



# **PEOPLE STRATEGY**

## **2011 – 2016**

22 February 2011

## Background Context

1. The spending review delivered by the Chancellor of the Exchequer for 2011-15 showed the average 4 year cut required was 19%, together with the grant settlement this represents a gross savings requirement of £36.5m for Cheshire Police Authority.
2. The majority of the reduction occurs in the first two years. In response to these spending challenges which are on an unprecedented scale for the Police Authority, a new approach to management within the Constabulary and governance from the Authority is required.
3. The Authority however anticipated early the prospect of significant reductions in funding. In early 2009, Members supported a recommendation to undertake a more radical and longer term view of continuing to deliver policing services from a reduced, but more effective cost base, Transforming Policing.
4. The overarching principles developed jointly by the Authority and the Chief Constable in budget planning have been to:
  - protect frontline services
  - retain resilience in officer numbers
  - reduce costs whilst maintaining performance and quality of service
  - treat staff with dignity and support through the change process
5. Whilst the scale of the reductions is significant, it is very much as anticipated and has confirmed the applicability of the plans developed during 2009 and 2010. These plans comprise a range of activities to reduce the cost base aligned to the two transformational projects; Transforming Policing and Transforming business services.
6. **Transforming Policing** is an operational review that is looking at how we police, what we do and how we are structured to meet the needs of the public, as well as the well-documented financial challenges that lie ahead.
7. The review is focused on identifying the things we do that really matter to the public, and delivering them more effectively.
8. Transforming Policing will be rooted in neighbourhood policing and will look at increasing opportunities for partnership and collaboration to deliver a responsive, flexible, public-focused service.
9. The approach that the Transforming Policing project has followed is a 'systems thinking' methodology. The assertion of this approach is that if the Constabulary focuses on understanding the customer, their needs and what they value, it will become better informed to make judgments about how to meet that need and stop doing those things that do not add value.

10. It is this understanding which will provide the basis upon which the Constabulary can begin to see what it can do differently and particularly the scale of work within the current systems which does not add value to the person requesting the service. This methodology requires challenging traditional approaches and assumptions when looking at the design of services and the level of change and will be therefore undertaken in phases.
11. **Transforming Business Services** has been planning the implementation of a Shared Service Centre and reviewing many of the back office support functions. The priority has been to consolidate transactional activities to a central shared service function to reduce the cost of performing the tasks and to integrate where possible the technology between functions. The model delivers a self service approach for line management and individuals, whilst also taking allowance of specialist support functions and other support activities such as advisory capability. This way of working will have a substantial effect on line management in the degree of change required in how they will need to approach their work.
12. The total cash savings for 2011-15 allocated to the two transformational projects and middle office/budget reductions is £28.7m of the £36.5m total. Since 82% of costs within the Constabulary are attributed to people costs then the challenge facing the Constabulary is considerable.
13. Increasingly, **partnerships** are a key delivery tool for policing services and those of other agencies within the criminal justice system and local government. During 2010/11 increased attention has been given to the visibility of partnership commitments and the financial exposure of reduced partner involvement. As partners are experiencing similar funding constraints these financial risks are crystallising. The two largest areas of partnership funding are PCSO's and the Road Safety Partnership. The Constabulary will be required to review the funding situations and manage accordingly the staffing within these key areas.
14. It is critical that the People Strategy is aligned to the **Policing Objectives** in the 2011/14 Policing Plan and supports the activity to reconcile resource allocation to the level of risk posed to Cheshire communities by crime and adverse incidents as part of the Strategic Threat and Risk Assessment. The performance focus within the Constabulary is under review, reflecting both the reduction in Home Office targets and the introduction of systems thinking.
15. The Constabulary will be re-addressing its need for internal management information together with the provision of public facing outcome measures. At this stage in the development of Transforming Policing, it is not possible to assess how resources may be allocated to best meet these outcomes but the budget priority is to protect frontline services and to reflect intelligence regarding threat and risk, partner and public consultation. The savings proposed are to be met by increased efficiencies in accordance with these priorities.

16. The direction the Coalition Government is taking is one of exploring **collaboration** opportunities to reduce costs and increase productivity and improving efficiency and also value for money. The Minister of State for Policing, Nick Herbert, MP has stated *“business as usual is no longer an option for police forces and authorities. I will argue that a fundamental redesign of the police organisation and is now needed”*. He continued to explain the importance of improving frontline services and spending a minimum on other functions which have, in many cases grown disproportionately.
17. The message is clear that in order to transform our services and implement long term change it will require real and decisive leadership and a greater focus on value for money. Local democratic accountability and restoring professional discretion will be at the heart of this approach to change.
18. Collaboration will continue to be pursued in all areas of the service but will become more pressing in the short and medium term. The Government has made it clear that they wish this process to be speedier as opportunities for savings and building capacity are being missed. The HMIC report ‘Valuing the Police’ emphasised the observation that there appeared to be little progress in this area but cited good examples of how benefits could be achieved.
19. The Police Authority in Cheshire has proactively committed to the two transforming projects in a timely manner and is well placed at present to achieve its aims. There is little appetite at present to outsource functions, but is also mindful that it has an obligation to its public to deliver a service which is efficiently run and cost effective and in line with what is available and comparable through other third parties. The aim has to be for the taxpayer to gain maximum value for the service it is paying for.
20. The challenge the Constabulary is to develop the future capability requirements and develop these internally or bring in the necessary skills either by recruitment or third parties. The HR functions needs to support the change programmes and advise and assist in the process working alongside key stakeholders and decision makers. The function has to offer specialist guidance in employment legislation, processes, procedures, best practice and be accountable for the service it delivers to the frontline.
21. Since approximately 83% of the Police Authority’s expenditure is on staff costs, it is sensible to accept that the significant financial savings will predominately have to come from tightening of controllable pay and expenditure and the reduction in posts and/or headcount. The Government has announced a 2 year pay freeze across the public sector subject to any recommendations from the Police Negotiating Board and agreement on staff pay. Cheshire Police Authority acknowledges that pay freezes alone will not deliver enough impact on the savings required, even if overtime and other controllables are effectively managed.

22. The following People Strategy is based on the anticipated changes expected over the next 5 years. Obviously, the current review processes will be delivering outcomes throughout the 5 years and at this stage it is unknown what all of these will be. The People Strategy therefore encapsulates the key focus areas which the HR function will be concentrating on and the mechanisms currently in place or proposed, to address the issues going forward. The clear message is that the HR function also needs to transform to adapt to its customer centric model and deliver against a changing working environment whilst providing a quality service to support and enable the frontline to deliver its policing objectives over the coming years.
23. The issues facing the People Strategy are therefore centred around how to manage and enact the savings through job cuts and vacancy management due to natural wastage whilst ensuring Cheshire Constabulary has the right skills in the right place and at the right time and cost. Herein lies the greatest challenge over the next 5 years.
24. Whilst undergoing its own major internal transformation and change, HR must continue to devise strategies for all areas of the business under review or embarking on reorganisation.
25. The current **remuneration and conditions of service** of police staff and police officers remain a difficult area to manage. There is a degree of inflexibility in changing terms and conditions of police staff within all areas of the contract, from changing shift rotas to locations of work and minor changes with job tasks performed. Police officers have different remuneration terms and conditions of service and in some areas of the contracts there is little parity between them. This poses difficulties where police staff work alongside police officers. Further complications arise when some terms and conditions are negotiated locally and some nationally. In the local context, there is often a variation between forces and different policies and procedures are in place covering general working practices.
26. The Government is aware of these issues and the inflexibility it causes. A review has been undertaken by Tom Winsor and the initial findings are due to be released mid-February 2011 with a second report due in June 2010. It is hoped that these findings will address some of the constraints the Police Authority currently face in terms of the costs of releasing posts, variations within contracts of employment being applied, better parity between police staff and police officers and other 3<sup>rd</sup> parties.
27. Tom Winsor's report, however, is expected to address a wide range of issues which it is hoped will release some flexibility to managing our people more effectively and quickly and will bring some clarity on proposed harmonisation plans and best practice methodology. Whatever the outcome, it is anticipated that it will bring major reform in an area needing to transform to respond to future pressures placed upon it and assist in modernising the way the service is delivered to the public.

