

THE HUMAN RESOURCES PLAN

2010 - 2011



Serving with PRIDE  
Professionalism Respect Integrity Dedication Empathy



INVESTORS  
IN PEOPLE

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## FOREWORD



The HR Plan sets out how the HR service will support Lincolnshire Police in increasing levels of public trust and confidence. The plan provides focus and direction for our work in HR and a framework for measuring our progress, so we can demonstrate how we contribute to Force performance.

Chief Officer Group has indicated that the priorities for the next 12 months will be:-

- Supporting the Value for Money reviews
- Reducing Force wide sickness absence
- Regional Collaboration Work
- Helping improve Force performance in detecting crime
- Moving towards a more representative workforce

Significant consultations have taken place to help bring this plan together, and included this year is a section which details our achievements and contributions to the Force aims over the last 12 months.

There have been some significant achievements for the HR service during the past 12 months. Shortlisted for national awards by both Personnel Today magazine and the Public Sector People Managers' Association (PPMA), we also saw members of our staff shortlisted for national awards (Trainer of the Year) and winning internal Force awards.

We have also been re-accredited with Investors in People (IIP) and achieved the enhanced bronze standard.

This plan aims to deliver the maximum possible value from the resources we have through matching resources to business needs, and in particular the things that are valued by our customers.

A handwritten signature in black ink that reads "Sue Scott". The signature is written in a cursive, flowing style.

Sue Scott  
Director of Human Resources

## **SECTION 1 - STRATEGIC OVERVIEW**

The 2010/2013 Policing Plan sets out how Lincolnshire Police aims to increase trust and confidence by concentrating on three priority areas:

- Safer Neighbourhoods – working closely with communities, listening to people and working alongside them and our partners to help solve problems that concern them.
- Protecting the Public – ensuring that people, particularly the most vulnerable, are able to live their lives free from fear and are protected from those who would prey upon them.
- Improving our Services – improving the quality of everything that we do, concentrating particularly on those things that matter most to our communities.

Through consultations with Chief Officer Group, Senior Management Teams and HR staff the HR Plan is aligned to achieving these aims.

### **Links to national and local priorities**

The HR Plan reflects the National People Strategy Framework for Policing.

This framework has nine strategic areas:

- Leadership
- Communication and engagement
- Workforce design
- Learning and development
- Technology and science
- Resourcing and career progression
- Managing and maximising people performance
- Reward and recognition
- Equality and Diversity

Each area is underpinned by the need to improve efficiency and productivity and address equality and diversity issues.

The HR Plan also takes into account challenges and new developments facing the police service which include the following national priorities:

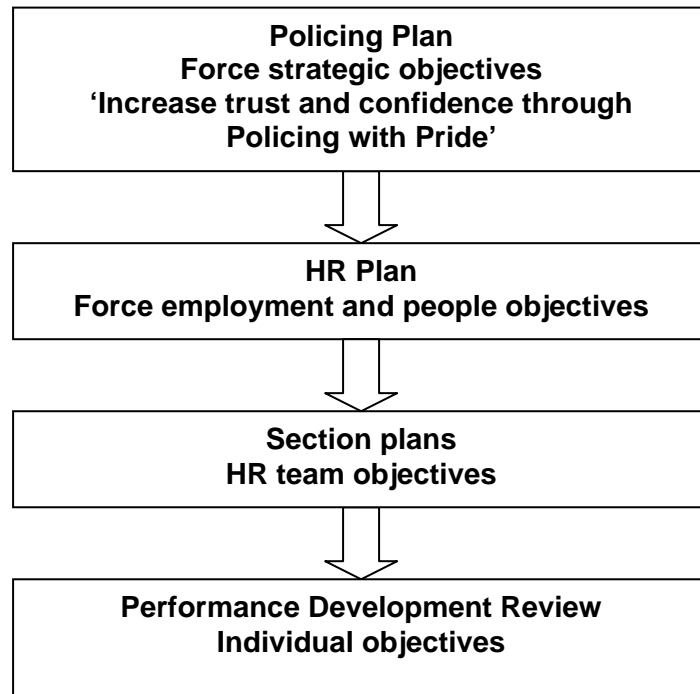
- Building trust and confidence and delivering the Policing Pledge
- Key reports including the Policing Green Paper, the Flanagan report 'Review of Policing' and Reducing Bureaucracy
- HMIC Workforce Inspections
- Workforce modernisation and the development of a national workforce plan
- Preparing for the Olympics in 2012
- Responding to the current economic climate

### **Monitoring HR performance**

HR produces a quarterly performance report which provides an overview of performance against the actions and targets outlined in this plan.

