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| Human Resources Strategy -  Annual Report |
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| SPB REPORT |
| 2022/2023   1. PURPOSE AND RECOMMENDATION    1. The purpose of this report is for monitoring.    2. There are no recommendations requiring a decision. 2. INTRODUCTION & BACKGROUND    1. This report provides information on the delivery of the People Services strategic objectives for 2022/2023. The three-year strategy (2022-2025) was agreed at the start of April 2022 for People Services. (Appendix 2)    2. Since the People Services strategy being implemented there have been some structural changes. Learning and Development now reports to Continuous Improvement and Human Resources is now a stand-alone function which includes HR (Human Resources) Operations, Recruitment, Engagement, Positive Action, Wellbeing, Occupational Health and Health and Safety.    3. Some of leadership pillar of the People Services plan now aligns in Learning and Development.    4. This outturn report focuses on the HR function rather than People Services as the structure has changed.    5. The objectives of the people plan for 2022/25 are outlined in six pillars.    6. Underpinning all the objectives for the department are equality, diversity, inclusion, and wellbeing. These themes run throughout the pillars.    7. Below are the pillars and focus for the department.      1. ISSUES FOR CONSIDERATION    1. Employee Branding   In 2022/23 HR Operations implemented several strategies to improve knowledge around the HR lifecycle of our people and use that knowledge to improve the culture and policies to maintain a happy and healthy workforce. The team have supported all departments at all ranks with the management of sickness absence, performance issues, grievances, strategic workforce planning, analysis of exit interviews, workforce representation, recruitment, and promotion processes.  HR Business Partners have spent considerable time upskilling line managers on policies and procedures in particular absence management training.  Employee Opinion Survey  The Employee Opinion Survey concluded at the end of the financial year and had a good completion rate of 37 (highest ever completion rate). Follow up meetings were held with Heads of Departments to action further analysis of results at team level. This work will be ongoing into 2023/24 with focus on follow up actions and improvements. This survey was completed via Microsoft365 which can monitor results, and easily categorise areas for address and action. The expected effects are to improve on areas where we need to improve most, and cascade what action has been taken to promote positive workplace culture.  Employee Induction Programme  During 2022/23 we have developed the police staff induction programme from a two day to a three-day programme to enhance the introduction to the police service and ensure a professional and thorough programme is undertaken focusing on values, policies, and ethics. The additional day includes a focus on the code of ethics and ethical dilemmas to ensure culture and ethics is embedded at the start of their career. There is ongoing development to embed the leadership training as part of this induction and ensure line managers embark on the first line leader’s programme. We have initiated 6 weekly and 6 monthly new starter questionnaires for all new starters and results are presented through the people and culture board. Themes and development are then taken forward to improve the employee on boarding and training programme.  Policies and procedures  During 2022/23 there has been a review of the flexible working process and procedure, career break procedure, review of the Dignity at Work procedure and a review of the Working Hours procedure. Updates in these procedures have supported our mission of being an employer of choice.  Pay Progression Standard  We have successfully rolled out the pay progression standard for officers and staff. Line manager briefings and communication was rolled out across the force by HR. The compliance and ‘buy in’ has been good to ensure a smooth process for increments in line with the pay progression standards.  Branding  In 2022/23 we have developed a career prospectus outlining the different routes to policing and positive action support. We have worked with Corporate Communications in enhancing diversity through our branding to ensure inclusivity. This has been sent to all educational establishments and community places across Gwent. We have continued our partnership working within the community and engaged in partnership working with the local colleges, access to policing courses and English for Speakers of Other languages (ESOL).   * 1. Strategic Workforce Planning   Development of Qlikview  Development of Qlikview as a strategic workforce planning tool has been completed and fully rolled out across the force. This tool scrutinises areas such as sickness, deployment, abstractions such as maternity, career break and suspensions, and restricted/recuperative individuals at the click of a button. This tool is used by Chief Officers and local command teams to assess workforce capability. This tool will be developed to enhance and improve our strategic workforce planning capability for the force.  