

**Report of the Chief Constable to the Chair and Members
of the Policy & Resources Panel
30th June 2011**

Presenting Officer: Mr Derek Bonnard, Deputy Chief Constable

Status: For information

Workforce Planning & Modernisation Update

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 planning and modernisation.

2. Recommendations

- 2.1 That Members note the content of the report.

3. Reasons

- 3.1 To enable the effective delivery of the Policing Plan during 2010/11 and in the current financial year, a series of strategic Human Resources changes were identified, a number of which had significant implications on the effective management of our current and future workforce requirements. Key elements of change were then incorporated within the People and Diversity Business Plan in regard to workforce planning and modernisation activities.

3.2 Overview of 2010/11 Outcomes

During 2010/11 a number of activities were delivered in relation to workforce planning and modernisation, these are outlined below.

- 3.3 A review of Police Officer, PCSO and Police Staff numbers was undertaken to enable the delivery of service requirements within the Policing Plan. The

workforce plan was frequently reviewed and amended throughout the year, to ensure that staffing costs were supporting the revised budget position required as part of the Comprehensive Spending Review, which was introduced in October 2010.

- 3.4 As a result, all recruitment activity was reviewed and ceased in respect of Police Officers and PCSOs. Police Staff recruitment was subsequently fully centralised and all vacancies which occurred were subjected to the production of a business case, which was then managed through a newly formed Workforce Monitoring Panel. The panel is chaired by the Deputy Chief Constable and its members include the Heads of HR and Finance along with representatives from the Police Authority.
- 3.5 The Workforce Monitoring Panel also reviews all requests associated with changes to employees terms and conditions of employment that have an impact on salary spend, for example changes to hours, re-grade outcomes, and secondments etc. The panel now meets every two weeks to ensure that decisions are reached in a timely manner in order to support service delivery.
- 3.6 In October 2010 as a result of the first phase of Project I over 514 Police Staff employees were successfully TUPE transferred to Steria as part of a significant programme of modernisation. In addition to the staff who transferred, the Force also commenced a programme of Police Officer redeployment that involved conducting one to one interviews with approximately 115 Police Officers to enable an informed and cost effective programme of redeployment.
- 3.7 Project I was a programme of workforce modernisation which involved a fundamental review of how we deliver a range of services with a particular focus on ICT, Communications, Community Justice, Finance, HR, Administration Services, Procurement and Commissioning. This project makes better use of technology and enables transformational change to service delivery including a review of business processes. The project aims to deliver improved services whilst releasing Police Officer capacity back to the front line along with delivering some significant cost savings, enabling the delivery of the Long Term Financial Plan.
- 3.8 A joint team was also established between both Cleveland and Durham Forces with the aim of developing a plan to enable further collaboration in regards to firearms service provision. This project developed into a major project with the aim of setting up the joint Road Policing Unit (RPU). This project not only resulted in delivery of both joint firearms deployment and training but was extended across the whole of both Forces RPU's. This has resulted in a reduction of total officer numbers deployed into the Forces' RPU along with significantly reducing the time invested in firearms training.
- 3.9 In order to further enable the delivery of savings required as a result of the CSR, the Force established the Futures project team. A key element of the

project plan revolves around reviewing workforce structures. As an outcome of this project, proposals have been made in respect of alternative approaches to department structures which will result in the deletion of both Police Officer and Police Staff posts alongside a programme of restructuring and civilisation.

3.10 2011/12 Work Streams

Within the People and Diversity business plan for 2011/12 a number of work streams have been identified which will enable a number of activities to be undertaken to support the delivery of an effective workforce plan and facilitate further workforce modernisation.

- 3.11 Working with a number of key stakeholders a formal workforce plan will identify, develop and deliver; ensuring that the right people, with the right skills, are in the right places, at the right time and which supports the delivery of the policing plan and the achievement of the Long Term Financial Plan (LTFP). This includes updating all service unit structures/establishments and then developing and updating recruitment, redeployment, succession, promotion and exit plans.
- 3.12 The production of both Project I phase 2 and Plan B are key to identifying the workforce establishment numbers over the next three years. Further development of department structures, including workforce mix are currently underway.
- 3.13 External recruitment plans for Police Officers, PCSOs, Specials, Police Staff and Volunteers are currently either frozen or significantly limited. However, further work is now being progressed in regards to internal redeployment in respect of both Police Officers and Police Staff. To facilitate this complex activity the Special Postings Group has now been established to manage this process.
- 3.14 To help inform the redeployment and subsequent retraining requirements all service units now have in place succession plans forecasting potential vacancies and skills shortages, along with identifying potential replacements.
- 3.15 Promotion plans are currently frozen but will be subject to review once the new structures are finalised. In respect of exit plans, significant work has been undertaken to enable the exit of a number of Police Officers through the utilisation of Regulation A19. In addition to this, further work has been progressed in regard to reviewing Police Officers who can potentially retire on the grounds of ill health.
- 3.16 Other elements of workforce modernisation planned to commence during this year include the introduction of a robust analytical job evaluation scheme for all Police Staff posts that ensures that all posts are appropriately graded and are compliant with equal pay and age discrimination legislation.

- 3.17 Although we have currently frozen recruitment in respect of Police Officers, Specials and PCSOs we are looking ahead to the future and working in partnership with Teesside University to develop and commence delivery of a pre-entry qualification programme, Project T, which will support the delivery of the Forces' recruitment plans in the future.

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 panels, with cost implications and savings outlined for Members' consideration.

4.2 Diversity & Equal Opportunities

In all of the activities highlighted in the report, consideration has been given to the potential impact upon all protected characteristics and equality impact assessments undertaken where required. 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 Members will note that there is a wide range of activity underway in relation to workforce modernisation to meet the changing needs of the Force. Members will be kept informed of further developments.

Sean Price
Chief Constable