28. The **Police Reform and Social Responsibility Bill** was introduced to Parliament on the 30<sup>th</sup> November 2010. The impact of this Bill will completely change the way the policing landscape will look in 2 years time. The main impact of the Bill is the introduction of Police and Crime commissioners and the dismantling of police authorities. This will have a major impact on the governance of Cheshire Constabulary and the way the HR function delivers its People Strategy in terms of understanding its priorities, method of operating and reporting/decision making mechanisms.
29. The new Coalition Government has announced that the previous regime of government led targets for police officers will be dropped and the Chief Constables and the Police Authorities/ Commissioners would instead be given responsibility for setting policing priorities, objects and targets that are aligned to local force demands on policing services. Coupled with the Comprehensive Spending Review and significant financial savings, the HR function must work closely with the Senior Management to ensure they are equipped with the necessary leadership skills, financial awareness and planning skills to be able to deliver the necessary outcomes.
30. External influences placed on the Police Authority will undoubtedly have a significant impact on the decisions made in terms of managing our main resource – the people employed in Cheshire Constabulary.

## **HR Legal Context**

31. Forthcoming changes in legislation will impact the decisions made within the People Strategy and these influences will need to be incorporated into the decision making processes

### **Equality Act 2010**

32. This brings together, harmonises and in some respects extends the current equality law. It aims to make it more consistent, clearer and easier to follow in order to make society fairer. The Act covers the groups that were protected by existing equality legislation but also extends some protections to groups not previously covered and strengthens particular aspects of equality law.
33. As a public sector organisation our responsibilities remain largely the same but there are some differences that will require changes to the way we work, deal with individuals and report on information. These include:
  - Employees will now be able to complain of harassment even if it is not directed at them, if they can demonstrate that it creates an offensive environment for them
  - Associative discrimination (direct discrimination against someone because they associate with another person who possesses a protected characteristic) will cover age, disability, gender reassignment and sex as well as race, religion and believe and sexual orientation

- Pre-employment health related checks (protection for disabled people to be unfairly screened out when applying for jobs, by restricting the circumstances in which employers can ask job applicants questions about disability or health)
  - Positive action in recruitment and promotion (6 April 2011)
  - Public Sector Equality Duty (6 April 2011)
34. The Public Sector Equality Duty encourages public bodies to engage with the diverse communities affected by their activities so that policies and services are appropriate and accessible to all and meet different people's needs.
35. The new Equality Duty is designed to reduce bureaucracy while helping public bodies to deliver Equality outcomes. It devolves power from central government to public bodies so they are better able to meet the needs of the people they serve. It will require public bodies to publish more information on equality than before, and to demonstrate how they are delivering improvement so that the public can hold them to account. It covers those employed at the top level of a public body to those employed on the front line.
36. The People Strategy incorporates the need to review current policies and procedures to ensure compliance but also to deliver awareness training throughout the organisation. Publication of data will need to be managed and analysed periodically to determine trends, area of focus or improvement and consistency of approach. Performance reviews and good governance are required at senior level.
37. Senior Managers will need to be trained to oversee the design, delivery, quality and effectiveness of the organisations functions and ensure Cheshire Constabulary has the capability and capacity to deliver on its equality responsibilities.
38. All staff and police officers will be required to embed equality considerations into the delivery of services internally and to its public.

### **Default Retirement Age**

39. The default retirement age is being phased out over a transitional period running until 30<sup>th</sup> September 2011. The regulations came into effect on 6<sup>th</sup> April 2011. The last day employees can be compulsorily retired using the default retirement age is 30<sup>th</sup> September 2011, so the last day to provide 6 months notice required by the default retirement age is therefore 30<sup>th</sup> March 2011. Retirements using the default retirement age will cease completely on 1<sup>st</sup> October 2011. Forecast staff turnover may reduce because there is not a compulsory retirement process and issues associated with fitness to fulfil role will need to be managed within efficiency and capability procedures. Work is currently being undertaken to assess the impact and to ensure compliance with the new regulations.
40. The Constabulary has reviewed the age profile of the workforce for police staff and police officers. The People Strategy will take into

account the ageing profile of its workforce and adjust its possible retirement figures to reflect the possibility that its staff may continue to stay in the workplace longer and retire later in life. With the financial outlook in general being slow to recover this may encourage people to retire later than they originally intended. This impacts on the availability of posts being released through natural wastage.

### **Agency Workers Directive**

41. The Agency Workers Directive will be implemented in the UK on 1<sup>st</sup> October 2011 through the Agency Workers Regulations 2010. The purpose of the Directive is to provide temporary agency workers with equal treatment in terms of basic working and employment conditions as if they had been employed directly to do the same job. The right to equal treatment with respect to relevant terms and conditions will not apply until an agency worker has worked in the same role for 12 continuous weeks. There is no minimum amount of work that needs to be completed in order for a week to count as one of the 12 for qualification purposes. Currently the force operates a master vendor contract for agency staff provision where salary rates are fixed at the 2006 rates for permanent staff.
42. It is the intention not to rely heavily on agency staff over the periods from 2012-2015 anticipating that most posts will be filled by permanent or fixed term contract workers. Fixed term contracts being offered where work is deemed to be of a temporary nature or a specialist role which is required short term. Agency staff over the next 12 months will continue to be important to cover roles which will be required for redeployment purposes following redundancy exercises. This will retain talent and employee engagement whilst offering potential development opportunities to those placed 'at risk'. The Agency contract in place currently offers a favourable alternative to permanent contracts in that the rights of the worker are limited and as thus is a cost effective means of temporary employment. However, on a long term basis this would not be the case under the new legislation and would therefore generally only be an option if the work is anticipated to only last up to 12 weeks in duration.

### **HR Service Structure**

43. The HR Department has grown throughout the last 10 years in terms of staffing. The Learning and Development capacity (including area based personnel), as of 31<sup>st</sup> March 2010 was 127.09 full time equivalents (FTE) and generalist HR support (including area based personnel) as of 31<sup>st</sup> March 2010 was 63.09 FTE.
44. Under Transforming Business Services a thorough review of the tasks performed versus current and future anticipated demand was conducted within the HR function. The analysis showed that due to reduced demand in areas such as recruitment and learning and development and a continued emphasis on cost analysis and efficiency of processes, the number of staff could be substantially reduced if a Shared Service Centre approach was adopted. The concept focuses

primarily on the tasks which can be centralised under transactional processes. Where possible, the use of integrated technology has been considered in order to reduce the number of times information is being currently duplicated across several systems to reduce costs and provide consistency. This has led, in some areas, to inefficiency and a reduction in data quality. Emphasis under the programme has been on self service for line management and staff and integrated technology where possible, allowing information to be more readily available and directly accessed. Transactional tasks will be more efficient with further HR resource being redirected into advisory and strategic capability. However, what is certain is that processes do need to be streamlined and information does need to be available more readily and link between department functions to ensure accuracy and availability.