Workforce planning  Development of strategic plans for business areas are underway to ensure strategic long-term plans are in place for key areas for the workforce. A clear recruitment plan for police officers and detective constables is in place for the next three years to ensure we improve capability and capacity of our workforce.  Retention  A retention strategy has started to be developed; data from the employee opinion survey, exit interviews and promotion processes validates the effectiveness of the Strategy. This will be an area of focus for 23/24. During 2022/23, 172 exit interviews were completed by HR which produced themes and areas for improvements across the force. Stay interviews are planned for 2023/24 with a focus on improving retention across the force.  Recruitment  At the end of operation uplift (March 2023), we increased our police officer numbers by 206 FTE (Full Time Equivalent) and achieved the uplift target of 1506 and stretched target of 1521. The force’s police officer establishment was 33 over the 1506 as at 31st March 2023. This was a great achievement for the recruitment team.  By the end of March 2023, we have recruited 523 new police officers since the start of uplift.  In 2002/23, 175 officers were recruited through the PEQF (Policing Education Qualifications Framework) route, BSc professional policing degree, Direct Entry Detectives and Detective Police Now. Additionally, 13 police officer transferees were recruited.  During 2022/23, 52 community support officers (CSO’s) were recruited to maintain establishment.  Our recruitment of police staff has been considerably high with 132 new police staff recruited this year in a range of roles including force control room and custody detention officers. During 2022/23 the police staff in the control room did not fall below the establishment numbers.  We have endeavoured to grow our special constabulary and have an ongoing plan to bring in three intakes a year. In 2022/23 we have had 20 new special constables recruited. Recruitment of specials has been difficult over the last twelve months, but we have an ambitious plan to recruit 60 a year over the next couple of years.  Gwent Police embarked on their first Fast Track Detective programme and had 8 Fast Track Detectives commencing with us in January 2023. We also embarked on another cohort of Detective now and we had 10 Detective Now officers start with us in March 2023  The detective route has provided benefits in relation to attracting females. The direct entry detective route was 75% female and the Detective Now route was 50% female.  We have developed a three-year detective plan to build our detective capability and have an intake of 20 direct entry detectives planned for January 2024 and a cohort of 10 Detective Now for January 2024.  During 2022/23 we have continued to develop our 15 police staff apprentices across a range of departments in force. The apprentices joined Gwent police on a 22-month contract obtaining NVQ qualifications throughout this period. The programme has been a tremendous success with all apprentices been successful in obtaining other roles within Gwent Police  **Diversity and Inclusion**  During 2022/23 we have continued to align our priorities against the Joint Strategic Action Plan, Black Race Action plan and the VAWG (Violence Against Women and Girls). We have a three-year positive action plan and have developed our representation across the force.  The new census data has been published which has increased the percentage of ethnic minorities from 3.9% to 5.6% for Gwent which presents a significant challenge.  Since the start of uplift, we have made the following improvements in diversity for police officers.  Table describing figures  Although the number of ethnic minority police staff and officers within the force is below the national ethnic minority representation of the Gwent area, we have made significant inroads in attracting a more diverse workforce.  The upward trend of new starters from ethnic minorities has continued to grow and as at the 31.03.23, 3.7% of police officers are from an ethnic minority background.  We have increased our female representation and will continue to drive this through positive action. We have held several Women in Policing sessions and now offer positive action to females through each stage of the police officer recruitment.  During 2022/23 we have maintained our status as a Disability confident employer and look to continually improve in being an accessible employer. We have worked closely with our disability support network (ENABLE) to ensure we offer and a range of reasonable adjustments during the recruitment and on boarding process. To support neurodiversity, we offer dyslexia screening to all new starters and offer a range of supportive measures. We have trained over 8 people to be dyslexia assessors and have plans to develop more training over 2023/24.  We have employed several candidates with visual and nonvisual disabilities and adjustments made in the workplace to support these candidates achieve their potential. The number of officers and staff declaring a disability has significantly increased over recent years.  **Promotions/progression for underrepresented groups**  We have run several promotion processes for all ranks and have developed support to improve our workforce representation at all ranks.  We are continuously improving processes for professional development for ethnic minority and females within the workforce. We have been successful in three ethnic minority officers/staff enrolling on the PALS (Professional Action Learning Sets) programme specifically aimed at ethnic minority development in collaboration with South Wales and North Wales Police.  We have recently rolled out representative workforce sessions for those going for promotion and officer ‘checks ins’ for ethnic minority new starters at month 1, 6 and 12 with the positive action team.  Over the next 12 months the focus will be on the following areas:   * A whole scale review of retention. * Develop enhanced strategic workforce plans. * Continue to strive to improve diversity across the force and strive to ensure development and talent management amongst under representative groups. * Reducing absence levels across the force.   1. Wellbeing   In 2022 – 2023 Wellbeing implemented a range of initiatives and programs aiming to improve the culture and target areas to make our Force more of a Trauma informed organisation. We increased presence in stations and departments delivering wellbeing inputs, dog visits and drop-in sessions. As a new team, it was crucial to achieve buy in to the service and making the team accessible. As per the year prior, we are continuing to hold the following initiatives.  ReTrain (Resilience to Traumatic Incidents)  Endometriosis, menopause, and Gwent babies support groups  Wellbeing Dog drop ins  Psychological monitoring assessments  Departmental wellbeing input upon request.  TRiM  Ambassador support  As a result of the implementation of our plans and initiatives, Wellbeing won the Oscar Kilo 2023 award from Mental Health  From analysis of the employee opinion survey, 73.7% of respondents said the agreed or strongly agreed that they knew how to access support and tools to improve wellbeing, and 65.6% said that Gwent offered a range of initiatives to meet their needs. As a result, wellbeing has continued to attend stations and departments to discuss what is offered and how to access support. 58 new ambassadors have been trained and Mental Health First aid training offered.  With only 65.6% of individuals feeling that the initiatives met their needs the programme of initiatives have been reviewed in line with the sickness absence data and psychological screening. Stress has been the leading cause of sickness absence for the past 3 years and the levels of sickness increasing. The Psychological monitoring feedback showed that 79% of clinical referrals had elements of anxiety, depression, and burnout. Wellbeing have been holding focus groups with the force to determine reasons of stress and the wellbeing Lead and Mental Health Nurse have put together and is disseminating a stress resilience package. 60% of the psychological referrals also had a secondary trauma element and therefor the Secondary Trauma, Compassion Fatigue and counter transference inputs have been pulled forward to begin October 2023. Those departments with the most elevated scores will be prioritised in the first instance.  Engagement (completion rate) of the psychological monitoring system increased in 2023 to 78%. This was significantly higher than 2022 (52%) and above the programme benchmark (73%) Fitness notes issued from online screening also increased to 80% (vs 70% 2022). Prior to screening all department managers were met with to discuss reasons for the screening and to alleviate any causes of concern. Following screening, Managers were again contacted to inform of completion rates and areas of concern within the departments.  The wellbeing financial roadshow in Spring 2023 went successfully with over 280 individuals contacted over the roadshow. With the ongoing cost of living crisis, these will be run every Spring for the near future. Feedback on the wellbeing events were positive and will now be held every autumn, with 5 smaller scale events so every area in the force can be seen, giving individual a fairer chance to attend.  Gwent Babies was launched and has had good attendance. The aim of the group is to support those expecting and new parents with changes they may experience, including coming back to work and how mindsets may have changed. There are also external speakers that attend to let parents know of their rights.  **Occupational Health**  An audit of the department by the Nationwide Lead OHA in 2022 with a positive outcome on the service with just one Occupational Health Advisor (OHA) in post and no other permanent clinical staff. Recommendations from the report are 80% complete. A visit to the department by the Chief Constable resulted in her praise for delivering such an excellent service to the force and that she had received accolades from other departments and staff.    