The report is presented to the Police Authority HR Committee and the Command Group who monitor progress. The report is circulated to Heads of Department and Divisional Commanders and is available on the Employee Information website.

Performance is managed within a clear framework.



## SECTION 2 – OUR KEY CONTRIBUTIONS TO FORCE PRIORITIES IN 2009/10

We have delivered the following to help the force with its strategic aim of increasing trust and confidence:-

- In total 11,225 officers and staff attended training during the 2009/10 year compared to 9,210 in the 2008/9-year. This is a **21.8%** increase in training attendance. A total of 31,163 days of training were delivered throughout the period.
- Developed succession planning in Crime Support - which saved 108 weeks in recruitment time
- 60 additional special constables have been recruited (19 South, 13 East and 28 West), a 178% increase from the previous year.
- Reviews of the following procedures and guidance :-
  - Job evaluation procedure
  - Career Break scheme
  - Secondment guidance
  - ICIDP Recruitment & Postings procedure
  - PDR scheme
  - Smoking at Work policy
- Trained over 2,000 staff on the new NICHE RMS and further developing the Custody application for delivery. The department managed the “business as usual” to support other force functions.
- Preparation of new procedures and guidance on :-
  - Fit for Work notes
  - Note Taking for Formal hearings
  - Time off and Special Leave
  - Unsatisfactory Performance procedure for police staff
  - H&S guidance note on Defibrillators
- Advice, guidance and support has been given to the following departments regarding organisational restructures:-
  - ICT
  - Finance & Admin
  - Ops Support
  - Learning and Development Professional Development Units
  - 7<sup>th</sup> Sector Inspector and Sergeant on West Division.
- Employment Tribunals - helped manage the Force’s response to 15 employment tribunals and gave evidence on behalf of the Force where necessary.
- Carried out 102 job evaluations.
- Oversaw the administration of the Special Priority Payments scheme to 680 officers, receiving only eight appeals.

- Implementation of a Force Mentoring Scheme for female police officers.
- Roll out of TASER programme in supplying training delivery and medicals to an additional 150 officers.
- The development of manager Self-Service on ORIGIN has freed up managers from routine administration. For example, managers can now view vacancy updates, sickness against attendance criteria, 3 and 6 month review dates for new starters, PDR due dates, training course nomination, reservation, attendance and skills expiry dates.
- Welfare Advisers have conducted 362 role supervision assessments in a number of 'high risk' areas of the Force.
- Delivered comprehensive development sessions to officers attending the Inspector and Sergeant Promotion Boards.
- Supported PIP panels across the Divisions.
- The Force Annual Health and Safety Action Plan for 2009-10 was delivered, implemented and monitored.
- Ran our first road traffic collision practical training event involving the Ambulance and Fire Services.
- Supported the Force with the introduction of the new uniform, specifically with the introduction of the new KLIK system for Police Officers personal protective equipment / clothing.
- Supported Crime Support SMT / department to achieve the HMIC standard for Major Crime in July 2009.
- Helped departments submit business cases for the Force Development Programme.
- External website and content developed for Police Officer, Special Constable, PCSO and Police Staff vacancies to increase the number of electronic applications, including eligibility information to increase the quality of applications received.
- A review of advertising has reduced costs by 36% (or £40,750) in 2009/10 compared to 2008/9. This is against a 7% decrease in vacancies advertised. Alongside this the number of applications received has increased by 28%.
- OHS has reviewed the Authorised Firearms Officers (AFO) Risk Assessed Based Medical Evidence Procedure to provide a more efficient and evidence based medical process.
- Safety Alerts on Booby traps, crystal knives, Hydrofluoric Graffiti and bicycle frame failures published and distributed.
- A cost/benefit analysis tool for Private Medical Intervention (PMI) cases has been implemented in line with regional partners, which has afforded a more robust monitoring system for PMI cases.

