



CHESHIRE POLICE AUTHORITY

PEOPLE STRATEGY 2010-13

Joint Foreword by the Chairman and the Chief Constable

These next 3 years will be times of change. Our challenge is to ensure that the police service is efficient and effective and that we have the right people with the right skills and investment in place to provide a service that the public feel confident in and that meets their policing needs.

The current economic climate and pressure on public spending means we are under significant pressure to look at more efficient ways of delivering our service to the public and reduce costs. To achieve these efficiencies we are reshaping our organisation. The Constabulary is undergoing a number of major programmes of change in the way we police, utilise our resources and provide our services. This People Strategy is at the forefront of how we deliver that. Engaging with and motivating staff, planning for the longer term talent needs will be some of the key issues facing us over the next 3 years and beyond.

This People Strategy sets out how we will support the organisation through this change whilst continuing to ensure that staff are motivated, flexible, prepared and supported to ensure that we achieve our purpose to make sure that the people of Cheshire, are safe and feel safe and that we deliver our policing objectives:

Policing Objectives 2010/11

1. Increase public confidence in policing
2. Respond effectively to the public when in need
3. Prevent and address anti-social behaviour and disorder to maintain safe and strong communities
4. Prevent and investigate crime
5. Protect vulnerable people
6. Protect the public from serious and organised crime and terrorism
7. To optimise value for money by improving efficiency and reducing costs

We hope that you take time to read this Strategy, which we are confident will be successfully delivered through the continued dedication and commitment of our staff.

Margaret Ollerenshaw
Chairman
Cheshire Police Authority

David Whatton
Chief Constable
Cheshire Constabulary

Foreword: Assistant Chief Officer

Human Resources provides a wide range of functions that are aimed at ensuring we have a workforce who are motivated, flexible, prepared and supported for the challenges faced by the Constabulary. This is particularly important in the times ahead given the financial and unprecedented changing landscapes we find ourselves with.

We will continue to strive to support the organisation and all of you through our engagement leadership approach and by listening to your views. The staff survey gave us a lot of invaluable information as well as the focus groups and other communication events held over the past few years and we will continue to respond to these activities.

There are a number of programmes of work underway to ensure we are the most efficient we can be and deliver the best services we can to the public. The change programmes cover 'Transforming Policing', The Middle Office Review, Transforming Business Services and The Confidence Agenda. We will support all the people elements of these programmes through 'The People Enabling and Change & Communication Enabling Groups' which are headed by senior staff within HR and report through, ultimately, to the Force Development Board. In addition to this we will continue to deliver core HR services within our business plan and measure our contribution through a balanced scorecard approach.

HR will need to be in a fit state to help reshape the organisation through downsizing which has not been as significant in the public sector as the private in the past but sees us needing to respond now and in the future. A Shared Business Services Centre will give us the opportunity to shift the focus from transactional work to strategic input to the business in the future and HR will need to lead the change – providing professional HR advice and support to senior/middle managers.

Engaging, motivating and developing talent for our immediate needs and sustaining longer term sustainability of Cheshire Constabulary will be paramount. The single most important role HR can play over the next 3 years is to support significant organisational change whilst still delivering core policing services by providing professional HR Management support to assist in force wide projects to improve delivery of policing services to the public of Cheshire.

Brian Simmons
Assistant Chief Officer
Cheshire Constabulary

1. Introduction

The 'People Strategy 2010-13' directs the way we will deliver our human resource services. Successful delivery of the Policing Pledge and our Policing Objectives and Principles will be strongly reliant upon the people who serve the public of Cheshire, whether as police officers, police staff or volunteers. The Constabulary is committed to supporting the recruiting, leading, organising and developing of a workforce that feels valued and involved, and is suitably prepared for the many challenges and changes ahead.

The next 3 years will see significant change in the delivery of policing services and supporting business services within the Constabulary. Human Resources will provide professional people management support to prepare and guide the workforce through this organisational change whilst also continuing to deliver effective core Human Resource services with the focus on adding value.

Our services in HR will be provided from 5 core areas which we have developed to align with the principles and objectives of the Constabulary. The core areas and their aims are:

| HR Core Area | Our Aims |
|--------------------|--|
| Resourcing | To recruit, promote and retain the right people in the right jobs at the right time |
| People Performance | To get the most from our people in an efficient, effective, flexible and supportive environment where standards are explicit and realistic and performance is measured and recognised |
| Engagement | To engender an open culture where people are consulted and involved and feel able to contribute individually and collectively for the benefit of the Constabulary, staff, partners and customers |
| Development | To nurture a learning organisation that improves performance to help the Constabulary achieve its goals and where everyone has the opportunity to develop and realise their potential |
| Healthy working | To promote the health and wellbeing of the workforce through personal responsibility, management support and the working environment |

Human Resources contribution to the achievement of an increase in public confidence and making sure that the people of Cheshire are safe and feel safe will be measured through the Strategic Balanced Scorecard and Human Resources Performance Indicators.