Occupational Health’s profile has changed within the past 12 months. Upon commencement of post, the current OH Manager was recruited initially as a Senior Occupational Health Nurse and was the only qualified OH Nurse in post. Clinical work was the basis of the role, undertaking all the clinical requirements for the service. Over the past 9 months the team has grown to include 3 additional permanent members of staff – one Occupational Health Advisor (OHA), one Registered Mental Health Nurse (RMN) and one Occupational Health Technician (OHT). The Senior OH Nurse was also promoted to Clinical Manager (OHCM). As the RMN and OHA were new to Occupational Health, there has been extensive training delivered by the OHCM, internal and external agencies resulting in them both now firmly embedded in the service and delivering a service based on best practice. In addition to this we have a practice lead and two administrators.    Statistical analysis for occupational health data has been developed and is provided for reports each month which are included in the senior officer monthly meetings. The force has recently implemented and gone live with a new patient management system G2. This is now in daily use; however, we are still awaiting the HR data import to utilise the referral and pre-employment section of the system. This is a tri force procurement and we have been instrumental in providing support to South Wales and Dyfed Powys as they also commence training on the system.    A total of 4680 occupational health and counselling appointments have been undertaken from 01/04/22 to 31/03/23. This included 1080 new management referrals and subsequent reviews, 249 internal counselling sessions, 553 recruitment medicals, 489 role-related medicals, in addition to health surveillance medicals, vaccinations, injury on duty consultations and follow ups, annual adjustment reviews and ill health retirement consultations.    We continue to liaise with other Welsh forces and have reviewed best practice within other occupational health units, actively participating in benchmarking requests wherever required. We have forged helpful links with Oscar Kilo the National Wellbeing Framework and are members of OHNAPS.    Clinicians have undergone statutory training events and the clinical manager and OHA attended the national OH conference in March 2023.  Our RMN works closely with our Wellbeing Team to provide mental health support to the force and for their excellent service they were recognised with a national award in July 2023.    We have standard operating procedures and policies in line with Clinical Governance for clinical processes in addition to process guides for all administration functions.    The department monitors fitness to work reports and updates the forces HR system for restricted officers and staff and this is reported on monthly.    As at 31/03/23 208 officers and 51 police staff were on adjusted or recuperative duties. Of this, 54 officers were unable to undertake their role 100% (these are permanent adjustments), 40 were in a permanent role and 14 were in temporary posts. An additional 154 Officers were on adjusted and restricted roles including pregnancy. In respect of police staff, 4 were on permanent adjustments and 47 were on temporary adjustments including pregnancy. The force continues to support officers and staff with reviews conducted in line with clinician’s recommendations.    Of those officers and staff who have permanent restrictions they are reviewed annually and are posted into roles commensurate with their restrictions, skills, abilities, and force requirements. This information is provided by OH monthly for review by HR and senior management.    Our service is continuously reviewed to ensure best practice and we have close links with our neighbouring Welsh forces. An example of which is the recently started collection of data to identify improvements in our psychological referrals (PHQ9 scores) on commencement and completion of treatment or to highlight areas where there is a need for a different approach.    We are currently in the process of identifying a new Occupational Health Services provider via a tri-force procurement process with South Wales Police and Dyfed Powys Police. Whilst this takes place, we continue to utilise a Force Medical Advisor Provision via local contract plus a further provider for ad hoc OHA cover.    A new Employee Assistance Provider VivUp has been identified and it is anticipated this will come online from September 2023. They will provide a 24/7 ‘in the moment’ telephone support for force members with the ability to continue to 6 sessions of remote or in person local counselling. They can also refer to OH if more specialist services are recommended or to request extension of sessions should the treating counsellor feel this is necessary.    We are actively working with our wellbeing, human resources and health and safety colleagues to provide a holistic, evidence-based quality service. This will ensure that occupational health resources are being utilised in the most beneficial way and in line with the People Services Strategic Plan.    Our Clinical lead and OHA reviews and monitors Public Health Wales for any local/global health concerns which may impact on the force’s resources.   * 1. Celebrating Success   Organisational justice and fairness have been at the heart of the HR Strategy, and we have sought to ensure a feedback culture. Employee Opinion Survey results will help inform our focus for 2023/24 for continually improving our culture and supporting our staff.  