

DECISION NO: PCCG-2013-029

**OFFICE OF POLICE & CRIME COMMISSIONER**

**TITLE:** People Issues

**DATE:** 5 December 2012

**TIMING:** Performance and Strategy Board

**PURPOSE:** For Monitoring

**1. RECOMMENDATION**

1.1 The recommendation is to monitor the contents of this report.

**2. INTRODUCTION & BACKGROUND**

2.1 This report provides information on the latest People Issues relating to Attendance Management, Medical Retirements and Exit Interviews/Reasons for Leaving.

**3. ISSUES FOR CONSIDERATION**

**3.1 Attendance Management**

Comparative Sickness Rates

	Gwent April – Oct 2012	Gwent 2011/12	National Average 2011/12
Police Officers	4.2%	4.2%	3.6%
Police Staff	4.5%	5.3%	4.3%
Gwent Target Police Officers and Police Staff	<b>3.0%</b>	<b>5.0%</b>	

National Benchmarking data for 2011/12 shows that Gwent was in 33<sup>rd</sup> place out of 43 Forces with a police officer sickness rate of 4.2% (against a national average of 3.6%) and in 41<sup>st</sup> place with a police staff sickness rate of 5.3% (against a national average of 4.3%). Whilst police staff sickness has improved in the first seven months of 2012/13, both police officer and police staff sickness are above the national average.

**3.2 Medical Retirements**

The number of medical retirements over the last four years are as follows:

	2009/10	2010/11	2011/12	2012/13 to date
Police Officers	2	2	4	0
Police Staff	2	2	1	0

	<p>The DCC is currently progressing 8 police officers for possible medical retirement through the A20 medical retirement provisions of the Police Regulations.</p>
<p>3.3</p>	<p><b>Exit Interviews and Reasons for Leaving</b></p> <p>The tables in Appendix 1 provide the number of leavers and an analysis of reasons for leaving for the years 2011/12 and 2012/13.</p> <p>The Home Office has devised a national exit interview questionnaire for police personnel who have voluntarily resigned or transferred from the force. When the completed forms are returned if there is a cause for concern the People Services Department will contact the individual concerned.</p>
<p>3.4</p>	<p><b><u>2011/12 leavers</u></b></p> <p><u>Police officers</u></p> <p>No exit interview forms were returned in respect of the voluntary resignations. Two exit interview forms were completed for police officer transfers; one cited domestic/work life balance and the other did not give a reason for their transfer.</p> <p><u>Police staff</u></p> <p>Of the police staff voluntary resignations, 7 exit interview forms were received. The main reason given for leaving was as follows:</p> <ul style="list-style-type: none"> <li>3 – found another/better job (outside Gwent Police)</li> <li>2 – disestablishment of role</li> <li>1 – Training/career development issues</li> <li>1 – Join Regulars (BTP)</li> </ul> <p><u>Special Constabulary</u></p> <p>Of the 42 leavers, 24 joined Gwent Police as Community Support Officers (no exit interview forms submitted). Of the remaining 18 leavers, 3 completed exit interview forms giving the following reasons for leaving.</p> <ul style="list-style-type: none"> <li>2 – change in main work commitments</li> <li>1 – to undertake full time studies</li> </ul>
<p>3.5</p>	<p><b><u>2012/13 leavers to date</u></b></p> <p><u>Police officers</u></p> <p>Two exit interview forms have been returned by officers who recently resigned voluntarily. The HR Manager has met with one individual and will be making contact with the other.</p> <p><u>Police staff</u></p> <p>Seven exit interview forms have been received to date and the main reason given for leaving was as follows:</p> <ul style="list-style-type: none"> <li>4 – Training/career development reasons*</li> <li>1 – Domestic reasons/work-life balance (caring responsibilities). Respondent advised management was excellent in trying to assist.</li> <li>1 – Found another/better job</li> <li>1 – Other (going travelling)</li> </ul> <p>*Three cited lack of opportunity to progress and another is leaving to pursue</p>

