line with the Early Action role.

- 3.5 359 applicants were successfully paper sifted and will be attending the National Assessment Centre for half day assessments between 6 and 15 January 2016.
- 3.6 Positive Action events have taken place throughout the County to provide applicants from underrepresented groups with support and guidance, this will continue through the recruitment process right up to appointment when successful applicants will be supported through the Peer Mentoring Scheme.

Police Now

- 3.7 The Constabulary have participated in the Police Now pilot and are expecting 10 Officers to commence via this route in 2016. This is a 2 year National Graduate Leadership Development Programme. Police Now's Leadership Development Programme is unique because successful applicants will take on a policing role where they will be the officer responsible for leading the policing in a specific geographical area right from the beginning of their career.
- 3.8 The recruitment campaign for Police Now closed on 9 November 2015. Applicants attended a full day assessment in London between 9 November and 18 December 2015. Our High Potential Development Scheme (HPDS) Officers are supporting the programme by attending Graduate Recruitment Events, providing officer profiles for the website and also assessed candidates.

Internal Fast Track Recruitment

- 3.9 The next Internal Fast Track process for Constable to Inspector was advertised by the College of Policing in October 2015 and Chief Officers have agreed to put forward a small number of Constables to help provide us with an opportunity to identify future talent. Successful candidates will begin their two-year development programme in September 2016 and will reach the rank of Inspector by 2018. A seminar was held at the Training Centre on the 9 October 2015 for prospective candidates to gain an insight into the Fast Track process and find out how the Lancashire recruitment process will be carried out. 45 officers applied for the scheme, all have completed psychometric tests and 8 have been shortlisted for interview in January 2016.

Specials

- 3.10 122 Special Constables were appointed between 1 July and 31 December 2015, of which 38.5% were female and 4.1% were from a BME background.
- 3.11 The January 2016 intake has already had 66 places offered and is predicted to deliver 70 recruits. As a result of a successful recruitment window there are currently 255 applications in the system plus an additional 39 UCLan applications. This will see a healthy April 2016 intake in excess of the ambition to recruit 70 every quarter.

Police Staff

- 3.12 95 Police Staff external appointments were made between 1 July and 31 December 2015, of which 54% were female and 5.3% were from a BME background. Thirteen of the appointments were into Contact Management with the remainder appointed into various departments across the Constabulary.

Police Community Support Officers (PCSOs)

- 3.13 Between July and December no recruitment has taken place for PCSOs due to the uncertain levels of PCSOs required due to the partnership funding reduction possibilities post April 2016. At this time there are only 23 PCSO vacancies countywide and it is anticipated that once funding arrangements and the numbers of successful PCSO candidates from the Police Officer recruitment process are known then PCSO recruitment can be considered.

Voluntary Exit Scheme

- 3.14 The Human Resources department has led on the implementation of a Voluntary Exit Scheme (VE) for police officers, one of only a handful of Forces to do so. This has included innovative work with the development of a VE calculator which uses 'live' data to automatically calculate compensation payments. This has meant a far more efficient and accurate calculation when compared to the manual look-up tables used by other Forces.
- 3.15 The scheme opened on 1 September 2015 and 130 application forms were received by the 30 September 2015 closing date.
- 3.16 Divisional Panels took place between 5 and 16 October 2015 to consider and score the applications. These were followed by a HR QA process before the final decisions were made by the Establishment Panel in October and November 2015.
- 3.17 113 applications were authorised, of which 105 were agreed and signed off by the officers prior to the 18 December 2015 deadline. The HR Team have agreed the exit process and are now issuing the relevant paperwork to ensure the exits take place as scheduled.

Restructuring

- 3.18 Formal consultation commenced on 6 October 2015 in respect of the proposed changes to police staff posts as a result of the Support Services and the Serious and Complex Crime Reviews. Restructure packs were circulated on 7 October 2015 to the 149 affected staff. For 55 of these people, the pack also included the opportunity to request voluntary redundancy estimates where their post was oversubscribed or a discrete post was being disestablished and the Corporate Redeployment Panel agreed there was limited prospect of redeployment.
- 3.19 Formal consultation ended on 5 November 2015 after which decisions were made about posting people into the new structure and voluntary redundancies, mainly effective from 1 April 2016.
- 3.20 The police officer restructuring process for Serious and Complex Crime started on 12 October 2015. During week commencing 9 November 2015, meetings were held with Departmental Managers to discuss the outcome of these processes and agree where de-selections or relocations needed to take place. There will be a small number of displaced officers, who will be considered for alternative posts in the Constabulary by the Corporate Redeployment Panel – Police in January 2016.