- Carried out the Annual Training Planning process - effective collation, planning and delivery processes for training within Lincolnshire Police.
- Staff Survey Results - consulted with DMTs and SMTs on the results from the Staff Survey.
- Responded to 40 Freedom of Information requests.
- Implementation and delivery of the following new training courses:-
  - Fairness at Work procedure
  - Domestic Abuse Stalking & Harassment & Honour Based Violence (DASH) training
- Reviewed and revised the following existing training courses:-
  - Inspectors development programme
  - First aid training
- Development of formal Mediation Service.
- To date 129 Student Officers have completed NVQ Level 3 & 4 in Policing and a further 79 are working towards completion.
- A preliminary compliance audit with the ACPO Police Health and Safety Management Benchmarking Standard and the HSE Summary of Police inspections has been completed.
- Big reduction in police staff disciplinary cases from 19 in 2008/09 to 9 in 2009/10. This reduction is likely to have been influenced by improved standards of management and improved employment practices.
- Significant reduction in fairness at work complaints (grievances) from 25 in 2008/09 to 16 in 2009/10. This is coupled with a big reduction in complaints relating to behaviour. This suggests that the programmes of work on leadership and management development training and the work on PRIDE values and behaviours are having a real positive impact.

## **SECTION 3 - OUR SERVICES**

HR is structured to deliver its services through the following teams:-

- HR Area Teams
- Strategy and Planning Team
- Service Centre Team
- Occupational Health Team
- Health & Safety Team
- Learning & Development Team

The key services delivered by each team are as follows:-

### **AREA TEAMS**

#### **Employment Advice and Support Service:**

Support and advise managers in dealing with conduct and performance issues of their staff, including involvement in investigations and hearings.

Advise and support managers in relation to employment tribunals, including attendance as and when appropriate and completion / support with paperwork submission in preparation for tribunals.

Support and advise managers in dealing with attendance cases, including working with managers to ensure effective action is being taken.

Attend SMTs/DMTs across the Force and offer advice/solutions for people related issues.

Support managers in establishing organisational structures to meet service needs.

Support and advise managers on job analysis, creation of job descriptions/person specifications when recruiting to new and vacant posts and response to regrading requests.

Carry out job evaluations and grading appeals within the service standards.

Work with senior managers to support and embed the force cultural change programme.

Provide HR advisory service to managers and staff.

#### **Employee relations and engagement:**

Support managers in dealing effectively with problem resolution arising from the Fairness at Work policy.

Support managers to develop constructive working relationships with staff associations and trade unions by carrying out meaningful consultation, and where appropriate negotiation, on any service or employment issues affecting their staff.

Representation on a range of Force projects and other forums e.g. Performance Managers' meetings.

**Policy development, implementation and monitoring:**

Contribute to reviewing existing policies and procedures, including impact assessments.

Work with managers to ensure Force employment policies are implemented effectively and consistently in the Division/Department and monitor practice to demonstrate this.

Brief managers on new employment policies, procedures and processes.

**Workforce planning and development:**

Analysis and monitoring of workforce statistics. Work with management to identify future requirements and plan to resource any gaps identified through effective succession planning.

Monitor use of the PDR scheme in the division/department, making sure that effective interviews are taking place and training needs are being properly identified and met.

Monitor divisional/departmental training processes to ensure that training is effectively evaluated.

Produce regular workforce-planning reports.

**Learning and Development:**

Identify training and development needs of current workforce and future skills required arising from service developments. Build these into the Force's training planning process.

Support managers to ensure staff within Departments and Divisions achieve PiP accreditation within agreed timescales, including sitting on PiP assessment panels.

Deliver HR inputs for force-wide courses, e.g. Induction courses, and at a divisional/departmental level to develop manager skills.

**Health and safety:**

Support managers to monitor the health safety and welfare of staff, including the monitoring of trends and concerns following injuries at work.

Attend divisional Health and Safety meetings providing statistical data where required.

Support managers in implementing the Force Health and Safety strategy, and in the development and monitoring of divisional / departmental Health and Safety action plans.

**Retention:**

Review exit questionnaires and conduct exit interviews where appropriate.

Provide support and advice to managers in dealing with any trends or issues arising from the feedback of leavers from the Department/Division.

Administer the Special Priority Payment scheme (SPP).

**Diversity:**

Work with managers to ensure that the force equality and diversity plans are effectively progressed and objectives and targets are achieved.

Support managers to continue to embed the force Police Race and Diversity Learning and Development Programme (PRDLDP).

Undertake Career Development interviews with Visible Ethnic Minorities officers/staff.

Contribute to the Positive Action Working group.

**Leadership and Management Development:**

Supporting managers to achieve development of their teams, including attending away days with Departments/ Divisions.

Deliver briefing sessions for Sergeant and Inspectors' promotion boards.

**Performance:**

Produce and distribute monthly and quarterly performance reports relating to managing people performance and trends.

Contribute to regular Divisional/Departmental performance meetings.

**Management Information:**

Update the ORIGIN Resource Management system to reflect changes.

**STRATEGY & PLANNING**

Monitor and review forthcoming changes to employment legislation. Police Regulations and other national terms and conditions. Where necessary make changes to existing procedures and guidance.

Monitor and implement Police Negotiating Board (PNB) and Police Staff Council agreements on pay and conditions.

Produce and distribute a range of performance reports in the areas of sickness, workforce profile, grievance and discipline, and HR Service performance.

Develop new policies, procedures/guidance where it is required and review existing procedures including impact assessments.

Manage the Employee Benefits Scheme (childcare and cycle to work) including promotion, problem resolution and co-ordinating scheme intakes.

Oversee the development and administration of the Special Priority Payment scheme (SPP) on an annual basis.

Delivery of Fairness at Work training.

Develop and contribute to the delivery of the Workforce Plan.

Maintain police officer and police staff establishments and strength information for the Force.

Assist with the Staff Survey.

Work with project managers to address the HR implications arising out of Force projects.

Further development of the HR intranet and ORIGIN including training and briefing sessions.

Produce, review and improve the guidance available to managers, including the Employee Information site, formal guidance and procedures and the Managers Newsletter.

Carry out job evaluations and deal with grading appeals within the service standard.

Update the ORIGIN Resource Management System to reflect changes in the establishment and changes as a result of re-organisations and re-structures.

Respond to Freedom of Information requests.

Complete Home Office returns and surveys.

Deliver HR inputs on courses.

Further development of ORIGIN and ORIGIN reports as the definitive Resource Management tool.

## **HR SERVICE CENTRE**

### **Recruitment and Selection**

Provide Specialist recruitment support to line managers to ensure the force recruits staff with the necessary skills and commitment to meet current and future needs

Ensure managers involved in the processes of recruitment and selection have the necessary skills and training

Make sure the Force complies with legal requirements

Engage with and encourage under-represented groups to apply to the Force through positive action initiatives and awareness seminars.

Administer and facilitate OSPRE examinations and promotion boards for the Force.

Make sure the necessary pre-employment checks have been carried out on all vacancies, working closely with our Occupational Health Service and our Vetting Unit.

Promote the Special Constabulary, recruiting Specials and supporting the recruitment of Community Volunteers.

Administer requests for Work Experience.

Raise Written Statements of Particulars for new starters and issue Contract Amendments for existing employees when required.

Administer the At Risk Register and progress applications under the Redeployment policy.

## **Learning and Development Administration**

Capture training needs from Personal Development Reviews and training requests forms so that the learning and development section can develop an annual training plan.

Pre and post training course administration, including sending out joining instructions, updating attendance, non-attendance reasons and attaching skills.

Promote vacancies and monitoring attendance on training courses to ensure courses are run with maximum capacity.

Administer and monitor the external training budget.

## **Employee Support**

Send line managers induction checklists for new starters and provide further advice and guidance when required.

