

## PCC Scrutiny Programme – Human Resources

- The PCC requested that Cleveland Police provide a full and detailed presentation on their Human Resource strategies. The information required from the PCC's scrutiny meeting covered three specific areas:
  - Attract;
  - Develop; and
  - Retain.

Further details are attached to this paper and are summarised below:

- **Attract** – The PCC posed questions relating to how Cleveland Police attracts applicants for vacancies. Particular interest was given to the length of recruitment processes and how Cleveland Police communicates with individuals during the process.
- **Develop** – The PCC asked details about the support Cleveland Police provides for managers, officers and staff regarding the Personal Development Review, succession planning, skills assessment/personality profiling and talent management.
- **Retain** – This focused on themes and trends in staff morale and internal grievances and asked if there are any patterns or trends emerging.

### Attract

In order to consider how the Force attracted its officers and staff they were asked the following questions:

*What work is being undertaken to promote Cleveland Police as an employer of choice, what publications have been prepared and how is its success being measured?*

*How are Cleveland Police promoting the role of PCSO as a career option?*

*What communication is taking place to deliver a consistent message to our communities and prospective candidates about the Force's commitment to Equality and Diversity and the aim to attract a rich, diverse pool of candidates?*

*How are Cleveland Police's recruitment practices developed and evaluated?*

*What work is taking place to examine barriers to recruitment and how they can be overcome?*

*In order to build a diverse workforce, what work has been undertaken in partnership with staff and communities?*

*Have community outreach opportunities been developed to build positive relations with potential candidates?*

*How is the network of recruiting sources such as community colleges, community youth schemes and diversity projects growing?*

*Has there been an exploration of candidate support programmes and have they been piloted yet?*

*What plans are in place regarding the use of volunteers? What has been done to grow the volunteer base, have numbers risen over the last two years and if so how are they being utilised?*