45. To date, the realignment of the HR Management functions are being addressed and implemented, with clear strategic vision on delivering the key services in line with operational requirements. The HR function will be adaptable and flexible to changing business requirements and demand placed on it. The Learning and Development function will become integrated into the Shared Service Centre. Team Leaders will manage functions in logical groupings such as 'Starters and Movers'. This clearly identifies to the business the transactions and service within the function such as recruitment, initial training, and job design, promotions and assessments.
46. The competence of skills and knowledge of the HR teams will be addressed in line with the job role performed and post holders will have clear lines of responsibility for processes and service. The HR teams objectives will be measured and monitored, with clear feedback mechanisms in place to assess service delivery against service level agreements with stakeholders and internal customers.
47. HR Advisory capacity will be in place to support operational teams in their areas – giving guidance, mentoring and advice on all elements of generalist HR and line management people responsibilities.
48. Specialist and strategic HR and Learning & Development support will also be available in a retained HR function managed centrally at the HQ in Winsford. The Learning & Development function will review demand for their service regularly and will ensure where possible that the training teams are multi-skilled and able to deliver training in the most effective manner.
49. The Transforming Business Programme planned will release up to 50% of the staffing levels within HR during 2011/12. This is a major change of structure and reorganisation of the service at a time when HR needs to be offering support to other areas of the business through their own change programmes.

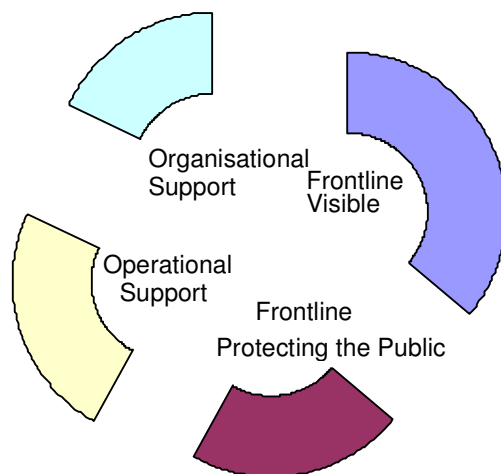
	09/10	10/11			Target
<b>HR</b>	Mar-10	Jul-10	Oct-10	Dec-10	
Total	1:65	1:75	1:70	1:76	1:90

	09/10	10/11			Target
<b>Learning &amp; Development</b>	Mar-10	Jul-10	Oct-10	Dec-10	
Total	1:32	1:34	1:33	1:33	1:70

## HR Strategic Resource Strategy

50. The weight and balance of risk has shifted and so has the resourcing burden within Cheshire Constabulary, policing priorities in specialist areas such as Child & Adult Protection, Counter Terrorism, Serious Organised Crime and Sex Offender Management has placed extra resource and focus in these areas. For HR this means the function must also be adaptable and flexible to meet the activity demands in terms of workforce planning and training in particular.
51. The policing mission has expanded exponentially into specialist and invisible capabilities in its quest to combat the threats, manage the risks and reduce harm. The 2012 London Olympics will further increase this dynamic. With this backdrop of activities in mind, and the commitment to protecting the frontline where possible, Cheshire Constabulary have divided the organisational roles into 4 categories:

Resource Deployment as at 1 April 2010



### Frontline (Visible)

52. Officers and staff in this category will have direct interaction with the public as part of a public demand for the service or roles where the predominant purpose is to provide a visible reassurance presence within the community.

## **Frontline (Services Protecting the Public)**

53. Roles directly delivering operational services including responding to, dealing with and investigating crime and incidents and protecting vulnerable people.

## **Operational Support**

54. Roles that support the delivery of operational services – likely to be only one stage removed from the frontline, for example Forensics and Custody.

## **Organisational Support**

55. Roles that are focused on providing or developing the organisational infrastructure to enable it to deliver its services.
56. The People Strategy will actively address these requirements by working with the senior operational command teams to ensure the mix of resource is correctly balanced for the delivery of its services. This will be predominately managed through organisational redesign, promotional activity, multi-skilling and recruitment. The HR team need to embed this model into their departmental objectives to ensure support is delivered and structures regularly reviewed to ensure focus and activity of resource is in the right work areas.
57. Neighbourhood policing is an important strategic focus for Cheshire Police Authority. Public confidence is directly linked to increased visibility of police officers and police staff. The benefits from having more presence in the neighbourhoods is also an increase in intelligence about criminal activity within communities, increased engagement through neighbourhood groups and an increase of those wishing to join the Specials. The People Strategy will incorporate the importance of recruiting and establishing the right mix of visibility with demands of the organisation.
58. Transforming Policing with its systems thinking approach is to be adopted readily throughout the organisation in order to deliver the efficient 'end to end' processes which will be required. HR will be central to the consultation of these initiatives and through its relationships with UNISON, the Federation and the Superintendent's Association, and also with the staff and officers affected. HR must continue to plan the employee engagement activities around these pilots, projects and changes to working practices to ensure commitment, motivation and involvement of all affected parties.
59. Transforming Policing is an ongoing review of the way Cheshire will police in a financially challenging environment. Whilst some initial restructuring will occur in April 2011, the project is expected to be in place for the next 4 years and its recommendations and scope will continue as budget reductions come into effect.

60. At this stage, many of the key changes to policing departments are yet to be decided but the learning achieved from the current transforming policing experiments will be key to informing future restructuring. HR aims to offer advice and support through these transitions and ensure employees are engaged and consulted throughout the planning stages.

### **Force Establishment**

61. Strategic planning has identified that posts will need to be reduced over the next 5 years since non pay savings cannot alone deliver the necessary annual budget reductions required. In December 2010, following the analysis of the Government Comprehensive Spending Review budget announcements, the organisational financial planning forecast reductions of approximately 258 police officer posts during the period 2011-2015 based on average salary costs (*Appendix B*)
62. The balance of posts is calculated on the basis of constables at present, but if reductions of posts include ranks above this then consequently the balance will reduce and this is likely to a certain degree. As officers retire, careful consideration will be made to whether the post should be filled. It is inevitable that as many posts as possible will be deleted.
63. Tom Winsor's report will hopefully address the difficulties associated with reducing police officer numbers and the inability to make a police officer redundant. Although this is an issue for many police forces, Cheshire Constabulary feel that the reduction in police officer numbers may be managed by reducing the number of recruitment intakes to approximately 24 per year, assuming a steady number of retirements continue to take place. However, the posts released may not be the most desirable in terms of efficiency savings or distribution of ranks or area establishment. The ability to release posts on the grounds of efficiency or through redundancy would assist this process in ensuring posts are released according to future organisational requirements.
64. The HR department has accounted for this in its demand analysis, ensuring resources are available to recruit and train these officers. The decision to continue to recruit is important to Cheshire Constabulary as it ensures a more balanced rank structure and specialist requirements for future years.
65. A19 is a regulation which is currently available to consider the release of officers who have served 30 years plus service and the post holder can be compulsory retired if it is on the grounds of the efficiency of the force. The regulation does not apply to Chief Constable, Deputy Chief Constable or Assistant Chief Constables (further restrictions apply). The Police Authority has agreed not to consider using this option during 2011/12 financial year but it will be reviewed in future years.
66. A new 30+ Plus Scheme was introduced on 1<sup>st</sup> April 2010 and is open to new participants under 31<sup>st</sup> March 2013. The Scheme is designed to assist police forces in the retention of operational officers with valuable skills and experience. The 30+ Plus Scheme is open to officers in the

Federated ranks, where the office is eligible for a maximum police pension and where justifiable case for re-employment can be made. At present, Cheshire Constabulary have been actively managing the scheme by attempting to recognise where key skills and experience may be lost through turnover and working with line management to ensure a process of developing future skill requirements is in place. Each case is reviewed individually and where possible only extended or offered in exceptional circumstances.