Send out PDR packs for new starters and update records from completed PDRs.

Notify Divisional and HQ establishment changes through Routine Orders.

Maintain personal files and computer records in line with Data Protection regulations.

Update ORIGIN ensuring timely and accurate updating of personal information to support information on Establishment and Strength.

Send out Maternity packs to employees and line managers and maintain records for Occupational and Statutory Maternity Pay, Paternity and Adoption.

Notify payroll of changes to conditions of employment by payroll deadlines and working closely with finance to progress areas where there is a pay impact.

Process Competency Related Threshold Payments, Special Priority Payments, and Long Service Gift requests.

Process retirements and resignations and send out Exit Interview questionnaires.

Provide routine advice and guidance on HR and employment policies and support Area HR with HR administration for business areas.

Carry out Independent Monitoring of Fairness at Work procedure.

## **Health and Well Being**

Monitor absence in line with Managing Attendance policy (including outstanding medical certificates, return to work interviews and actions plans) and sending weekly sickness monitoring reports for Basic Command Units (BCUs) and Department Heads.

Maintain records for Occupational and Statutory Sick Pay.

Identify triggers for Occupational Health Service referrals.

Identify triggers for Half Pay and Nil Pay in line with contractual entitlements.

Input RIDDOR forms for Health and Safety accident reporting and monitoring.

Record Maternity Risk Assessment information.

Update and monitor First Aid, Risk Assessor and Fire Warden skills.

Support the work of Area HR teams in managing attendance.

### **OCCUPATIONAL HEALTH**

Give advice on cases of long and short term sickness absence and give relevant advice regarding adjustments within the working environment.

Assist in the prevention of ill health in the workplace and promote good health and wellbeing in the workplace through Health and Wellbeing initiatives.

Assist in the maintenance of good health in the workplace and advise on managing sickness absence through encouraging positive initiatives to facilitate this.

Process pre-employment questionnaires in an efficient and timely manner.

Assist staff who have become ill, whether caused by work or not, to return to work and full performance as quickly and as flexibly as possible.

Guarantee that all medical information is maintained in the strictest confidence according to guidance on medical 'confidentiality'.

Do all that is reasonably practicable to comply with all aspects of the Disability Discrimination Act 1995 and advise individuals and management accordingly regarding appropriate adjustments within an individual's working environment.

Work closely with areas of risk within the Force, offering the correct level of role supervision and advice. Conduct targeted Risk Assessed Based Medical Examinations (RABME) which may be required by Law or Home Office/NPIA guidance, e.g. Firearms officers, CBRN.

Proactively consider the use of private healthcare where this is justified by a cost benefit analysis.

Contribute to Regional Collaboration initiatives.

### **HEALTH & SAFETY**

Provide competent advice to the police and the police authority and their employees.

Produce corporate health and safety policies, procedures and guidance.

Propose, develop and monitor systems related to risk assessments.

Develop, promote, maintain and monitor a culture where health and safety is part of the normal managerial function at all levels.

Advise the various health and safety committees and other relevant working groups.

Maintain a health and safety resource, including legislation, guidance, chemical data sheets and relevant safety, health and welfare information.

Receive, record and analyse accident and assault reports to reveal incidents and trends.

Carrying out health and safety audits of divisions and departments and their operations.

Help to design, plan, implement and deliver effective safety education campaigns and training programmes.

Act as Client Lead for all health and safety courses.

Research relevant health and safety legislation, approved codes of practice, guidance and best practice.

Work with national and regional colleagues and agencies to maintain best practice.

## **LEARNING & DEVELOPMENT**

### **Training needs analysis**

Work with the client lead to undertake initial scoping studies through to full training or performance needs analysis.

Provide a written report on findings. This will also include advice and guidance on alternative learning solutions if necessary, and provide cost effective recommendations.

### **Course design and development**

Work with the client lead to design or redevelop a learning solution. Agree the service level agreement, level of evaluation, learning outcomes, course content and length of course.

### **Delivery**

Deliver a range of learning solutions across the county to all force personnel.

Provide knowledgeable, professionally qualified trainers /facilitators for in-house and bought-in delivery.

Provide safe and well-equipped classrooms, vehicles and resources.

Procure external courses within the budget agreed in liaison with the client.

### **Evaluation**

Undertake level 1 evaluation on all training courses delivered, and provide feedback to key stakeholders.

Work with the client lead to commission higher level evaluations, and act on recommendations if appropriate.

### **Administrative Support Services**

Maintain classrooms/accommodation and resource facilities across the county to help Force personnel access learning.

Provide learning resources/handouts/workbooks/e-learning material to support the learning.

Advice and guidance on all learning routes.

### **Quality Assurance**

Monitor evaluations and provide updated information to key stakeholders.

Provide Standard Operating procedures and Service Level Agreements for contractors and stakeholders as part of the quality assurance processes.

Monitor delegate feedback and action as necessary.

**Supporting the delivery of the Leadership Development Strategy** – e.g. Coaching and Mentoring, Senior Leadership Development, PRIDE Development Programme.

**Specialist advice and guidance to key strategic stakeholders** – e.g. Training Strategy Group, Project Boards, Business Partners, Chief Officer Group.

## **SECTION 4 – OUR OBJECTIVES**

### **Leadership**

#### Objectives

1. To have a workforce that is well led and delivers the best possible services with Pride.
2. To develop leaders to behave in line with the Leadership Charter, Leading with Pride and the Staff Charter, Serving with Pride.
3. To recruit, retain and develop good leaders at all levels of the organisation.
4. To provide effective leadership of the HR service so it provides good support to the Force's leaders.

### **Communication and engagement**

#### Objectives

1. To make sure staff feel motivated and engaged.
2. To make sure staff feel supported and valued.
3. To increase skill levels and knowledge of managers to enable them to effectively manage organisational change.
4. To develop our HR staff, particularly the consultancy and coaching skills of our managers.
5. To be an employer of choice for HR professionals.

### **Workforce design**

#### Objectives

1. To make best use of resources to deliver the best possible services to our local communities.
2. To make sure the Force improves efficiency and productivity through best use of our resources.
3. To make sure the Force has the right distribution of officers and staff, with the appropriate skills in the right roles.
4. To improve the capacity and capability of the workforce to respond to the economic and demographic changes and the increasing complex policing environment.

### **Resourcing & career progression**

#### Objectives

1. To recruit, develop and retain the best people.
2. To provide a professional, effective and efficient recruitment practice.
3. To make sure at every level individuals demonstrate they meet our values and behaviours.
4. Develop talent to enable career progression and succession planning.

## **Learning and Development**

### Objectives

1. To support and develop our people to deliver the best possible service.
2. To promote a culture of learning and self-development, where everyone's contribution is valued and recognised.
3. To evaluate the effectiveness of the investment made in staff learning, development and training.
4. To promote the use of different learning methods.
5. To deliver training in line with training needs and Policing Plan priorities.

## **Technology & science**

### Objectives

1. To make the best use of technology to develop an excellent HR framework and service, delivering effective and efficient people management processes, improving efficiency and productivity.
2. To free managers and staff from routine administration so they can focus more on value adding activities.
3. To use technology to support individual and organisational learning and development.
4. To promote and champion Origin, the resource management system, as the definitive data source for all people information

## **Reward & recognition**

### Objectives

1. To create an environment that attracts and retains quality staff.
2. To create where possible an integrated workforce with harmonised practices and procedures.
3. To encourage and develop effective employee relations, minimise unnecessary staff losses and maximise the return on investment in our staff.

## **Managing & maximising people performance**

### Objectives

1. To provide professional advice, guidance and operational HR support to managers to maximise people performance.
2. To support the Force in creating an environment where people are clear about what is expected of them and receive regular feedback.
3. To improve the overall health of our people and promote a healthy working environment.
4. To promote a culture of good attendance and increase attendance rates.
5. To reduce the number of work related incidents and accidents.

## **Managing equality & diversity**

### Objectives

1. To have a workforce that represents the communities we serve.
2. To remove barriers to recruiting and retaining staff, particularly those from under represented groups.
3. To secure a fair and open working environment in which all staff are respected and where discriminatory behaviour is unacceptable.