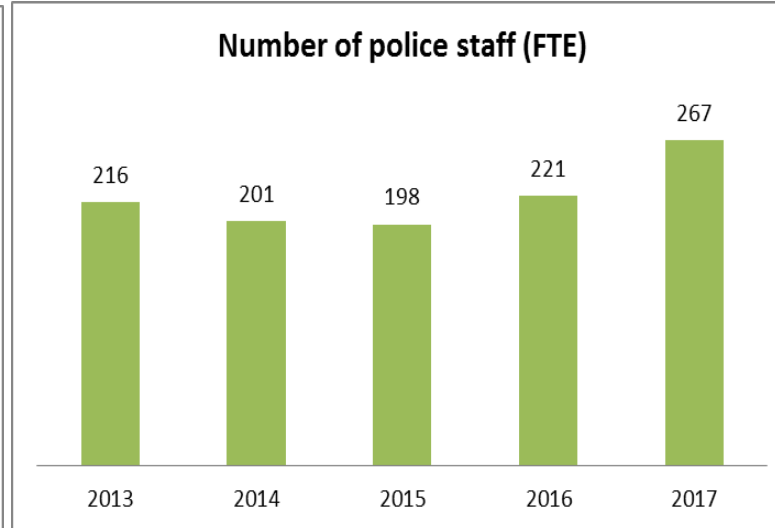
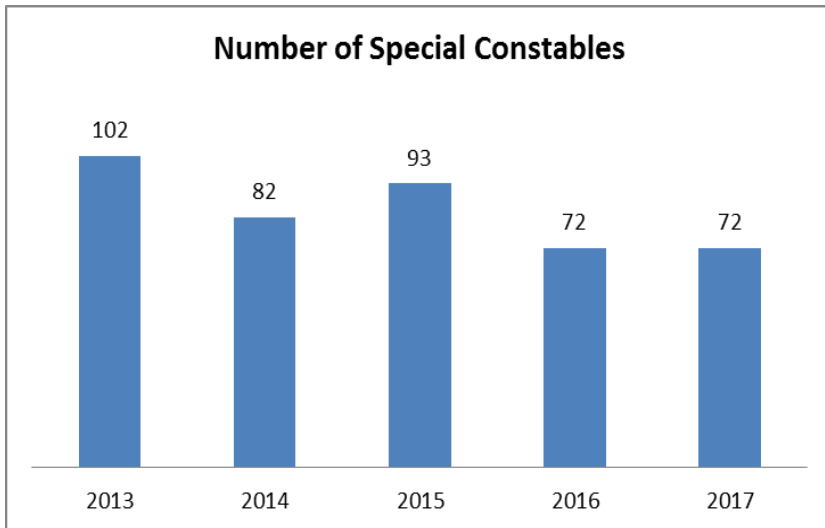
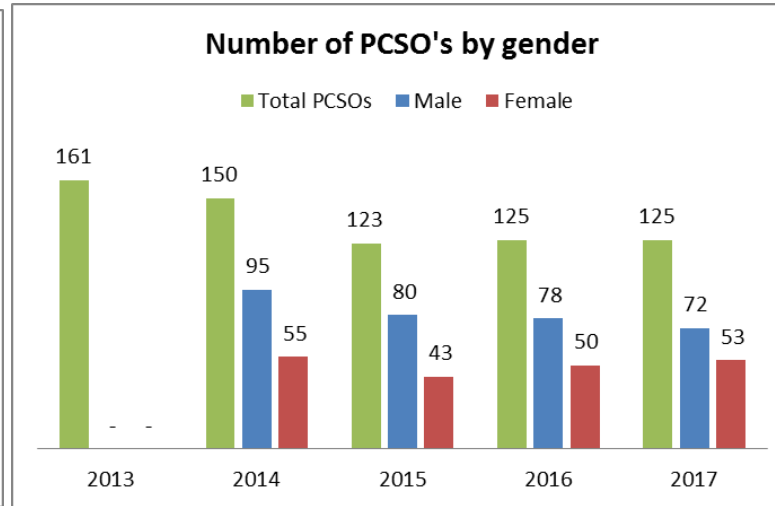
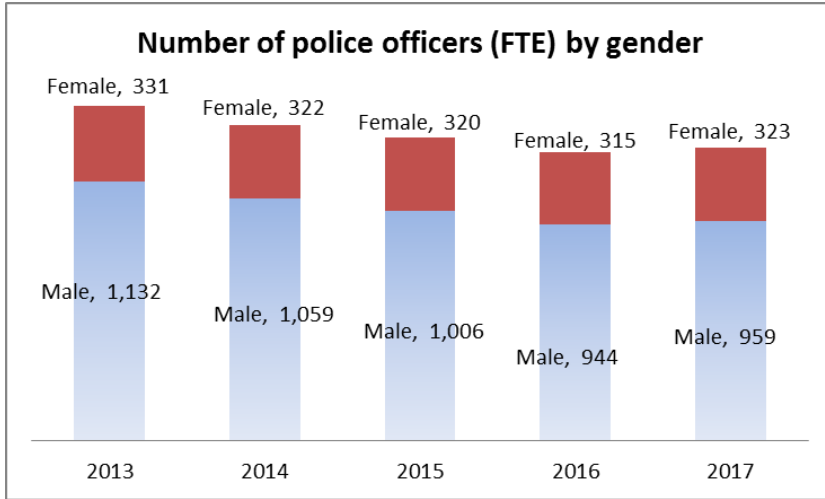
*How does the Force actively encourage applications from women, BME groups?*

*Recruitment windows – why does it take so long from the police applicant being successful in getting a place to their start date with the Force? What process is in place to communicate start dates and lengthy waits to successful candidates?*

*Are there any collaborative opportunities that can be undertaken in these areas and if so what are they and how far have they been developed?*

# Force Details

Figures used are sourced: www.gov.uk



## Force Update – Attract

There were a number of ways the force undertook to attract applicants including: adverts on Black, Asian and Minority Ethnic group's (BAME) radio stations; flyers and publications had been produced; events had taken place at the university; and the Force had used social media to bring information to different audiences. It was noted that the Force only attracted 3-6% of the available BAME population with the full potential being 12% and work was on-going with Equality North East and an e-recruitment solution was planned for January 2018. Neighbourhood officers and staff also acted as recruitment champions to provide a link between the Force and potential applicants.

In order to promote employment opportunities Community Engagement work had taken place in the form of community events, marketing and on-line community events. Since the beginning of the Everyone Matters programme in February 2016 continuous improvement of relationships with communities had taken place, including community and cultural awareness sessions, building rapport with communities and gaining a better understanding of their needs.

The impact of that work undertaken to date had shown that in PCSO recruitment there had been a shift towards female officers and there had been positive indications that people from BAME communities wanted to work for the Force. A snapshot of the organisation between September 2015 and September 2017 had shown that there had been a drop in male representation, an increase in women PCSOs and no overall change in BAME. Workforce diversity statistics presented at the meeting showed that in order to improve BAME levels it would take an additional 40 officers at 20 per year for 2 years and to increase the number of female officers by 30% it would take approximately an additional 20 officers per year for 3 years.

A number of methods had been used to attract applicants from protected categories to help them through the recruitment process, including a scheme linked with Gateshead College that advised applicants about application forms and interviews. It was noted that the Force had previously struggled to attract good quality candidates to the PCSO role and the attrition rate had been around 50%, so work had been undertaken with Gateshead College and Equality North East to help applicants reach the standards required. However, the Force had a high conversion rate from PCSOs to police officer and the Force had retained staff in that way.

The recruitment of special constables had been a challenge, most people who were attracted to the Force applied as a police officer as a first choice and National College of Policing guidelines stated that applicants could only apply through one route at a time. Similarly volunteers had been difficult to recruit, again because of the recent recruitment of police officers. That experience had been mirrored across all forces.

In order to manage diversity within the Force, consideration had been given to the make-up of service units to ensure that they were reflective of the population and the workforce and that there was a right mix of staff. Officers had been given the opportunity to undertake various attachments with different service units, such as the major crime team, to gain an insight into different areas of work.

The PCC was concerned about the length of time it took for a person to go through the full recruitment process from applying to starting as a police officer. It was explained that it took 38 weeks end to end, managing such independencies as vetting and medicals. The best case recruitment scenario should take 26 weeks but that involved higher costs. It was noted that the workforce plan was dynamic and subject to monthly review. One of the main challenges to recruitment was where there had been changes to financial planning that meant that the cohort of 80 was reduced to 20, which then left successful applicants waiting for the next intake.

In order to manage candidates' expectations about start dates, the Force informed all applicants about the process, outlining that it can be lengthy and time consuming. Systematic reviews were undertaken about how candidates were communicated with and monthly updates to candidates had been introduced. Candidates would also be asked to provide feedback on the recruitment process.

The PCC will take a keen interest in this area to ensure that the force work to improve waiting times for candidates.

## Develop

In order to find out about how the Force planned and developed its workforce the following questions were asked

*What support is given to staff to help them make the most of their PDRs?*

*What support are line managers given to help them undertake successful PDRs?*

*How many PDRs have been completed this year and is the number on target?*

*Is an assessment undertaken of the quality of PDRs?*

*Following the completion of PDRs, how are officer/staff training needs collated, provided for and monitored to ensure it links to people's Continuing Professional Development (CPD)?*

*Does HR share information with PSD to ensure that they have a whole picture of an officer's performance and CDP?*

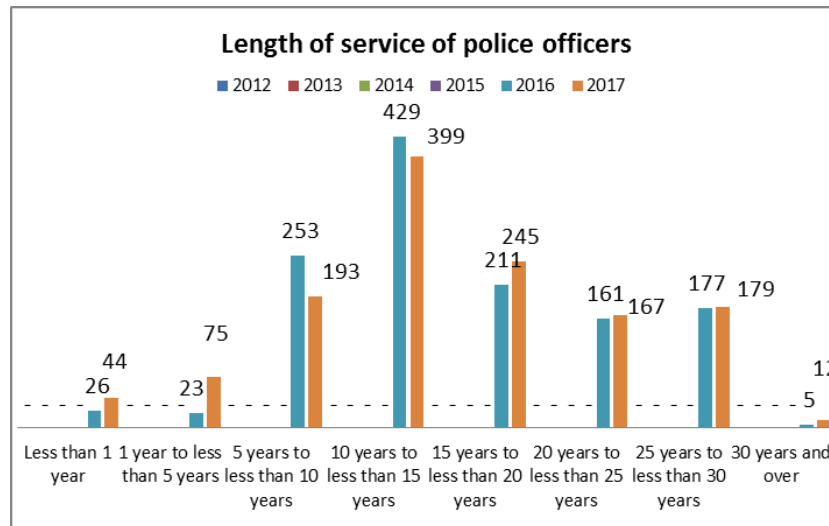
*What is taking place in terms of skills assessments/personality profiling, high potential talent, talent pool and a talent management scheme?*

*Do all commands and service units have a succession plan in place, and if so are they being managed quarterly through the strategic workforce planning meetings?*

*Are any critical skills gaps emerging and if so, what plans are in place to address those?*

*What creative approaches have been developed as a result of the Apprenticeship Levy?*

*What plans are in place for the increasing requirement for the development of highly specialised skills such as in the cybercrime arena?*



## Force Update – Develop

To date an improved paper based system that incorporated the CVF (Competency and Values Framework) and mandatory objectives, had been introduced. Advice and support had been given to managers, individuals and teams and a monitoring tool had been introduced to enable the reporting of compliance. The target of all members of the workforce to have commenced their PDR by March 2017 was set and an 80% compliance was achieved in the timescale.