	<p>an alternative career.</p> <p><u>Special Constabulary</u></p> <p>No exit interview forms appear to have been received in respect of leavers to date.</p> <p>The recent HMIC Valuing the Police Report highlights that in 2011/12 Gwent Police had a lower than average number of leavers. For Police Officers the number of leavers as a percentage of the workforce was 3.7% compared with a national average of 5.1% and for Police Staff the percentage of leavers was 4.2% compared with a national average of 7.5%. Nevertheless we will encourage a higher rate of completed exit interview forms returned.</p> <p>The Chief Constable also offers an exit interview to all police officers and police staff when they retire from service. Not all follow this up, but when they do the Chief Constable finds this feedback to be invaluable.</p>
<b>4.</b>	<b><u>NEXT STEPS</u></b>
4.1	<p><b>Attendance Management</b></p> <p>The DCC is taking this matter forward with Senior Managers via the Accountability Forum and will be examining progress at the next meeting in December 2012. The attendance management target has been adjusted from 95% (5% sickness rate) to 97% (3% sickness rate) to re-inforce the Chief's management focus on this matter.</p>
4.2	<p><b>Medical Retirements</b></p> <p>The DCC has decided to retire 5 officers in December 2012 and has recently agreed. Another officer is seeing the selected medical practitioner next month. Nearly all of these officers are currently on long term sick leave and their medical retirement will impact favourably on force sickness absence rates. The DCC has decided to retain one of the officers recently declared permanently disabled.</p>
<b>5.</b>	<b><u>FINANCIAL CONSIDERATIONS</u></b>
5.1	Higher than average sickness absence rates are an avoidable drain on the force's resources and it is essential that the force takes all reasonable and practical measures to maximise attendance at work.
5.2	Costs of medical retirements are borne by the revenue budget.
<b>6.</b>	<b><u>PERSONNEL CONSIDERATIONS</u></b>
6.1	The force has a robust set of policies and procedures for the management of attendance which have been agreed with the Staff Associations.
6.2	Medical Retirements are managed by following the rules laid down in the Police Regulations.
<b>7.</b>	<b><u>LEGAL IMPLICATIONS</u></b>
7.1	The attendance management policies and procedures are in line with sound employment law principles and practices.
7.2	Joint Legal Service advice is sought if required on the application of the Medical Retirement Regulations and any appeals arising.

<b>8.</b>	<b><u>EQUALITIES AND HUMAN RIGHTS CONSIDERATIONS</u></b>
8.1	This project/proposal has been considered against the general duty to promote equality, as stipulated under the Single Equality Scheme and has been assessed not to discriminate against any particular group
8.2	In preparing this report, consideration has been given to requirements of the Articles contained in the European Convention on Human Rights and the Human Rights Act 1998.
<b>9.</b>	<b><u>RISK</u></b>
9.1	Higher than average sickness rates mean the force is not making the best use of its resources and this in turn could have an adverse impact on achieving force crime targets and priorities.
<b>10.</b>	<b><u>PUBLIC INTEREST</u></b>
10.1	Force attendance rates and the comparison with national averages are a matter of public record and it is in the public interest to see how resources are being utilised.
<b>11.</b>	<b><u>CONTACT OFFICER</u></b>
11.1	Robert Parker – Head of People Services
<b>12.</b>	<b><u>ANNEXES</u></b>
12.1	Tables giving analysis of reasons for leaving 2011/12 and 2012/13 to date.

## Reasons for Leaving Police Officers and Police Staff

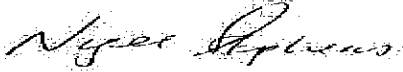
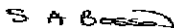
2011/12 and 2012/13 to date.

<b>Police Officers</b>	2011/12	2012/13 To Date
30+ Leaver	4	1
Death	1	1
Dismissal	3	0
Medical Retirement	4	0
Ordinary Retirement	36	31
Transfer from force	5	3
Voluntary Resignation	2	6
A19	0	14
<b>Totals</b>	<b>55</b>	<b>56</b>

### Police Staff

Dismissal	0	2
End of Temporary Contract	7	2
Medical Retirement	1	0
Ordinary Retirement	16	3
Redundancy	2	28
Voluntary Resignation	34	22
<b>Totals</b>	<b>60</b>	<b>57</b>

For OPCC use only

<b>Office of the Chief Constable</b>	
I confirm that this report has been discussed and approved at a formal Chief Officers' meeting. It is now forwarded to the OPCC for <b>monitoring</b> .	
<b>Signature:</b> 	
<b>Date: 14 February 2013</b>	
	<b>Tick to confirm (if applicable)</b>
<b>Financial</b> The Treasurer has been consulted on this proposal.	√
<b>OPCC (insert name)</b> The Chief executive has reviewed the request and is satisfied that it is correct and consistent with the PCC's plans and priorities.	√
<b>Legal</b> The legal team have been consulted on this proposal.	N/A
<b>Equalities</b> The Equalities Officer has been consulted on this proposal.	N/A
<b>Chief Executive/ Deputy Chief Executive:</b> I have been consulted about the proposal and can confirm that financial, legal, equalities etc... advice has been taken into account in the preparation of this report. I am satisfied that this is an appropriate report to be submitted to the Police and Crime Commissioner for Gwent.	
<b>Signature:</b> 	
<b>Date: 14/02/13</b>	
<b>Police and Crime Commissioner for Gwent</b> I confirm that I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Code of Conduct. The above request has my approval	
<b>Signature:</b> 	
<b>Date:</b> 19.2.13	