## SECTION 5 - OUR KEY ACTIVITIES FOR 2010/11

Activity	Completion date	Officer Responsible
Support the value for money reviews (HMIC benchmarking data) including <ul style="list-style-type: none"> <li>- overtime review</li> <li>- use of agency staff</li> <li>- admin support</li> <li>- resource/demand management</li> </ul>	To be determined	HR Business Partners/SC Manager
Review and revise attendance management processes and procedures to help reduce sickness absence	Quarter 1	Strategy and Planning Manager
Identify common themes arising from the Staff survey/ IIP and develop, agree a corporate approach	Quarter 1	PRIDE Development Manager
Develop understanding of and approaches for Conflict resolution (mediation, welfare/counselling, change management)	Quarter 1	PRIDE Development Manager
Develop Origin and business processes to enhance service and create opportunities for efficiency savings	Quarter 1	S&P Manager
Produce Force Annual Health and Safety Action Plan 2010-2011 (which will include many other actions)	Quarter 1	Force H&S Adviser
Produce Force Health and Safety Annual Report 2009-2010	Quarter 1	Force H&S Adviser
Develop departmental and skill based 3 year workforce plans for Police Officers	Quarter 1	HR Business Partners Workforce Planning Officer
Review and revise the delivery of welfare support	Quarter 1	Occupational Health Manager
Develop an Organisational Review Policy	Quarter 2	Strategy & Planning Mgr

Develop a robust business case for the implementation of e-learning to complement L&D programmes	Quarter 2	L&D Manager
Produce a Team development strategy	Quarter 2	PRIDE Development Manager
Develop Force-wide activities to help embed the Staff Charter behaviours	Quarter 2	PRIDE Development Manager
Develop plans to help achieve a representative workforce (including Positive Action)	Quarter 2	HR Business Partners HRSC Manager
Employment strands of work on diversity standard and force equalities scheme	Quarter 2	All HR Managers
Formalise the Leadership Academy	Quarter 2	S&P Manager
Develop our Crime Training programmes, and support regional improvements to Crime Training delivery	Quarter 2	L&D Manager
Produce a proposal for developing mid-service Police Officers to ensure their skills are refreshed and they remain motivated	Quarter 2	L&D Manager
Implement EAP (Employee Assistance Programme)	Quarter 2	Occ Health Manager
Develop HR Management information in the following areas:- <ul style="list-style-type: none"> <li>• Recruitment &amp; Selection</li> <li>• Employee Relations</li> <li>• Equality &amp; Diversity</li> </ul>	Quarter 2	Strategy & Planning Manager
Produce Health, Safety and Welfare Strategy 2010-2015	Quarter 2	Force H&S Adviser
Carry out the 2010 Staff Survey	Quarter 3	Strategy & Planning Manager
Evaluate Leadership development and identify future needs	Quarter 3	PRIDE Development Manager
Develop the in-house Coaching and Mentoring schemes	Quarter 3	PRIDE Development Manager
Evaluate Talent management and succession planning processes and make recommendations for future impact	Quarter 3	PRIDE Development Manager

Review best practice approaches to IPLDP nationally and develop a business case for change	Quarter 3	L&D Manager
Review and revise police staff recruitment processes to embed best practice and reduce the length of time it takes to recruit	Quarter 3	SC Manager
Support regional collaboration in the following areas :- <ul style="list-style-type: none"> <li>- Learning and Development</li> <li>- Occupational Health</li> <li>- Recruitment</li> </ul>	Quarter 4	L&D Manager  Occupational Health Manager  Service Centre Manager
Recruit an increased number of specials; numbers to increase to 200 by March 2011	Quarter 4	Service Centre Manager
Streamline volunteer recruitment to enable the Force to increase the number of people working in a voluntary capacity	Quarter 4	Service Centre Manager
Recruit additional student police officers and transferees as per the workforce plan	Quarter 4	Service Centre Manager Occ Health Manager
Help improve performance in crime detection	Quarter 4	HR Business Partners L&D Manager
Embed the single unified national quality assurance for learning & development through self and peer assessment, and deliver an action plan which addresses any resulting development issues for L&D delivery	Quarter 4	L&D Manager
To review and revise promotion board processes for Police Officer roles	Quarter 4	SC Manager
Explore opportunities to improve services and make savings through different ways of working	Quarter 4	All HR Managers
Review our processes and procedure to ensure only the minimum level of bureaucracy takes place	Quarter 4	All HR Managers

