

**Report of the Chief Constable to the Chair and Members
of the Policy & Resources Panel
27th January 2010**

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

Status: For information

Workforce Modernisation

1. Purpose

1.1 This report outlines to the Police Authority activities undertaken in the last 12 months along with activity currently underway in relation to Workforce Modernisation.

2. Recommendations

2.1 That Members note the contents of the report.

3 Reasons

3.1 To enable the effective delivery of the Policing Plan a series of strategic changes were identified, a number of which had significant implications on the effective management of our workforce. Key elements of change were then incorporated within the three year People and Diversity Strategy in regard to workforce planning.

3.2 During the current financial year a number of activities have been delivered and a number are currently in planning or implementation stages. These are outlined below.

3.3 A review of Police Officer promotion processes was undertaken and brought in line with the new Putting People First behaviors framework. A Police Officer promotion/succession plan was developed and delivered to ensure timely

promotion activity to ensure that the correct workforce mix was sustained. This had a particular focus on ensuring sufficient numbers of sergeants were available to support front line operations.

- 3.4 The PSCO recruitment plan was delivered to make certain that we were able to meet the establishment of 197 FTE within a vacancy factor of 1.5%. This plan ensured that local authority partnership funding was used in the four districts effectively and efficiently, which ultimately supported the delivery of neighbourhood policing plans.
- 3.5 This year also saw the successful introduction of the Volunteer Programme. This additional capacity has enabled the delivery of additional services which we would otherwise not have been able to support across a range of functions within the Force.
- 3.6 In addition a Cadet's Scheme was rolled out recruiting and engaging young people across the Force area to gain an insight into Policing. Both of these successful schemes are raising the profile of the Force across a wide range of the community that we serve and are helping to ensure that we are seen as an employer of choice.
- 3.7 Project I has involved a fundamental review of how we deliver a range of services with a particular focus on ICT and Communications. This project has the potential to make better use of technology and specialist external knowledge within these fields of work. The project aims to deliver improved services whilst releasing Police Officer capacity back to the front line, along with delivering some significant cost savings and enabling the delivery of the Long Term Financial Plan.
- 3.8 Project T is a project which aims to review both the Police Officer and PSCO probationary training programme. The project has the potential to deliver, in partnership with Teesside University, a pre-employment training course which will enable the Force to significantly reduce the length of time it takes to train and release both Officers and PCSOs to the frontline.
- 3.9 A joint team has been established between Cleveland and Durham Forces with the aim of developing a plan to enable further collaboration in regards to firearms service provision. This project is looking at the possibility of delivery of both joint firearms deployment and training. This has the potential to reduce total officer numbers deployed into the Forces firearms unit along with significantly reducing the time invested in firearms training.
- 3.10 A feasibility study has commenced to identify the costs and benefits of introducing an analytical job evaluation scheme. In conjunction with this pay modeling is also under review.

4 Implications

4.1 Finance

All of the above activities have been subject to Corporate Governance arrangements and full reports have or will be submitted to the relevant committees with cost implications and savings outlined in the reports.

4.2 Diversity & Equal Opportunities

In all of the activities highlighted in the report, consideration has been given to the potential impact upon the six strands of diversity. Where appropriate changes have been implemented to mitigate and reduce any negative impacts introduced through modernisation of the workforce.

4.3 Human Rights Act

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

4.4 Sustainability

Introducing change to the workforce structures will help the Force to create a workforce which is fit for purpose and has the right people, with the right skills in the right roles to enable the effective delivery of the Policing Plan. Effective workforce modernisation is also an integral component to enable the effective use of police resources and will help deliver a sustainable long term financial plan.

4.5 Risk

The risks associated with the various activities highlighted in the report have been identified and where possible mitigated against.

5 Conclusions

5.1 The Force has been reviewing its workforce and during the current financial year a number of activities have been delivered and a number are currently in planning or implementation stages. Members will be kept updated on developments.

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