We have also rolled out promotion feedback questionnaires to give those going for promotion a voice. Feedback from this has been overall positive with all candidates stating that they thought the process was fair. We have already taken on board some suggestions for change and will continue to develop future processes and make some changes to the promotion policy because of this feedback.  We have invited our Independent Advisory Group to attend promotion boards to enhance transparency and community involvement.  Embedding Perform and improving compliance of end of year reviews through perform has been a priority. The compliance for Perform was 85% which is the highest it has ever been.  We have ensured that perform was embedded in the recruitment process and formed a key part of the promotion process. Additionally with the pay progression standard consistent and correct use of Perform has also improved.   * 1. Culture and Communication   As part of the positive action strategy, we have continued engagement and partnership working within the community. We have continued to develop partnership working in collaboration with diversity and inclusion and the community engagement officers, endeavouring to foster links with hard-to-reach groups. We have engaged with places of worship and minority groups to enhance relationships. We hold surgeries and events frequently in our most diverse areas of the force.  We have a close working relationship with College Gwent, Universities and the Department of work and pensions and provide career advice and support to these organisations. We work closely with Careers Wales supporting their services and promoting Gwent Police as a ‘employer of choice.’  We have worked closely with force networks to listen to views and feedback to assist the workplace in being more inclusive. We have worked closely with ENABLE to provide a suite of reasonable adjustments throughout the recruitment process. We have received positive feedback from these adjustments from those who went through the promotion process.   * 1. **Leadership**   The leadership framework is now well established with the Introduction to Management Course, First Line Leaders Programme and follow up modules now available. The Mid-line Leaders Programme will be offered from Autumn 2023, and we use COP (College of Policing) products for our senior leaders.  There has been positive feedback from participants attending the leadership programme and places the force in an advantageous position to be ready for the new promotion process for Sergeants and Inspectors.  HR have been integral in the First line leaders programme in upskilling line managers on HR processes and procedures. There has been particular focus on absence management and wellbeing training delivered by the HR team.  We have embedded Perform into the promotion and pay progression standards to enhance compliance and development of staff and officers and have had the highest compliance rate for Perform this year. (Over 85% for 2022/23 cycle)  3.5 Welsh Language  Please see Welsh Language Standards Annual Monitoring Report attached as Annexe 1.   1. COLLABORATION    1. Current collaborations are referenced above. 2. NEXT STEPS    1. None, this report is for information only. 3. FINANCIAL CONSIDERATIONS    1. None, this is a retrospective report in respect of the reporting period 2022/2023. 4. PERSONNEL CONSIDERATIONS    1. None 5. LEGAL CONSIDERATIONS    1. None 6. EQUALITIES & HUMAN RIGHTS CONSIDERATIONS    1. This report has been considered against the general duty to promote equality, as stipulated under the Joint Strategic Equality Plan and has been assessed not to discriminate against any particular group.    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. 7. RISK    1. None, this is a retrospective report in respect of People Services business conducted during the reporting period 2022/2023. 8. PUBLIC INTEREST    1. In producing this report, has consideration been given to ‘public confidence’? Yes    2. Are the contents of this report, observations, and appendices necessary and suitable for the public domain? No    3. If you consider this report to be exempt from the public domain, please state the reasons: Due to nature of content. TBC.    4. Media, Stakeholder and Community Impacts:       1. This information is suitable for the public domain. 9. REPORT AUTHOR   Head of Human Resources   1. LEAD CHIEF OFFICER    1. Assistant Chief Constable 2. ANNEXES    1. Welsh Language Standards Annual Monitoring Report    2. People Services Strategy 2022 -2025      1. GOVERNANCE BOARD AND CHIEF OFFICER APPROVAL    1. This report has been presented to the following board:   People and Culture Board  Meeting chaired by:  Ch/Supt Vicki Townsend  Meeting date:  21.07.23  Actions and amendments arising from meeting:  N/A   * 1. This report has been presented to the following oversight board:   Scrutiny Executive Board  Meeting chaired by:  DCC Rachel Williams  Meeting date:  01.08.23  Actions and amendments arising from meeting:   * 1. I confirm this report has been discussed and approved at a formal Chief Officers’ meeting.   Meeting chaired by:  CC Pam Kelly  Meeting date:  15.08.23   * 1. I confirm this report is not suitable for the public domain due to the reasons stated in 11.3.   Signature: Date: 24.08.2023 | | | |
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