- 3.21 The One Team restructure is already underway in line with the agreed sequencing plan. Any displaced officers from either review will be considered at the same time for alternative postings within the organisation. The restructures have prompted a need to review a significant number of flexible working arrangements. This exercise is being co-ordinated by HR who are also supporting the local decision making panels. Please see the Futures update report contained within the Strategic Scrutiny papers.

Policy Development

- 3.22 Consultation and negotiation is well underway for new Limited Duties, Disability Leave, Adoption Leave, Job Evaluation, Capability, and Acting Duties / Temporary Promotion policies. These will start to go to Local Joint Council (LJC), the Police Staff Consultative Forum, and Joint Negotiating and Consultative Committee, the Police Officer Consultative Forum, for agreement from December 2015.
- 3.23 In addition, significant work has been undertaken on revised policies for Special Leave, Time-off for Sport, Flexible Working and Grievance Resolution and these will be progressed through consultation next.

HR Helpdesk

- 3.24 As part of the HR restructure, a Helpdesk facility was created on the 1 April 2015 so staff and managers can ring or email a single point of contact to obtain HR advice from dedicated staff in the department. This has been particularly important with the reduction of local HR Advisors.
- 3.25 Since 1 April 2015 the helpdesk has dealt with 4016 enquiries, plus an additional 420 calls requesting VE estimates.

Skills data

- 3.26 Following on from the development of an interface to transfer skills data from the Human Resources System (HRS) to the Duty Management System (DMS), work is scheduled to commence in Spring 2016 to transfer the same information into Storm and Mapping to assist Contact Management with the deployment of officers. This will allow the Resource Management Unit, Contact Management and supervisors to identify skills available to them to deploy to particular incidents improving police response and dealing with them more efficiently and effectively.

Auditing and Monitoring work

- 3.27 Health and Safety Officers have exploited the benefits of technology and good business practice by introducing an iPad App for undertaking many of the regular required sectors of audit and monitoring work. These include personal and DSE Assessments, Custody and Taser Inspections, Building Inspections etc. This has enabled continuity in style and content of reports following the site visit, consistency of approach and saves many hours of officer time writing and producing reports. Health and Safety Officers are currently reviewing this opportunity elsewhere.

Attendance management and sickness absence

- 3.28 Attendance management still presents challenges across the Force.

In the 12 months up to 31 December on average slightly over 10 days sick were taken by each officer. Currently there are 119 officers absent from work due to sickness which equates to 4% of Police Officers.

For police staff in the same period 9 and a half days sick were taken for each member of staff. Currently there are 84 members of staff absent from work due to sickness which equates to 4% of all police staff.

- 3.29 From work already undertaken, the detailed picture describes a number of issues at different levels:
- GP's are more than happy to sign individuals off sick for 4 to 6 weeks.
 - NHS waiting lists for operations and aftercare are poor.
 - NHS Mental Health referrals are in some cases 3 to 6 months' waiting list.
 - Change across the Force is constant and creates uncertainty on many levels for our staff, causing emotional fatigue.
- 3.30 Continuing support on personal responsibility (resilience, leadership) is a key component for all in supervisory roles. Hearing and listening to these challenges on an everyday basis are the Human Resource Advisors (HRAs) based out in Divisions, Headquarters and within Performance Improvement Unit. The HRA's are constantly reviewing evidence of what works, supporting teams to be successful, this is apparent with the work within Contact Management.
- 3.31 Well Being Strategy – A report on the progress against the strategy will be presented at the Joint Management Board on 4 February 2016.

4 Implications

- 4.1 It is essential to maintain an effective overview on the strategic Human Resources landscape of the Constabulary. To ensure effective and legally compliant recruitment strategies internally and externally to deliver the most effective workforce. The inability to achieve this will impact on the service delivery of the Constabulary.

5 Links to Police & Crime Plan

- 5.1 The implementation of these key Human Resources activities contribute to an effective and efficient police force which in turn contributes to the priority of Defending Frontline policing.

6 Reasons why Restricted

- 6.1 N/A

7 Background Documents

- 7.1 Human Resources Quarterly Update to the Joint Management Board August 2015

8 Contact for Further Information

- 8.1 Jo Kane and Ann Marie Bull – Strategic HR Managers, Tel. 410310