67. The required reductions are a significant percentage of current total establishment and it is hoped that through natural staff turnover the levels can be achieved, but the challenge is to ensure the posts and ranks meet the business requirements of the future.

### **Collaboration**

68. The People Strategy fully supports the need to work towards collaboration between Forces and third parties. HR will look towards opportunities as they present themselves and whilst undergoing its own internal review processes. There are obvious areas where collaboration could work and bring efficiencies and cost reduction, these being in Learning & Development such as firearms training, management development, e-recruitment, Payroll, welfare provision and occupational health, assessment centres etc. The scope is broad but each will be explored and compared to Value for Money data and external available provision options. Opportunities will be considered at a number of levels – locally, regionally and with other public sector bodies. HR may be required to incorporate partner working and sharing of skills and resource. This in turn could alter the mix of posts and skills required within affected departments and the process managed and coordinated accordingly.
69. The establishment of a shared service centre with other parties will also potentially have a marked effect on anticipated numbers of police staff required to support the programme, as will redeployment and secondment activities for both police officers and staff

### **Specials**

70. There is also a key role for the Special Constabulary in Cheshire, regarding the flexibility and deployment of its police service. If Cheshire continues to plan their work well, train them to a professional standard and integrate them into operations with regular colleagues, they will continue to support the local policing priorities. On average, it costs £1234 to recruit, train and issue uniform to Specials, ongoing yearly costs is in the region of £226. The total number of active specials as at 1<sup>st</sup> December 2010 is 334, with a recruitment target of 500 by the end of March 2012.
71. With the recent Comprehensive Spending Review announcement, there will be money set aside for the development of the Big Society Agenda. Cheshire Constabulary will ensure over the coming years that it continues to raise the profile of the Special Constabulary through

communications and marketing – ensuring that the public is aware of what they are and what they do. Cheshire will also continue to promote and support the professionalisation of the Special Constabulary, making it a body that Cheshire Constabulary can rely on. Where possible Cheshire will accredit any learning gained into the initial training to a recognised qualification. It is hoped that these proactive measures will contribute to the professionalism of policing and will increase the retention of Special Constables. Measures will be taken to encourage Specials to apply for PCSO posts and police officer posts as and when opportunities arise.

72. Current Working Time Regulation legislation is the main barrier to the flexible deployment of Special Constables, mainly due to the requirement for mandatory rest breaks of 11 hours in any 24 hour period and 24 hours in any 7 day period. HR will continue to monitor hours worked and attempt to manage the resource in the most effect manner available to meet Cheshire’s demands.

*Turnover of Specials in Cheshire Constabulary*

YEAR	TURNOVER		JOINED AS REGULARS
08/09	27%	= 66 officers	⇒ 17
09/10	27%	= 69 officers	⇒ 15
10/11 to date	Approx 15%	= 50 officers	⇒ 0

**Volunteers**

74. As well as the Special Constabulary, the work of Cheshire Volunteers is deserving of continued recognition and support; particularly in view of the Coalition’s Governments Big Society agenda. It is not the intention that these roles will replace members of police staff who have or are to be, made redundant. There are roles that volunteers can perform to enhance the policing service and HR will remain vigilant that the tasks performed are indeed supportive or additional functions to that which is carried out within current staff job roles within Cheshire Constabulary.

**Restricted Duties**

75. There is an increasing trend in the number of police officers which the Constabulary retains with restricted duties. It has been accepted that, where possible the Police Authority will retain these skills and redeploy the officer to appropriate duties they can still perform, albeit restricted. Work has been carried out to ensure that regular reviews are carried out on these officers to capture any changes in circumstances and/or fitness. Where possible, police officers have been allocated roles where they can fulfil the job role fully and to an acceptable standard. However, over the next 5 years there will be an increasing need to multi-skill officers ensuring omni-competence and requiring a greater degree of flexibility. The focus on frontline delivery may mean that some police officers will not be able to fulfil the demands the organisation requires of them. At present, the mechanism in place to ill health retire some of the officers facing this situation is too costly. In certain cases it may not be possible to retain certain officers who

become restricted at an early age and that ill health retirement is more suitable. Despite the lump sum payment, currently the penalty of being required to pay a lump sum of twice an officer's pensionable pay on ill health into the pension fund is often too great a consideration. HR will need to give greater consideration of the business case when making these decisions, coupled with close liaison with the Finance Department. Cheshire Constabulary needs to make best use of the restricted officers where they can and they must be doing appropriately valuable and skilled work. HR need to champion a change of attitude and culture within the service, focusing on career development, matching people's skills to appropriate post would help to change this. To achieve this, HR will foster greater communication between officers, management, HR professionals and the occupational health advisors.

76. However, it is envisaged this may be addressed under the Tom Winsor Review. HR are mindful of the restraints that some restricted officers may place on the Constabulary over the next 5 years and are therefore working towards ensuring deployment of the skills are suited to the changing needs of the business. The Managers Procedure for Police Officers on Recuperative or Restricted Duties has recently been revised to aid line managers.
77. The provisions of the Disability Discrimination Act promote greater retention of officers with disabilities. This affects deployment plans for units and resilience for those activities that restricted officers cannot undertake.
78. Similarly, within the DDA legislation surrounding police staff, reasonable adjustments are sought to accommodate individuals. This has had a material reduction in officers and staff returning on the grounds of ill health in recent years. A comprehensive review is required by HR over the coming years to ensure the Police Authority have complied with legislation but also that the demands of the business are considered and affordability and flexibility of the workforce must be considered.
79. HR will need to assess the merit of whether fitness testing amongst serving police officers should be in place for some roles, notably for Firearms officers and reviewed at regular intervals to ensure capability of the force is maintained in key areas where there is a genuine occupational requirement. An equality impact review will be required between specific genders, roles and age.
80. The advantages which HR will need to consider are the improvement of fitness of personnel thereby reducing the risk of illness and injury making savings in the long term versus the costly short term increases in the increased number of officers on restricted duties.

### **Injury Awards**

81. The draft Police (Injury Benefit) Regulations 2011 are currently being consulted upon and would look to replace the Police (Injury Benefit)

Regulations 2006 and which will apply to all new claims for an injury award made once the regulations come into force.

82. There are approximately 136 individuals being paid an injury award equating to an average of £74,311 per month. Previously the Constabulary made a decision not to review its injury awards pending the outcome of challenges to reviews in other forces. However, Police Authorities have a duty to keep all current injury pensions under review at such intervals as they consider appropriate, including where the former officers concerned are now above the compulsory retirement age. The Police Authority may wish to consider asking the Selected Medical Practitioner (SMP) to give advice on the frequency of reviews under Regulation 37.
83. The Constabulary needs to consider conducting a review of its current injury awards to establish the number of injury awards which need to be reviewed. The Constabulary needs to consider the costs implications of conducting the review as each Selected Medical Practitioner (SMP) referral costs £350 with appeals costing upwards of £4000. The total cost of reviewing injury awards may increase payments to former officers as a large proportion of the injury awards relate to degenerative conditions, which may result in the injury awards increasing rather than reducing.

#### **Police Staff Establishment**

84. Police staff posts are due to be reduced through the early stages of the Transforming business services programme and through some limited reductions in middle office functions in 2011/12. The anticipated reductions are outlined in *Appendix B* but cannot be achieved alone through the Transforming Business Services Programme. The removal of police staff posts will undoubtedly have a significant impact on the efficiency of the organisation and through the change programmes in place, revision of working practices and new processes will need to be created.
85. Police Community Support Officers work at the heart of the Neighbourhood Policing Teams, providing a visible and reassuring presence on the streets, working with the community to help tackle the menace of anti-social behaviour. They usually patrol a beat and interact with the public, while also offering assistance to police officers at crime scenes and major events.
86. Cheshire also has numerous part-funded PCSOs in partnership with agencies such as Parish Councils, Local Authorities and Registered Social Landlords.
87. The three Area Commanders are reviewing their current PCSO establishment (2010/11) to assess whether they are in the right locations to deliver benefits to the Constabulary and communities and to determine whether there is a need to redirect PCSO's to new locations to achieve appropriate balance. Where PCSOs are part

funded by Parish/Town Councils they will remain dedicated to those areas.

88. The Human Resource Workforce Planning Team will monitor PCSO establishment, turnover and location during 2011/12 to inform decisions regarding future recruitment schedule alongside broader budget considerations within the Constabulary and Partners.
89. Police Community Support Officer numbers will be maintained where possible, except where partner funding is removed. Should more partners withdraw than is expected, then the Authority's stated intention to maintain numbers at a minimum of 215 will need to be considered further.
90. It is anticipated that police staff recruitment will be primarily restricted to internal redeployment and internal selection to vacancies. Within 2011/12 posts held by some agency staff will be released as suitable alternative positions for staff at risk of redundancy.
91. Redundancy cannot be avoided. Where posts are no longer required they will be deleted. New posts will be created as an inevitable outcome of restructuring and organisational design. In cases where the skill requirement cannot be sourced internally or training required to gain the skills internally is too lengthy or costly, and the skill is available in the external market place, then a decision may be made to externally recruit. This requires a business case to be presented and reviewed by the HR Director and another senior operational representative.
92. Police staff terms and conditions of redundancy have been re-negotiated with staff and UNISON and finalised in December 2010. The procedure is written to ensure clarity and fairness of application and has been designed to be delivered where possible by line management. Other procedures such as Discipline, Grievance, and Attendance Management will be finalised and over the next 3 years training and coaching is planned to equip line managers with the skills to address basic people processes. Reviews and equality impact assessments are scheduled to take place to ensure fairness of application and effectiveness in managing our people. These processes are aimed to allow managers to take ownership of their people performance and development ensuring productivity and service is maintained.
93. Future consultations around redundancy situations, changes to terms and conditions or restructuring and job redesign will be conducted by line management under the guidance of HR advisors and HR Business Partners. Collective Consultation involving UNISON and the Federation will be led by the HR Director and HR Business Partners with input from the operational team presenting the business case for change. The HR team need to orchestrate the numerous projects and initiatives being working upon throughout the organisation, ensuring line managers are aware of their responsibilities relating to staff and police officer engagement.

94. HR are involved in ensuring line managers are versed in the consultation and communication to affected groups. Throughout the next 5 years, line management capability in driving and maintaining change programmes will be key to their success. Ongoing work will continue to up-skill managers in these tasks with locally available HR Advisors on site to assist and coach.
95. Change Liaison Officers will have a significant impact in the coming years and have, to date, provided additional support to police officers and staff ensuring timely updates and information is dissipated to the heart of the business and feedback and concerns are passed back through the 2 way process.
96. Meaningful consultation must occur with all members of the Constabulary being given opportunity to influence decision making and provide suggestions and ideas on how to improve our business. This will encourage engagement and commitment, making new ways of working more effectively embedded into the daily routine. HR's role over the next 5 years is to ensure this process is delivered and becomes the ethos of how Cheshire Constabulary wishes to conduct its future internal business and remain an Employer of Choice so it can recruit and retain the best talent.
97. It is not the strategic view of HR to redeploy staff into positions if they have not got the requisite skills, knowledge, behaviours or experience to carry out the role to an acceptable standard. The Constabulary truly aims to secure a well trained, motivated and skilled professional workforce, able to meet its organisational goals and deliver its Policing Objectives.

### **Career Breaks**

98. The number of police staff and police officers on career breaks over the coming 5 years needs to be carefully planned and managed. Whilst it may seem a good tool to release police officers for a period of time, reducing costs it also has a significant impact on the skill base since long periods of time away from the workplace can result in de-skilling and loss of competence, requiring investment and on the return of the individual. HR will need to monitor each case individually and whilst it wishes to release individuals this must be balanced with the business requirement and individual's welfare rights.
99. There are currently 41 Police Officers and 17 Police Staff on career breaks.
100. HR will monitor the releases and ensure the individual remains in contact with the organisation and through the line manager are kept informed of business developments on a regular basis. Where possible, individuals should be available to attend mandatory updates and training events.

## **Financial Strategy**

101. Although much of the current focus is on reducing police staff and police officer numbers to deliver the bulk of the savings required over the next 5 years, there are other cost savings to be made which will impact on these numbers. The People Strategy will address each of these areas in turn and influence where possible the outcomes. However, there is much anticipation developing that the Tom Winsor and the Pensions Review will assist in creating greater opportunity around the management of these key staff costs.

### **Pay Costs**

102. The Government has announced a pay freeze for 2 years within public sector bodies. This is also in line with many private sector businesses undergoing difficulties in the economic downturn. The predictions are of a slow recovery so it is likely to assume that pay rates will not increase significantly over the next 5 years. Cheshire Constabulary will be reviewing the majority of its job roles and ranks over the coming years under the transformation projects it is supporting. HR will evaluate staff roles where the job descriptions change in line with new priorities and processes. This will ensure correct pay is being applied fairly across job roles and functions. HR will maintain a quality assurance process within the current job evaluation Hay Grading Scheme. Equal pay claims being a risk to the business and a potential cost which can be avoided by careful management.
103. Market supplements are generally not widely used within Cheshire Constabulary, currently a small number of roles receive additional payments. The process of reviewing these will be maintained on a 6 monthly basis and business cases submitted. Roles which are hard to fill or specialist roles which demand premium rates may be considered. However it is not a preferred method.
104. The HR function will be introducing better methods of determining competence through promotion, selection, redeployment and recruitment, ensuring that evidence is submitted on each key skill requirement prior to appointment to posts. It is the mission of HR to select and retain individuals who have the right skills and experience and are consequently placed in the right role.

### **Pension Costs**

105. The first stages of the Hutton review of public sector pensions has decreed that current pensions are unaffordable and unsustainable in the future. Pensions are critical to allowing the flexibility for officers and staff to be able to move between forces, other public sector organisations and return from the private or third sectors. Having a more flexible framework may help mitigate the need to make police officers redundant. Although the pension debate continues it is evident that changes will affect workforce planning. The Constabulary must be mindful over the next few years that in today's Generation Y they perform best when they are actively engaged, their abilities identified

and matched with challenging work that pushes them fully. Today people move readily between roles and sectors and HR must ensure the Constabulary adapt to the expectations of the workforce in order to retain and attract best talent.

106. The Hutton review will look at alternative options to the current final salary defined benefit scheme:
  - Career average schemes and capped defined benefit schemes
  - Notional defined contributions models
  - Collective defined contribution schemes
  - Hybrid models
  - Combined models
107. The outcomes of the Hutton Review will have significant implications for Human Resources namely;
  - communicating to all staff about the new arrangements
  - implementation of the new scheme
  - potential strike action over proposals
  - recruitment and retention issues with employees being attracted to working in the private sector

### **Shift Management**

108. Rostering of police staff and officers is a priority within the People Strategy. In order to gain efficiencies in having the right skills, in the right places at the right time a thorough overview of the current methods will need to be undertaken. Work is being carried out to source IT enabled rostering and duty planning systems which will assist the Constabulary in scheduling officers and staff in line with anticipated demand, yet allow flexibility to assess information on staff and officers available to work, with the right skills when unforeseen short term circumstances occur. The rostering system, if effectively embedded into the workplace, will provide more accurate detail for payroll and payment purposes and ensure Working Time Directive information and Health and Safety information can be sourced more readily. HR must, over the coming 5 years, analyse this key data and ensure the welfare of the workforce is maintained and legal obligation fulfilled. Effective rostering will deliver efficiencies in cost of hours, avoiding unnecessary duplication of shifts and more visibility to demand profiles.
109. The rest days owed and time off in lieu policy has been reviewed. Since July 2010 owed days saved reduced by 50% from 9,563 to 4,792 with an aim to zero the amount by 31 March 2011. In July 2010, the Constabulary owed 55,301 lieu hours and as of 8 December 2010 this has reduced to 44,484. It is imperative that over the next 5 years, HR continue to analyse this data and ensure line management is controlling the resource, holiday bookings, time and Variable Shift Arrangement system.
110. Overtime expenditure will be monitored as a percentage of the wage bill, excluding overtime charged to other organisations. The overtime budget will be reduced year on year with 2011/12 being reduced by £330,000. HR and Operations teams need to review where and why

overtime is being used and produce strategies to reduce the need by analysing shift patterns, skill availability and demand profiles.

### **Budget Control**

- 111. Since decision making and management of our people is being taken to the line managers of the organisation with the assistance of HR advisors, it is appropriate that budget devolvement is put in place. Line managers will have greater visibility of their expenditure and will over time be given more accountability for the financial control within their area of responsibility.
- 112. Workforce planning is an example of where this will benefit the line managers. Basic Command Units will be able to determine where and how they place their staff. Control of moves and numbers within budget constraints will be managed by the Basic Command Units with HR Business Partners reviewing the strategic impact on a regular basis.

### **Operational Support**

#### **Welfare and Attendance Management**

- 113. Line Managers will be undertaking further Attendance Management training over the next year to equip them fully with the competence and confidence in managing absence. To date Cheshire Constabulary has achieved reductions in the amount of lost days as a result of absence, however there is still much more to be delivered. Our aim is to maintain the current good performance and where possible continue to reduce sickness levels.

<b>Measures</b>	<b>Target 2010/11</b>	<b>Projected 2010/11 Performance</b>
Number of working days lost due to sickness – police officers	7	6.51 projected
Number of working days lost due to sickness – police officers	7	6.45 projected

- 114. There is a strong business case to support internal welfare programmes aimed at assisting police officers and staff during difficult health, emotional and financial times. As a Constabulary we have a duty of care to all our personnel. However, costs of providing assistance are mounting and HR need to assess what is available and ensure it is value for money and fit for purpose. It is evident that support is being provided which is available through individuals' GPs / NHS or third parties, particularly not for profit support groups and charities. Where this is the case, HR will be reviewing the options

available and determining what is necessary for us to provide to an individual.

115. HR expenditure in Occupational Health is @ £219,000 per annum which is not an insignificant sum and shows commitment to our staff. However, there is a need to provide line managers with a framework which assists them in managing individuals with short term persistent illnesses. The general duty of care extends to individuals also taking ownership of their illnesses and ensuring they are getting the guidance and assistance to reduce the occurrences of illness, if appropriate.
116. A new procedure will be in place by 2011/12 to enable line managers, to tackle absence issues with advice of HR. Over the next 5 years, the absence targets will be brought into line with business norms.

### **Role Profiling**

117. The HR function is clearly focused on setting future plans to deliver more effective resourcing to the business in terms of the right skills and competence in the right job roles for the short and medium term.
118. Establishing the job roles for the future will continue to be developed as work areas are reviewed and reorganised. Once determined, the resourcing team will ensure the job descriptions clearly detail the main tasks and responsibilities. The Integrated Competency Framework is being replaced with a new Police Professional Framework. The principles of simplicity and alignment to service requirements have been adopted. It identifies core competencies and responsibilities for officers and will facilitate a 'fit for purpose' and user friendly framework to underpin Cheshire's service delivery principles. The integration of the natural role profiles and professional framework does not require significant effort or resource, however the alignment to the proposed business services IT platform is still to be clarified. It is anticipated managers will require minimal support to use the framework to manage, coach and support their staff. The framework has the potential to save staff costs in terms of development, administration and maintenance. There is also potential to reduce the time and costs of training and development processes as the standards will provide a simpler framework for student officers and trainers to make assessment of competence, behaviour and attitude to achieve independent patrol status.
119. The Police Authority do recognise the need to retain good talent with the necessary skills for the future and wish to ensure that they provide remuneration and reward to reflect their contribution to the service whilst maintaining employee engagement and motivation. Work is underway and will continue through the change programmes to ensure police staff pay grades are Hay evaluated where necessary and pay is in line with responsibilities, skill requirement and tasks performed within the role. This process of re-evaluation will ensure, where possible, that role profiles are updated and revised. Over the 5 year period a full evaluation should be completed and the number of job descriptions reduced.

120. The framework and role profiles will set roles out clearly and provide the competence level staff should be working at. This will be for the managers to then manage, lead, support and coach staff on through day to day activity and appraisal of performance.
121. The self service element of the new system is designed to be an intuitive system and therefore it is hoped that staff and officers will also be encouraged to maintain their own appraisal records and understand where and how the framework can assist them in improving their experience / knowledge base for improved service delivery and personal performance.
122. Also within the job description will be identified key behaviours from the framework and training requirements specific to each role.
123. Within the recruitment process, there will be a requirement to therefore meet the skills and knowledge alongside the appropriate set of behaviours. This will also then follow through to selection methods for promotion and development.
124. Learning and development teams will be populating the job descriptions with the mandatory training required for each role. It is envisaged this will take 12 months to complete. The job descriptions will then generate training plans through the shared service model, as posts become attributed to the new post-holder. The training plan will be populated by demand and courses delivered in accordance to where developmental training or 'new' specialist training is required, these demands will also be fed onto the training plan. Only training and development with a sound business case will be delivered. 'Nice to have' training will be avoided at all costs.

### **Training and Development**

125. It will be appropriate to match training delivery to the operational constraints and use of e-technology, online development tools; self-directed learning may be the most effective in some instances. In cases where personal delivery is the most preferable then decisions as to where the training will be performed will be assessed. Class sizes and travel or additional costs to attend will be monitored as will trainer's time spent on delivering skills to ensure their time is used in the most efficient way.
126. Measurements of training effectiveness will be planned into the Shared Service model ensuring there is a direct correlation between delivery and skills transfer to the workplace and ultimately to the service delivered, to achieve a minimum performance of 95% of attendance of delegates on training events.

Measures	Target 2010/11	Performance as at quarter 3 31.12.10
Percentage attendance of delegates on training events	95%	91.95%

127. With the implementation of Transforming Business Services there will be a comprehensive analysis with the systems implementer as to what the requirement will be from a technology and a change point of view. Internally work is being carried out to determine the new skills required to work in the new way and ensure the customer-centric culture is embedded into work of all those participating in the programme.
128. Within Transforming Policing, new skills are being highlighted at different times within the project. Processes are being re-mapped and decisions being made at different points of the service delivery than before. Support and mentoring programmes enabling police officers to have confidence to change their work methods will be developed as will general management techniques of how to deal with a range of personnel issues. Leadership training will become necessary to cover broader issues such as strategic planning and organisational design, change management strategies, financial awareness and budget control.
129. Whilst change is inevitable and management of resources becomes more refined, the role of the leaders within senior positions in the Constabulary will become more important than ever before in directing people management techniques. The People Strategy must ensure that provision is made to develop these skills further.
130. Another priority within Learning and Development is to analyse the PCSOs' and Specials' roles and determine what added skills they may require in the medium term and ensure their training is aligned to the changing business needs and communication remains fluid to ensure they are updated with the pace of change and are engaged fully with the rest of the workforce.
131. Changing demand as a result of partnerships with other agencies such as health education and local government, all of which will be also undergoing significant transformation, will impact on the relationships and links they have with Cheshire Constabulary. Each will have distinct operating priorities, principles and structures and HR need to ensure they are abreast of these developments and the impact it will have on our personnel and working methods.
132. Its a new way of working for everyone within Cheshire Constabulary as systems thinking challenges everything that we do. Learning and Development is going to adapt to the needs but crucially it needs to understand its business requirements and ensure it is cost effective and provides quality measurable outcomes.