2. Our People Style

Effective leadership is critical to the success of any collective body, whether it be an organisation, an institution, or a nation. Leadership sets direction and inspires others to follow. Despite the specific complexities of the police service, our organisation is no different from any other when it comes to the basic challenges of the leadership agenda. Within a context of even tighter financial constraints, political influence, economic and social pressures, our real challenge is to address this agenda effectively within the additional constraints in which we operate and the many changes ahead by:

- meeting challenging performance targets,
- sustaining high performance, motivation and wellbeing,
- attracting, retaining and developing good staff, and
- creating a culture that builds leadership capacity

For 2010/13, our focus will be communicating with and supporting the workforce through the transitional stages; maximising the capacity and potential from a workforce that will be operating in new ways of working; coaching for managers to deliver change programmes. We will need to do this in a way that is aligned with our core values and policing objectives and maintains a sense of well-being within the organisation. The demands upon our service continue to grow, and we therefore need to concentrate not only upon leadership for today, but also developing leadership fit for the future.

The leadership style of the line and middle management will therefore become increasingly more important over the next few years; delivering on the frontline in our everyday interactions with citizens and communities, and to work with partner organisations. We will promote and nurture an engaging style of leadership, developing managers with the skills to effectively engage with staff and the public. This is essential for our own staff motivation and maximising potential as well as increasing public confidence in our policing.

At present, we have an extensive programme of leadership development, including the Core Leadership Programme, Senior Leadership Programme, High Potential Development Scheme, Master Class Programme and Newly Promoted Courses. We continue to review and extend what is available and plan to include coaching programmes and core training skills for middle managers to our services this year.

We will continue to deliver on our local employment targets for under-represented groups. The Constabulary has a long standing commitment to recruiting a workforce as representative as is possible of the communities it serves and the collation and monitoring of a wide range employment data highlights at an early stage if there is any impact on any under-represented groups. This work helps us in gauging directly how population trends are emerging within Cheshire and to align our recruitment and development practices accordingly.

3. Our Values

Underpinning everything is a set of values which we aim to build into everything that we do and as a consequence will be reflected in the behaviour of all our staff. In relation to Human Resources we consider that the following information sets out some of the key behaviours and conduct that staff and managers should encourage and support when at work, whether in relation to their own personal conduct or when dealing with members of staff and the public.

| | | |
|---|---|--|
| <p>Professionalism</p> <ul style="list-style-type: none"> • Taking pride in own individual performance • Keeping knowledge and skills current • Seeking feedback and constructive criticism • Aiming for 'Right first time' and high work standards • Commitment to personal & team development • Enabling & equipping others to achieve | <p>Service</p> <ul style="list-style-type: none"> • Customer Focus – setting service delivery standards and expectation in consultation with our customers • Measuring our own performance & customer satisfaction levels • Recognising what we do well and what still needs to be done • Valuing other peoples time • Supporting operational performance | <p>Compassion</p> <ul style="list-style-type: none"> • In our work we should demonstrate: • Empathy • Consideration for others • Understanding • Consistency and fairness |
| | <p>Equality & Fairness</p> <ul style="list-style-type: none"> • Fairness and Equality should underpin all that we do • Valuing and embracing difference • Having respect for others needs and preferences • Showing sensitivity in carrying out our work • Taking a positive approach | <p>Integrity</p> <ul style="list-style-type: none"> • Acting with honesty, openness and trust • Retaining objectivity • Respecting confidentiality • Being accountable for our own work and conduct • Constructively challenging inappropriate behaviour |

3. Our Services and Our Performance

RESOURCING

Our aim: -

To recruit, promote, retain and deploy the right people in the right jobs at the right time

Our key activity for 2010/13 to achieve our Aim

- Increase public confidence through the quality of the recruitment service provided to our community and staff by:
 - Improving our careers website and associated branding
 - Embedding the National Recruitment Model for Specials and subsequent direct transfer of Specials to Regulars
 - Implementing e-recruitment technologies
 - Continuing to recruit from under represented groups
 - Managing police staff vacancies effectively to maintain flexibility for future change whilst fulfilling current requirements
 - To introduce Identity Access Management (IAM)
- Maintain the high quality of people that are recruited to the force by:
 - Ensuring all recruitment targets are met in a timely manner
 - Building upon community relationships to support the attraction of representative workforce groups
 - Improving the induction journey for all new starters
- To support the significant organisational change expected within the Force through the development of managers by;
 - Developing and implementing effective promotion processes across the force including the new National Police Promotions Framework

