

OFFICE OF POLICE AND CRIME COMMISSIONER

LEAD CHIEF OFFICER: DCC Blakeman

TITLE: Annual Human Resources Outturn report

DATE: 3rd June 2020



TIMING: Routine

PURPOSE: For Monitoring

1.	<u>RECOMMENDATION</u> The Annual Human Resources Outturn Report is presented to the Office of the Police and Crime Commissioner for monitoring purposes.
2.	<u>INTRODUCTION</u> The Human Resources Outturn Report provides detail of the departments' activity and achievements against the People Plan (2019-2022) throughout 2019/2020. For a full appreciation of the over-all Human Resources output for the year this summary should be read in conjunction with the detailed report, Annex A.
3.	<u>DELIVERY OF THE HR ELEMENTS OF THE PEOPLE PLAN</u> This report outlines the key achievements of each function within Human Resources in 2019/2020 in relation to delivery against the People Plan (2019-2022).
3.1	<u>RESOURCING</u> Workforce planning – There has been an emphasis over the last twelve months on more detailed workforce planning, due to the increased levels of recruitment, given the force's commitment to deliver the requirements of Operation Uplift over the next three years. This has been undertaken in conjunction with Learning and Development, and collaboratively with the other Welsh forces in respect of an All Wales approach to deliver what is required for the national Uplift programme. A process is in place to liaise with officers regarding their retirement plans to more accurately predict attrition rates. This has been monitored and updated on a monthly basis in terms of predictive modelling to enable recruitment and training requirements to be managed accordingly, taking into account the additionality required for Uplift as well as to replace normal attrition rates. Data analytics are continuing to be developed within the workforce planning tool in the Qlikview programme. This programme will contain the qualifications, skills and training required by each role in the force, along with predicted retirements to assist with detailed recruitment, promotion and succession planning. A workforce plan has been put in place for Probationer, CSO and Special Constable recruitment and training for the next 4 years. Recruitment and Promotion – An All Wales E-Recruitment system (OLEEO) has been introduced. We were the first Welsh force to use the system for

	<p>Police Staff, and it is now used for all our internal and external recruitment for Officers and Staff roles. The volume of recruitment has been high over the last twelve months with the recruitment of 82 Probationers, 19 Special Constables, 21 CSO's, 27 FPOC Operators, along with the appointment of several Senior Police Staff Leadership roles (Head of Finance, Head of Procurement, Head of Corporate Communications) being amongst 135 other Police Staff roles recruited into.</p> <p>Alternative routes to policing have been explored and introduced, with the introduction of Police Staff Investigators in January 2020, and direct entry Detectives being sourced through Detective Now for commencement in January 2021.</p> <p>Positive action initiatives have taken place within our recruitment campaigns to drive forward a workforce representation that more accurately reflects the communities we serve, with a rise in our BAME candidate applications for Probationer Constables from 2.2% in September 2019 to 3.4% in January 2020.</p> <p>Changes have been made to our promotion panel processes, and Recruitment Interview Training provided to 100 individuals across the force on both the legislation and practical elements for consideration when interviewing, both of which strengthen our position in terms of ensuring fairness and consistency in our recruitment and promotion processes.</p>
3.2	<p><u>ATTENDANCE, HEALTH & WELLBEING</u></p> <p>New Attendance Procedures were introduced in April 2019 and awareness/training sessions provided to over 300-line managers, along with the introduction of Attendance Compliance meetings. These measures have provided clear expectations, ensured an understanding of the processes across the force and consistency in the application of them.</p> <p>Absence levels in terms of the length of sickness absence for all long-term cases, the number of stress related sickness absences, and the length of sickness absence for all stress related cases have all decreased in comparison to the previous year.</p> <p>Wellbeing Research and Initiatives have continued (see Wellbeing Report 2019/2020 at Appendix B), with 87% of the respondents to a Wellbeing survey stating that they think the force has improved its approach to supporting people's wellbeing over the past 18 months. The Trauma Resilience Research Team have continued to conduct assessments and training as part of the Psychological Therapies project, with 347 officers having received trauma resilience training. Currently 52 front line officers have been seen for a 1:1 research assessment as part of phase 2 of the project. Those requiring further support have been referred for counselling. A further 62 of these appointments have been booked in. The research is due to conclude in October 2020.</p>