## **Skills Development**

133. Due to the reduction in posts over the next 5 years, there will be decreasing opportunity for promotion and consequently succession planning must be a focal point within the People Strategy. Promotions may be limited but there will still be developmental opportunities. HR will encourage employee engagement by increasing awareness to individuals of opportunities that are available to them; through communication channels, appraisals and personal development planning.
134. Omni-competence and multi-skilling are necessary to ensure flexibility of resource, but it also allows individuals to gain new skills and experience. Movement between roles can provide new challenge and invigorate individuals who have a desire to learn. Job changes and redesign allow for skill development as does team working and project work. Careful management of the process is required by HR to explore genuine experiences for an individual which will enhance their skill base rather than just moving them because there is a vacancy. Management of expectations through openness and honest feedback will be supported by the HR function.

## **Performance Management**

135. Where competence in a job role is not being demonstrated consistently, HR will be focusing on supporting line managers to develop suitable action plans to assist the individual to achieve the requisite skill set or behaviours. When assistance and support are unable to furnish the individual with the competence or they are unwilling or unable to meet the required standards, then the Disciplinary or Unsatisfactory Performance Procedures will be continued through to dismissal.
136. Accountability and responsibility of individuals performance must lie with the line manager of the individual and their next in command. HR is therefore committed to delivering procedures which are easily understood by line managers and individuals; and offering training and advice when needed. It is envisaged that over the 5 years, objective setting and appraisals for each individual will assist in managing poor performance, by highlighting strengths and weaknesses as well as performance outcomes which are measurable. To achieve an efficient professional workforce, HR and line managers need to work together to ensure, staff must, within reason, consistently deliver the outputs that the role requires and offer value for money to the public.

## **Equality and Diversity**

137. Recent research conducted by the NPIA analysed trend data for women and people from an ethnic minority background in policing. Representation of these under-represented groups is slow to improve with an estimated 25-30 years until 35% of females reach the top 3 ranks in the police service and 8% of people from an ethnic minority

background achieve representation in police officer posts. This is a challenge for HR to look for proactive ways to accelerate this process and we will continue to measure our performance in the key areas detailed below to ensure the Constabulary's workforce moves towards becoming more representative of the community it serves.

Measures	Performance 2009/10	Performance 2010/11 (01/04/10 to 03/12/10)
Proportion of Police recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population <sup>1</sup>	1.3% (Compared to 1.6%)	5.6% (Compared to 1.6%)
Percentage of female police officers compared to overall force strength <sup>2</sup>	25.2%	26.2%
To continue to promote recruitment practices to ensure that female police officers are suitably represented at all ranks across the force (representative of force strength) <sup>3</sup>	Constables 29.15% Sergeants 19.08% Inspectors & Above 14.7%	Constables 29.0% Sergeants 18.0% Inspectors & Above 16.1%
Proportion of minority ethnic groups successful at promotion as a percentage of all force promotions	New PI	Constable – Sergeant 0% Sergeant to Inspector 0% Inspectors & above 0%

138. HR will monitor equality and fairness through its redundancy programmes, promotions and vacancies and continue to aim to improve the representation of these groups among others. HR have developed successful mentoring programmes and initiatives for females to try and encourage and support them in their career development and have ensured people from ethnic minority backgrounds have been supported in terms of recruitment and advancement within Cheshire Constabulary.

<sup>1</sup> Percentage is based on **headcount** values and only includes Constables who are Police Standard Entrants (i.e. new to policing).

<sup>2</sup> Percentage is based on **FTE** number of female police officers as at 03/12/2010. Figure includes staff on a Career break

<sup>3</sup> Percentage is based on **FTE** number of female police officers at each rank as at 03/12/2010. Figure represents the percentage of female police officers at each rank as a proportion of the total number of police officers at that rank. The figure includes staff on a Career break

## APPENDIX A: ORGANISATIONAL ROLES BY DEFINITION

The breakdown of job roles into 4 key segments will be used for future plans, so as to determine which job roles are to be affected or supported according to demand, risk and operational requirements. Its aim is to give visibility to the spread and strength of resource in each area of work.

<b>Frontline Visible - Officers</b>	<b>Frontline Visible - Staff</b>
Probationers Year 1 Air Support Dogs Response Roads Policing Neighbourhoods Armed Response	PCSOs
<b>Frontline Protecting the Public</b>	<b>Frontline Protecting the Public</b>
Child/Sex/Domestic CID CID Aides Control Room Fraud Counter Terrorism Branch Asset Confiscation Firearms Tactical	Control Room Asset Confiscation Financial Investigators Crime Scene Investigators
<b>Operational Support – Officers</b>	<b>Operational Support – Staff</b>
Community Safety Crime and Incident Management Criminal Justice Case Management Custody HOLMES Intelligence Local Commanders Operational Planning Surveillance Technical Support Unit	Asset Confiscation Administration Child/Sex/Domestic CID Community Safety Coroners Crime and Incident Management Criminal Justice Case Management Criminal Records Office Custody Forensics Firearms Firearms Licensing HOLMES Intelligence Operational Planning Counter Terrorism Branch Technical Support Roads Policing Property Kennel Staff
<b>Organisational Support – Officers</b>	<b>Organisational Support – Staff</b>
Senior Leadership Team Professional Standards Corporate Development Departmental Heads IT/Communications Personnel/Human Resources Corporate Communications Federation Staff Officers Training Welfare	Senior Leadership Team Buildings Professional Standards Corporate Development Departmental Heads Drivers Finance IT/Communications Admin Human Resources Corporate Communications Unison Stores Training Fleet Welfare

## APPENDIX B

### Definitions:

- **Budgeted Establishment (posts)** - The number of FTE officers and/or staff which equates to the financial budget allocated for a BCU/Department or Unit .
- **FTE** - 'Full Time Equivalent' is a unit of size of the staff body which considers the number of contracted hours expressed as a multiple of the hours of a full time worker (37 or 40 hours per week for staff or officers respectively) . For example, an officer working a full-time 40 hour week will register as 1 FTE, whilst an officer working 20 hours per week will register as 0.5 FTE.

## POSTS

Police Officer Posts and FTE Reduction 2010/11 – 2014/15						
	1 <sup>st</sup> April 2010	2010/11	2011/12	2012/13	2013/14	2014/15
Posts	2105	2060	1998	1942	1893	1847
FTE's	2135	2055	1998	1942	1893	1847
Budget £000's *		86,829	85,057	83,128	81,261	79,699

\*Budget for the financial year and therefore does not represent the cost for the number of posts provided at year end. Figures exclusive of pension costs.

## PEOPLE

### Movement in Full Time Equivalents for 2010/11 – 2014/15: Police Officers by Reason

Police Officer Posts by Reason						
Movement Description	2010/11	2011/12	2012/13	2013/14	2014/15	Total Movement
1 April 2010	2,135	2,055	1,998	1,942	1,893	
Ordinary Retirement	(75)	(75)	(63)	(56)	(53)	(322)
Ill Healths	(12)	(9)	(7)	(7)	(7)	(42)
Resignations	(15)	(10)	(10)	(10)	(10)	(55)
New Recruits	16	29	24	24	24	117
Transfers In	7	-	-	-	-	7
Central Service Secondments	12	3	-			15
Other *	(13)	5	-			(8)
Total	2,055	1,998	1,942	1,893	1,847	(288)
Budget £000's **	86,235	85,057	83,128	81,261	79,699	

\* includes career breaks, dismissal and death in service

\*\* Budget for the financial year and therefore does not represent the cost for the number of posts provided at year end. Figures exclusive of pension costs.