- Developing an effective succession planning model that ensures the key skills required now and in the future are forecast, identified and met.
- Introducing a Change Management Development solution using 360 degree feedback, appraisal and coaching
- Providing effective, efficient and timely resource management information
- Further embedding the appraisal process and strengthening its links to performance management

Our expected outcomes

- Ensure that our workforce represents the diverse community that we serve across all grades, ranks and specialisms
- Ensure that recruitment targets are met and to further facilitate a mixed economy of staff
- Ensure managers are better equipped to manage change
- Increase in public confidence

Additional measures of our success

- Workforce recruitment success (% against recruitment target for the financial year to align with financial planning targets)
- Percentage of new recruits that are female
- Percentage of female and BME managerial officers and staff
- Number of first time supervisors undertaking appropriate corporate training course
- Appropriate numbers ready for promotion

PEOPLE PERFORMANCE

Our aim: -

To get the most from our people in an efficient, effective, flexible and supportive environment where standards are explicit and realistic and performance is measured and recognised

Our key activity for 2010/13 to achieve our Aim

Human Resource Policies and procedures

- Review, revise and fully implement key HR owned policies and procedures to reflect and endorse the force values and increase people performance
- Develop a systematic approach to evaluate key people related procedures to ensure their effectiveness, impact and usability across the force
- Review the range of flexible working provisions and scope the opportunities to further improve these to retain motivated staff and enhance employer reputation
- As part of our single equality scheme duty, periodically audit procedures to ensure any bias is removed including finalising the audit on all pay elements.

Contract Management and monitoring

- Ensure that all third party HR contracts are procured effectively and monitor and manage those contracts to ensure they are cost effective and efficient

Management of People Performance

- To continue to make improvements to the management of individual performance across the force by improving supervisors' and managers' knowledge of the tools at their disposal via workshops, training events and regular communications

Our expected outcomes

- Staff understand how they can contribute to making the people of Cheshire safe and feel safe.
- Provision of a wide range of family friendly policies and procedures to enable appropriate life/work balance
- Managers equipped with appropriate tools to deliver high level of people performance
- People performance is effectively managed with clear work and conduct standards set, performance measured and individuals held accountable.

Additional measures of our success

- High level of customer satisfaction of policies and procedures
- High level of customer satisfaction of contract management of large and small contracts
- Awareness of appropriate management tools to manage people performance e.g. Managing Attendance, Managing Performance, Under Performance, Police Conduct

3.3 ENGAGEMENT

Our aim: -

Our key activity for 2010/13 to achieve our Aim

To foster an open culture where people are consulted and involved and feel able to contribute individually and collectively for the benefit of the Constabulary, colleagues, partners and service users

- To facilitate a continuous cycle of staff engagement, including:
 - ongoing review of the recently completed cultural audit, and consideration of staff ideas and solutions for improvement
 - co-ordination of staff satisfaction surveys for the force, ensuring each survey is part of a continuous engagement process including exploratory focus groups and completing the feedback loop
 - Consideration of the outcomes of the “Understanding Impact” series of staff focus groups
- To facilitate opportunities and mechanisms for identifying ideas, improvements and innovations via teams and individuals, by:
 - reviewing and building upon existing local improvement teams
 - considering best practice surrounding staff suggestion schemes
- To improve the Force’s capability and effectiveness around managing change, including:
 - provide advice and techniques to programmes and project teams around change management
 - embed staff engagement and involvement as an integral part of change programmes

- increase the Force’s change-management capacity through the development of champions and project team members

Our expected outcomes

- To ensure that staff feel able to contribute to the direction of the Constabulary on a strategic, departmental, team and individual level
- That staff feel empowered to challenge the status quo and make suggestions for improvements
- That effective mechanisms exist for the force to celebrate success and good practice
- That the Force continues to hear and respond to feedback from staff, and that staff can recognise that their views are being listened to
- That change management is improved and successfully implemented via genuine and effective staff engagement, involvement and buy-in

Additional measures of our success

- Achievement of survey return rates in excess of ‘industry-norms’, ensuring that our data and findings are statistically-valid, whilst also balanced against relevant levels of depth and quality
- Range and coverage of opportunities for staff engagement, feedback and involvement

3.4 DEVELOPMENT

Our aim:-

To nurture a learning organisation that improves performance to help the Constabulary achieve its goals and where everyone has the opportunity to develop and realise their potential.