A PDR project had been set up to work on the procurement of an e-based PDR solution. Work had also taken place to develop the PDR and CPD culture in the Force that included linking individual career progression and succession planning with personal development and plans to embed a cultural shift that saw PDRs as a positive rather than a negative.

In order to develop talent with the Force, there were a number of existing programmes such as fast track, secondments, champion roles, promotion support, reflect programme, 360 feedback and MBTI. New initiatives such as the talent development programme and continuous improvement partners were detailed. The Force's objective was to retain and accelerate the development of the most talented people in the organisation. Through the Talent Development Programme, it would ensure that the participants grow in capability and confidence, that line managers 'stretch' high performers and ultimately ensured that the Force retained its best performers.

The professionalisation agenda demonstrated the proposed education qualification framework for policing. Including the three routes of entry for a police constable: a degree apprenticeship; Graduate entry programme; and pre-join professional policing degree. The Force had worked in partnership with Higher Education Institutes to develop delivery models and there was a potential to set up a Centre of Excellence. It was anticipated that one of the benefits of the police constable degree course would be that it might attract different candidates as there wouldn't be any up-front costs to be paid as they would be paid with the Apprenticeship Levy. The Force wanted to be ahead of the game in this area and were working with providers to do so.

In considering collaboration opportunities, work had been undertaken with the University of Teesside, Gateshead College, Job centre Plus, Stockton College, PD Ports, Redcar and Cleveland Council and 2 forces within the region.

The Force were considering the use of a cloud based system which was a database that would provide a mechanism to be able to interrogate HR information effectively about, for example, why people drop out of the employment process and it could also provide a skills gap analysis. Option appraisals for the system were being developed and it was agreed that further information on the timeline for the procurement process would be brought back to the PCC

## Retain

The Force were asked the following questions:

*How is the Force reviewing those schemes to ensure that they fit with agile working policies?*

*Have the current policies been assessed to ensure they are enabling managers to get the best from their teams and be used as a tool for managers to discuss improving team productivity.*

*Has any benchmarking been undertaken with other public sector organisations to compare staff conditions, flexi time leave, the number of days annual leave, the purchase of extra annual leave etc.?*

*There are a number of initiatives that have been put in place to help improve the provision for staff who are absent from work due to sickness and specifically long term absences including: an occupational health review; attendance management workshops with supervisors; and work undertaken by the employee relations team in conjunction with HR to identify key cases of absence. What effect have the measures to combat high levels of sickness had to date?*

*How is sickness absence data used to manage and monitor absence? It would be useful to have a breakdown of the sickness statistics including types of illness and length of time away from their position.*

*What barriers have been experienced by staff and line managers in implementing current absence management policy and how are those being addressed by the Force?*

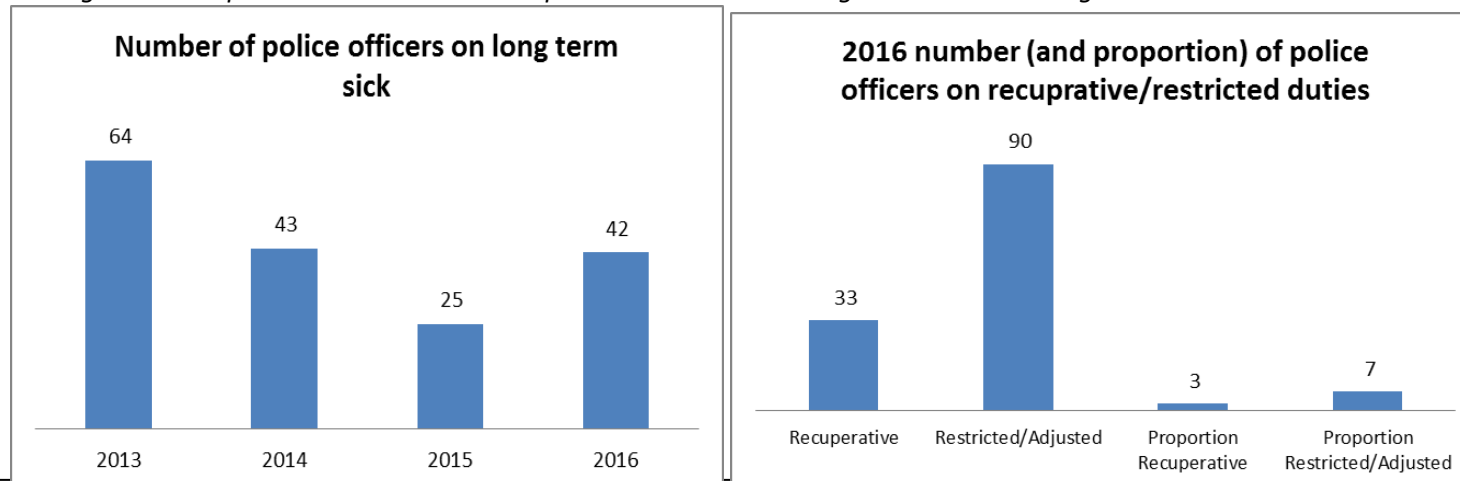
*What initiatives have been introduced to promote wellbeing amongst their staff, what impacts they are expected to make and what progress has been made to date?*