### Movement by People 2010/11 – 2014/15: Police Staff by Reason

Police Staff by Reason					
Headcount Figures	1 <sup>st</sup> April 2010	Year End 2010/11	Year End 2011/12	Year End 2012/13	Year End 2013/14
	FTE	FTE	FTE	FTE	FTE
	1689.39	1588.4	1449.06	1323.72	1198.38
Budget £000's *		54,191	54,098	49,138	46,140
Movement in Year		101	139.34	125.34	125.34
Retirements		15.69	13.06	13.06	13.06
Ill health retirements		3.43	4.11	4.11	4.11
Resignations		83.45	102.46	102.46	102.46
Transfers out		0	.75	.75	.75
Career breaks		3	0	0	0
End of Fixed Term Contract		21.21	14	0	0
Dismissal		4.35	3.96	3.96	3.96
Other		0	1	1	1
New Starters		29.14	0	0	0
Redundancy		45.45	40	88	73

\* Budget for the financial year and therefore does not represent the cost for the number of posts provided at year end. Figures exclusive of pension costs.

**People by Location as at 31<sup>st</sup> October 2010: Police Officers by Rank**

Police Officers Full Time equivalents (FTE)													
BCU / Department		ACPO	Chief Supt	Supt	Temp Supt	Chief Inspectors	Temporary Chief Inspector	Inspectors	Temp /Acting Inspector	Sergeants	Temp /Acting Sergeants	Constables	Total
EASTERN AREA	FTE	-	1.00	2.00	-	3.00	-	19.60	1.00	65.57	7.00	3.02	472.19
NORTHERN AREA	FTE	-	1.00	1.00	1.00	4.00	-	16.00	5.00	66.10	11.00	414.86	519.96
WESTERN AREA	FTE	-	1.00	2.00	-	3.00	-	17.00	3.00	66.98	3.00	388.57	484.55
FORCE OPERATIONS DEPARTMENT	FTE	-	2.00	3.00	2.00	8.00	1.00	38.00	2.00	111.78	3.00	382.07	552.85
ALL HQ DEPARTMENTS [excl. PA]	FTE	4.00	-	1.80	-	4.00	-	13.00	-	18.80	2.00	27.68	71.28
<b>TOTAL</b>	<b>FTE</b>	<b>4.00</b>	<b>5.00</b>	<b>9.80</b>	<b>3.00</b>	<b>22.00</b>	<b>1.00</b>	<b>103.60</b>	<b>11.00</b>	<b>329.23</b>	<b>26.00</b>	<b>1,586.20</b>	<b>2,100.83</b>

## People by Location as at 31<sup>st</sup> October 2010: Police Staff by Grade

Police Staff Full Time Equivalent (FTE)											
BCU / Department		ACPO	Director	SM Grade	PO3/4 - PO5/6	SO1 - SO1/2	Scale 4 -6	Scale 1 -3	Total	PCSO's	Total Staff & PCSO's
EASTERN AREA	FTE	-	-	-	1.	3.62	53.66	79.18	<b>137.46</b>	59.10	<b>196.56</b>
NORTHERN AREA	FTE	-	-	-	1	4.00	66.54	79.15	<b>150.69</b>	102.54	<b>253.23</b>
WESTERN AREA	FTE				1	1.81	54.51	70.11	<b>127.43</b>	61.70	<b>189.13</b>
FORCE OPERATIONS DEPARTMENT	FTE			2	7	69.35	475.16	135.02	<b>688.53</b>	-	<b>688.53</b>
ALL HQ DEPARTMENTS [excl. PA]	FTE	1	4.	10.81	44.66	102.31	142.57	56.59	<b>361.94</b>	-	<b>361.94</b>
<b>TOTAL</b>	<b>FTE</b>	<b>1</b>	<b>4</b>	<b>12.81</b>	<b>54.66</b>	<b>181.09</b>	<b>792.44</b>	<b>420.05</b>	<b>1,466.05</b>	<b>223.34</b>	<b>1,689.39</b>

*(not including Career Breaks or Central Services or Police Authority)*

## APPENDIX C

### PEOPLE PLAN ACTIONS

Reference	Impact	Action	Owner	Timescales	Progress
LEGAL	All Employees	Review promotion and selection procedures to ensure they are compliant with the Equality Act 2010	HR Retained	June 2011	
	Management and Supervisors	Deliver training to Senior management to enable them to design, delivery and evaluate effectiveness of diversity initiatives in their respective areas of responsibility	HR Shared Services	September 2011	
HR STRUCTURE	All Employees	Conduct training needs analysis and deliver training on requirements for Self Service functionality	HR Shared Services	September 2011 – January 2012	
	All Employees	Monitor and review effectiveness of Service Level Agreements for HR service provision	HR Shared Service, HR Retained	Quarterly	
HR RESOURCING	All Employees	Work with BCU Commanders to determine mix of specialisms and ranks within the organisational categories to deliver policing services	HR Retained	May 2011	
	All Employees	Consultation with staff Associations and Unison to manage the people issues arising out of the Change Programmes	HR Retained	Ongoing	
	All Employees	Review recruitment and initial learning programme to identify pre-join options to reduce costs and improve efficiency of recruitment and training time and resource.	HR Shared Services	June 2011	
	All Employees	Investigate potential collaboration opportunities with local, regional and other public sector bodies' on key services, e.g. payroll, occupational health, assessment centres and training delivery.	HR Retained	April 2011 – October 2011	

	Police Officers	Review the mechanisms for managing restricted duties to make best use of officers and ensure they are doing valuable and skilled work.	HR Retained	September 2011	
	PCSO's	Schedule continuous development modules for PCSO skills to meet agreed operational deployment requirements	HR Shared Services	April 2011	
	All Employees	Schedule learning programmes to align with Change Programmes and Force restructuring	HR Shared Services	Jan 2011 - march 2012	
	All Employees	Review HR Policy and Procedures to ensure meet needs of organisation and legislative requirements.	HR Retained, HR Shared Services	Ongoing	
FINANCIAL	Police Staff	Comprehensive grading exercise to review all jobs in line with the Constabulary's agreed job evaluation process	HR Retained and HR Shared Services	Ongoing	
	All Employees	Review pay and conditions – Tom Winsor Review.	HR Retained	April 2011	
	All Employees	Support the implementation of the new rostering system and people implications arising e.g. accuracy and transfer of people data, financial controls	HR Shared Services	April 2011 – January 2012	
OPERATIONAL SUPPORT	All Employees	Set and agree Attendance targets. Deliver training to line managers and provide ongoing support and guidance.	HR Retained HR Shared Services	April 2011	
	All Employees	Produce mandatory and specialist training skill set for each role profile.	HR Shared Services	April 2011 – March 2012	
	All Employees	Implement L&D balanced performance scorecard to evaluate L&D return on investment, responsiveness and contribution to policing plans.	HR Shared Services	quarterly reports 2011 – 12	
	All Employees	Review Police Professional Framework and determine which elements are applicable to Cheshire Constabulary and incorporate into role profiles	HR Retained	August 2011	
	All Employees	Review appraisal system to include people measures and ensure fit for purpose to meet the changing needs of the organisation	HR Retained	June 2011	