Our key activity for 2010/13 to achieve our Aim

- Providing learning and development to equip police staff and police officers with the skills they need in supporting the policing objectives.
- To proactively monitor performance data, evaluation reports and the corporate training demands in order to target knowledge gaps, skill gaps and learning and development needs.
- Proactively research new learning technologies and methodologies in order to improve the quality of the current learning and development and improve the quality of knowledge transfer.
- To proactively encourage integration and application of learning and development into the work place.
- Ensuring staff police staff and police officers and their managers are engaged in the learning and development provided.

Our expected outcomes

- Increase alternative learning opportunities to facilitate reduced abstractions and costs
- To deliver learning and development that aligns to transforming business services
- To deliver learning and development that aligns to force objectives
- To contribute to partnership, community and collaboration initiatives
- To develop an environment where everyone is committed to continuous professional development and own their own learning
- Staff are supported and suitably equipped with the skills, knowledge and values to deal with the demands that are placed upon them
- Develop leaders who inspire confidence and are capable to lead on change and who can engender the culture of people being the most important resource in the delivery of policing services
- Provide an efficient learning and development service

Additional measures of our success

- Compilation of prioritised training plan
- % Delivery of training against training plan
- % People using e-learning techniques

3.5 HEALTHY WORKING

Our aim: -

To promote the health and wellbeing of the workforce through personal responsibility, management support and the working environment

Our key activity for 2010/13 to achieve our Aim

- To improve work-life balance by simplified access and improved understanding of flexible working
- To support officers and staff by providing health and fitness related advice and support across the force ensuring staff are physically and mentally fit for work including:
 - Corporate Health Initiative
 - HSE Action plan implementation
- To continue the improvement of the management of attendance including:
 - working towards exceeding national targets for all staff
 - enhancing the understanding of supervisors and managers
 - improving administrative processes
- To ensure that critical incident de-briefs are delivered in a timely and effective manner
- To implement the Occupational Health Contract ensuring it enhances the forces intentions to support the health of officers and staff ensuring fitness for work through the whole of the employment cycle

Our expected outcomes

- To maintain and improve the physical and mental wellbeing of staff at work
- To improve attendance of Police Officers and Police Staff in line with national targets
- To reduce the number of work related accidents
- To ensure compliance with all relevant Health, Safety and Welfare legislation in a pro-active manner

Additional measures of our success

- Welfare referrals per '000 employees
- Ill health retirements per '000 employees

4. The Delivery of the Strategy

Organising, leading and developing our resources to improve public confidence and deliver added value is the key driver for the People Strategy 2010/13.

The government plans for public sector spending cuts means the Constabulary is under significant pressure to look at more efficient ways of delivering our service to the public and reduce costs. This places an increased emphasis to make public services more accountable and improve performance. Performance indicators therefore play a fundamental function in this role.

The management of Human Resources has a direct impact on frontline effectiveness and demonstrating how the work we do links to the increase in public confidence will be measured through the Strategic Balanced Scorecard.

These high level Performance Indicators will show that the Human resources function is a modern value for money business service include;

- Cost of the HR function as a percentage of organisational running costs
- Cost of the HR function per employee
- Ratio of employees to HR Staff
- Average days per year invested in learning and development
- Average working days per employee per year lost through sickness absence

These indicators have been introduced to demonstrate the cost effectiveness of the HR function and allow benchmarking with industry norms. Adopted from the National Audit Office HR Value for Money Indicators, these

performance measures will be used as part of the HMIC 'Working for the Public' inspection commencing Sept 2010.

In addition, a number of other people management indicators and organisational health indicators provide an indication to the success of the range of work that the department is providing and how this contributes to policing objectives. For example by reducing the number of working days per year lost through sickness absence would result in more officers on frontline services which in turn should increase public confidence.

Human Resources will continue to monitor and update our performance indicators to meet the changing nature and demands of the Constabulary, its people and the public.