	<p>The Wellbeing Resilience Days held in the Parkway in November 2019 and February 2020 were a great success with around 180 people attending the events. They provided us with an opportunity to find out more about the wellbeing of our staff, track what progress has been made and identify gaps for development.</p>
3.3	<p><u>HEALTH & SAFETY</u> A revision of our resource requirements in this area took place in 2019/2020 with the recruitment of a Health & Safety Advisor who commenced in March 2020.</p>
3.4	<p><u>SERVICE DEVELOPMENT DEPARTMENTAL REVIEW</u> A review of the HR & OHU/H&S functions commenced in December 2019. Demand analysis of the 'as is' was conducted between December 2019 – February 2020. Consultation with staff on their views for inclusion took place during January 2020, with 'To Be' processes mapped out in workshops during March 2020. We are working towards the Business Case being submitted to Service Improvement Board in July 2020, with implementation of a revised structure planned for 1st Nov 2020.</p>
3.5	<p><u>COVID-19</u> The department has reacted swiftly to changes required as a result of COVID-19. Resource has been provided to the Gold command structure on a daily basis, in terms of specialist HR, OHU and H&S advice and guidance. National guidance via the NPCC and Public Health Wales has been followed and translated into practice with the adaptation of relevant policies and procedures in the areas of sickness and absence management, pre-employment medical assessments, and recruitment. Alternative approaches and processes have been introduced to enable continuity of service delivery such as an online recruitment interview solution, risk assessment processes for vulnerable individuals/individuals with vulnerable family members, and the provision of alternative accommodation where appropriate to maintain resource on the frontline. Work has also been undertaken to develop a 'staff bank' through contact with officers and staff who have retired/left the force more recently to identify if they are willing, if required, to return in the short term, to ensure that we have sufficient resource should our abstraction levels become significant.</p>
4.	<p><u>NEXT STEPS</u> Delivery of the Year 2 elements of the People Plan (2019-2022).</p>
5.	<p><u>FINANCIAL CONSIDERATIONS</u> N/A</p>
6.	<p><u>PERSONNEL CONSIDERATIONS</u> Gwent Police are committed to ensuring the recruitment and retention of suitably skilled and experienced officers and staff, along with ensuring that we have effective support mechanisms for them, and robust attendance and performance management processes in place to enable efficient and effective service delivery. The Human Resources Outturn Report highlights the functions contribution to ensuring this is delivered.</p>
7.	<p><u>LEGAL IMPLICATIONS</u> None Applicable</p>

8.	<p><u>EQUALITIES AND HUMAN RIGHTS CONSIDERATIONS</u></p> <p>This report has been considered against the general duty to promote equality, as stipulated under the Strategic Equality Plan and has been assessed not to discriminate against any particular group.</p> <p>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. There are no identified concerns and no collateral intrusion.</p>
9.	<p><u>RISK</u></p> <p>The recruitment and retention of officers and staff, along with effective support mechanisms and robust attendance and performance management processes are all key elements of the force's ability to deliver against the priorities. There could be substantial risk to that delivery if we do not have the right people in the right place at the right time.</p>
10.	<p><u>PUBLIC INTEREST</u></p> <p>It is in the public interest to have the right resources, in the right place at the right time, to support the force in achieving the priorities set out in the Force Delivery Plan and to meet the objectives set by the Office of the Police and Crime Commissioner.</p>
11.	<p><u>CONTACT OFFICER</u></p> <p>Sarah E Davies, Head of Human Resources</p>
12.	<p><u>ANNEXES</u></p>
A	<p>Outturn report 19/20</p>  <p>Outturn report 2019 2020 v1.docx</p>
B	<p>Wellbeing Report 2019/2020</p>  <p>Wellbeing Report 2019 2020.docx</p>

For OPCC use only

Office of the Chief Constable

I confirm that the HR outturn report has been discussed and approved at a formal Chief Officers' meeting.

It is now forwarded to the OPCC for **approval / information / monitoring purposes.**


Signature:

Date: 11/05/2020

Police and Crime Commissioner for Gwent

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.

Signature:

Date: