

**Report of the Chief Constable to the Chair and Members
of the Policy & Resources Panel
24th November 2009**

Executive & Presenting Officer: Mr Derek Bonnard, Deputy Chief Constable

Status: For information

Workforce Plan Update

1. Purpose

- 1.1 This report provides members with key information regarding the Force Workforce Plan. The areas contained within the report are: recruitment plan update; promotion and development plan; the costed training plan, and the Force leadership and development plan.

2. Recommendations

- 2.1 That the contents of the report be noted.

3. Recruitment Plan Update (July - September 2009)

- 3.1 As part of the Long term Financial Plan a recruitment plan for 2009/10 was agreed, which results in a budgeted vacancy rate of 1% for Police Officers and to maintain PCSO numbers at current level of 197.
- 3.2 As previously reported the full compliment of PSCOs was achieved in October 2008. At 30th September 2009 the Force PCSO strength is 189. The Force has planned an intake of PCSOs for February 2010. This will allow the Force to return to full establishment of 197 PCSOs (this include officers which the Force receives partnership funding for from the four local authorities).
- 3.3 The Force has a recruitment plan to deliver the agreed establishment of 1,727 FTE's and an in-year vacancy rate of 1.0% or below. The number of Police

Officers employed at the 30th September was 1,729 FTE's. It is forecast that we will reach 1727 by the end of the financial year.

- 3.4 Year to date the Force has engaged 27 Police Officers and 21 Police Staff. The next intake of police officers is due to take place in March 2010. The next PCSO intake will take place in February 2010. The breakdown of the Force equality and diversity statistics for Police Officers, and Police Staff employed during 2009/10 is as follows:

	Successful Applicants		
	% white	% BME	% female
Police Officers	96%	3.7%	15%
Staff	95%	4.76%	76%

- 3.5 Compared to the financial year 2008/09 the Force is experiencing a lower resignation / retirement rate as a result of the economic climate for police officers. The Force is forecasting no more than 50 new recruits being employed as police officers in the financial year 2009/10. This is likely to be the case for 2010/11.
- 3.6 The figures from the 2001 census reported a local BME population of 2.93% and a gender balance. The local BME recruitment target is twice the local population or 5%, whichever is the greater. Police Officer female recruitment targets have been set locally at 30%, against the national gender agenda target of 35%.

4 Promotion Boards and Development Plan

- 4.1 The Force is currently undertaking a number of police officer promotion boards in order to succession plan for the next 2 years. Candidates who are not immediately promoted will be held in a "talent pool" until such vacancies arise. The promotion schedule is as follows:
- Superintendents Board's – October 2009
 - Chief Inspector's Board's – January 2010
 - Inspector's Board's – February 2010
 - Sergeant's Boards – March 2010
- 4.2 The HR Team will work with the Executive Team in order to ensure that the Force successfully succession plans to ensure that it fills its senior postings throughout the organisation. In addition HR will link in with the training team to ensure that those individuals selected for promotion receive the appropriate training in order to carry out the Force's requirements to their best ability.

5. Force Leadership and Development Plan Update

- 5.1 Leadership training and development in Cleveland Police has generally been provided to police officers only following promotion. The vision for the Force is to put in place a modularised leadership programme which would ensure that police officers and police staff receive the relevant training before they undertake a supervisory role and ensure that there is equal access to all staff. It will also ensure that the modules are linked and that there is no unnecessary repetition of training in any of the modules. It will also ensure that the training and development modules are linked and the sequence of the programme allows for natural progression.
- 5.2 The programme will be based on the Core Leadership Development Programme (CLDP) and will ensure that the relevant modules are available at the appropriate stage of an individual's leadership development. The training will be scheduled and sequenced so as to fit in with local and national processes which would impact on promotion requirements i.e. the national OSPRE Part 1 and Part 2 promotion processes, the National Police Promotion Framework (NPPF) and any local promotion processes. An Inspector from the Force Training Department will project manage the development of the modularised programme under the following proposed time scales:
- Stage 1 Consultation with service users and providers including programme sponsor (OPT) already in progress - completion by 26th January 2010
 - Stage 2 Mapping Process and report outlining programme proposals – to be presented to RMG completion by 26th March 2010
 - Stage 3 (subject to RMG approval) Programme commencement completion by 7th June 2010
- 5.3 The provisional list of subjects to be contained in the programme modules includes the following areas. This is not an exhaustive list and will be amended as a result of the consultation stage.
1. Attendance management
 2. Civil Claims
 3. CLDP
 4. Conflict management
 5. Critical Incidents
 6. Diversity
 7. Domestic Abuse
 8. Employment Tribunals
 9. Finance
 10. Firearms Management
 11. Forward Commanders Course
 12. Health and Safety
 13. Honour based violence
 14. Human resources

15. Inspector's statutory responsibilities
16. Managing Absence
17. Mentoring
18. MPR
19. Police Vehicle Incidents
20. Positive Action Leadership Programme (PALP)
21. Presentation Skills
22. Professional Standards
23. Regulation of Investigatory Powers Act 2000 (RIPA)
24. Risk assessments
25. Supervising the Criminal Investigation Process
26. Time management
27. Welfare
28. Working Hours

- 5.4 The modularised programme once implemented will be a rolling programme allowing individuals to enter the programme at the appropriate point and ensure that they do not undertake a supervisory role unless they have successfully completed the required module(s). The programme will be subject to the required quality assurance and race and diversity processes. The timings for the specific modules will ensure that they are delivered to fit in with projected promotion schedules.
- 5.5 The full modularised programme will allow an individual police officer to enter the programme following successful completion of Part 1 OSPRE from PC to Sergeant. The programme will then continue for candidates as they progress through promotion to the rank of Sergeant and where applicable to the rank of Inspector.
- 5.6 The same programme will cater for the requirements of police staff as they progress through the supervisory roles. There will initially be individuals in the organisation who will have passed the stage of entry and they will be catered for by individual training and development plans depending on their requirements and future development. It is anticipated that the programme will be accredited through the Chartered Management Institute (CMI).

6 Costed Training Plan Update

- 6.1 The Force currently delivers a number of internal training courses primarily for police officers across a whole range of police disciplines. These courses are budgeted within the Force costed training plan and are currently within budgetary requirements. Attached to the report is Appendix 1 outlining the Forces spend concerning external training for 2009/2010.
- 6.2 Appendix 1 outlines spend on external training with a comparison by service unit against last year's actual spend. Investment on external training for the first six months of 2009/10 has seen an increased spend against the same

period for the previous year, however, it is anticipated that the total year end spend will come in on budget.

7 Implications

7.1 Finance

The costs of recruitment are fully budgeted for within the Long Term Financial Plan against the agreed 2009/10 workforce planning model. The costs for external training are contained within the devolved service unit budgets.

7.2 Diversity & Equal Opportunities

The medium term plan for the Force is to increase the number of successful BME and female applicants across the police family to achieve the local targets of 5% and 30% respectively as quickly as possible.

7.3 Human Rights Act

There are no Human Rights Act implications arising from this report.

7.4 Sustainability

The Force will ensure that for the financial year 2009/10 that it maintains and develops its Workforce Plan model.

7.5 Risk

Any associated risks mentioned in this report are closely monitored by HR and Training on an ongoing basis.

8. Conclusion

8.1 This report provides important information regarding the Force Workforce Plan carried out by the Force in quarter 2 2009/10 and projected financial outturns on appropriate budgets.

Sean Price
Chief Constable