STRATEGIC SCORECARD: Human Resources

| HR Core Area | Measures * | Target 2009/10 | Forecasted Performance 09/10 | | | Industry Norms † | | |
|--------------|---|----------------|------------------------------|--------|----------|------------------|---|--|
| Strategic | Cost of the HR function as a percentage of organisational running costs ‡ | n/a | | HR | Training | Total | 1000+ employees £000 Upper quartile £6,225 Median quartile £1,900 Lower quartile £625 | Private Sector £000 Upper quartile £1,190 Median quartile £440 Lower Quartile £260 |
| | Cost of the HR function for whole organisation | | Total | 2.58% | 3.50% | 6.08% | | |
| | | | Cost £000 | £4,445 | £6,029 | £10,474 | Public Sector data unavailable as sample size too small for breakdown of figures Source: IRS Employment Review Issue 913 (n =32) | |
| Strategic | Cost of the HR function per employee § | n/a | | HR | Training | Total | Public Sector Median quartile £554 | Private Sector Median quartile £1,724 |
| | | | Cost per Employee | £1,079 | £1,463 | £2,542 | Cost of Training function per employee data ranged from £18 (large public sector) to £1,500 (large private sector) Median across all organisation £334. Source : IRS Employment Review Issue 913 and 929 (n = 32 for HR and 7 for Training) | |
| Strategic | Ratio of employees (full time equivalents) to HR Staff | n/a | | HR | Training | | Public Sector Upper quartile 1:128 Median quartile 1:90 Lower quartile 1 : 57 | Private Sector Upper quartile 1:114 Median quartile 1:62 Lower quartile 1 : 38 |
| | | | Centre | 94 :1 | 52 :1 | | Source: IRS Employment Review Issue 912 (n=109) | |
| | | | Total (inc Areas) | 65 :1 | 33 :1 | | | |
| Strategic | Cost of learning and development activity as a percentage of the total pay bill | n/a | | 4.32% | | | No comparison data available. | |

* New high level indicators have been introduced to demonstrate the cost effectiveness of the HR function and allow some benchmarking with industry norms. These Indicators have been adopted from the National Audit Office HR Value for Money Indicators and will be used as part of the HMIC 'Working for the Public' inspection commencing Sept 2010.

† Source IRS Employment Review (part of Xpert HR Group)

‡ Total HR function costs / total force budget. (Includes salaries, information and similar items but excludes accommodation costs). Training costs have been provided as separate figures.

§ Total HR function costs / by FTE @ January 2010 (4121)

PEOPLE MANAGEMENT INDICATORS

| HR Core Area | Measures | Target 2009/10 | Performance 09/10 (Quarter 3 to 31/12/09) | Target 2010/11 |
|--------------------|---|------------------------|---|------------------------|
| Resourcing | Percentage of female police officers compared to overall force strength (SPI 3g) | 26% | 26.10% | 26.5% |
| Resourcing | Proportion of police recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population (SPI 3e) | 5% | 1.16% | 5% |
| People Performance | % of staff with active Appraisals | 100% of eligible staff | 93% | 100% of eligible staff |
| Development | Training Spend per member of staff | n/a | £1,463 (projected year end performance) | n/a |
| Development | % Attendance of delegates on training events | 95% | 91.95% | 95% |
| Development | Average days per full time staff per year invested in learning and development | n/a | n/a | n/a |
| Healthy Working | The number of working days lost due to sickness – Police Officers ** | 7 local | 5.84 days (projected year end performance) | 7 local |
| Healthy Working | The number of working days lost due to sickness – Police Staff ** | 7 | 6.22 days (projected year end performance) | 7 |
| Healthy Working | The number of injuries that occur at work | To reduce by 15% | 13.5% | To reduce by 15% |

** The Policing Green Paper 2008 removed the 'top down' national targets and replaced them with one 'Public Confidence' target. Local sickness figures will however continue to be reported on at national level.

ORGANISATIONAL HEALTH INDICATORS

| HR Core Area | Measures | Target 2009/10 | Performance 09/10 (Quarter 3 to 31/12/09) | Target 2010/11 |
|--------------------|---|--------------------------------------|--|--|
| Satisfaction | Employee Turnover Police Officer Police Staff | Will not be higher than 5% 10% | 1.02% 1.17% | Will not be higher than 5% 10% ^{††} |
| Satisfaction | Overall employee satisfaction measure (taken from Staff Survey) | 60% | 72% | 72% (maintenance target, as above) |
| Engagement | % of staff who feel valued (taken from Staff Survey) | 60% | 37% | 37% ^{‡‡} |
| People Performance | % of staff who know what is expected of them as a result of their appraisal (taken from Staff Survey) | n/a | 79% | n/a – next staff survey due 2011/12 |
| People Performance | Police Staff Disciplines Conduct cases Performance Cases | n/a | 12 12 | n/a |
| People Performance | Police Officer Disciplines Conduct Cases Performance Cases | n/a | 34 2 | n/a |
| People Performance | The number of Grievances | n/a | 15 | n/a |
| Healthy Working | The number of near misses reported | To increase by 15% | 16.7% | To increase by 15% |

^{††} The indicative measure for police staff turnover has been maintained for 2010/11 to take in to account potential increases that may be brought about as a result of the TBS project, Middle Office Review and Transforming the way we Police project.

^{‡‡} aiming for a maintenance target rather than an improvement target due to current employee relations climate