*Are the Force using/or planning to use the online toolkit – Oscar Kilo?*

*What kind of support is offered to staff following major incidents, how do staff access it and is there any feedback on the results of such a service?*

*What are the themes and trends in internal grievances? Are there any patterns in the claims that have arisen and what has or can be learnt from them to ensure future issues don't arise?*

*Given recent reports about police officer morale, what work is undertaken to capture the number of officers, and staff, who have left and their reasons for leaving. For example do exit interviews take place? What is then being done within the organisation to address the issues that arise from that information?*



## **Retain – Force Response**

A number of HR policies had been under review, including: maternity, flexible working, annual and other leave and flexible benefits. The policies being reviewed were being linked with the staff reference group and the Force was looking at issues such as the purchase of annual leave.

Employee relations (ER) – An ER case management system had recently been introduced which tracked cases and allowed for greater visibility of the cases, volumes and compliance. It also enabled the Force to be able to identify trends and the lessons that had been learnt.

A people intelligence board (PIB) had been introduced. To consider trends, emerging issues, risk and lessons learnt, bringing together key intelligence people in a closed session for constructive discussions about the cases that were being dealt with, some cases were quite complex and cross over was sought with the aim of linking the Directorate of Standards and Ethics agenda, information about complaints and serious conduct, links with OPCC referrals and notifiable associations etc. The PIB had been operational for 3 months and it was producing a rich picture of information, the de-escalation of certain cases and the return to work of some officers/staff.

The PCC was informed that staff sickness had started to rise since April 2015 and there was an average of 12 days per officer days lost due to sickness and 11 days per staff member. In police officers and staff the biggest cause was stress, depression/anxiety. Work had therefore been undertaken to understand the problem and its impact on the individual and the organisations. A new holistic approach to wellness that was under development was presented to the PCC.

Wellbeing – a number of initiatives regarding staff physical, psychological, organisational and financial wellbeing have been introduced in recent years. For example: Force health initiative programmes; Flu jabs and immunisation programmes; Everyone matters programme; Employee relations transformation programme; Blue light champions; Employee assistance programme; Financial awareness programmes; and Police Mutual.

The national wellbeing resource, Oscar Kilo, a national initiative to share learning and best practice from across the emergency and blue light services, was to be embedded into the Force's daily business.

Where staff had been involved in major incidents there was access to support from a welfare officer, immediate welfare response and following assessment referrals to the employee assistance programme, counselling services, the Force psychologist or a GP. There had been a number of challenges in the past such as inconsistency from supervision in the notification of incidents to welfare however proposals were presented that would involve the implementation of a Critical Incident Aftercare Programme, developed by the Force psychologist. Training would be delivered to managers, clear definitions of critical incidents would be applied and clear steps to be taken in the aftermath of an incident.

The PCC was informed about the current position with the take up of the pensions scheme, it was noted that only 4 out of 20 new starters joined the pension scheme with some existing members withdrawing from the scheme citing economic reasons.

**Follow on through the Scrutiny Programme – the PCC will be kept informed of on-going developments and further updates will be sought at an appropriate time on the following: diversity, recruitment systems and timescales, volunteering, collaboration, education/development framework, PDRs and the wellness centre.**