Lead implementation of Force H&S Action Plan and Strategy	Quarter 4	Force H&S Adviser
Review health and safety training inputs to ensure fit for purpose	Quarter 4	Force H&S Adviser
Conduct an audit of compliance with the ACPO Police Health and Safety Management Benchmarking Standard	Quarter 4	Force H&S Adviser
Conduct an audit of compliance with the HSE's Summary of Police Inspections 2007-2008	Quarter 4	Force H&S Adviser

## SECTION 6 – OUR PERFORMANCE INDICATORS AND TARGETS

### HR Service Standards

Service Standards	2009/10 Performance	Target
<b><u>Attendance</u></b>		
Following receipt of request, medical appointments to be confirmed within 3 working days of receipt	95%	>90%
Following receipt of request, a medical appointment to be offered within 3 weeks	New Indicator	>90%
Area HR Officers to make contact with managers to provide advice and guidance on conducting 'Attendance Review Meetings' (ARMs), at least 2 weeks prior to the due date	98.57%	>90%
<b><u>Recruitment</u></b>		
Reduction in the average time taken for police staff vacancies from advert to appointment	New Indicator	<14 weeks
To increase the % of applications received from minority and under-represented groups to meet our equality targets	New Indicator	
<ul style="list-style-type: none"> <li>• EM applicants</li> <li>• Female Police Officers</li> <li>• Disabled for Staff Positions</li> </ul>		>3.91% >27.64% >2.37%
Special Constable applicants will be shortlisted and notified within 10 days of receipt of application	New Indicator	
Student Officers will be given a minimum of 3 months notice to join the Student Officer intake	New Indicator	
New Contracts of employment sent out before commencement of employment		95%
Unsuccessful candidates at interview informed within 5 HRSC working days		95%
Application packs sent out within 2 HRSC working days of request		95%
Shortlisting packs sent to managers within 2 HRSC working days of closing date		95%
All new starters to have an email address by start of employment		100%

<b><u>Learning &amp; Development</u></b>		
Training Courses to have level 1 and 2 evaluation	99.32%	>90%
Joining instructions to be sent out within 4 weeks of the training course.	85%	>90%
Course occupancy is at 80% capacity or higher	93.25%	>90%
Numbers of staff registered as users of NCALT	23%	>90%
Delegates agree training courses have 'clearly explained aims and objectives	97.7%	>90%
Delegates agree training courses have 'met the individual's needs'	97.8%	>90%
Delegates agree trainer's knowledge is good or very good	98.6%	>90%
Delegates agree the trainer communicated clearly	98.5%	>90%
Delegates agree the trainer promoted discussion and involvement	97%	>90%
<b><u>Operational HR</u></b>		
Job evaluations will be completed within 15 working days from receipt of the completed paperwork	New target	>90%
All agreed 'Flexible Working Requests' to have been reviewed in the last 12 months	New Indicator	>90%
All restricted duties officers to have been reviewed in the last 12 months	New Indicator	>90%
<b><u>Health and Safety</u></b>		
Risk Assessments entered on to the Force Intranet within 5 working days of receipt	New Indicator	>90%
<b><u>HR Service Centre</u></b>		
Customer satisfaction survey results demonstrate that more than 80% of customers are satisfied with the service they receive	New Indicator	>80%
A minimum of 12 customer engagements visits during the year by members of the HRSC	New Indicator	≥12
Review and re-design the top 10 most frequently used processes for customers to streamline, reduce administration and maximise our use of technology	New Indicator	10
ORIGIN updated within 24 hours of HRSC being officially notified of posting in order for Niche and DMS to be updated promptly	New Indicator	>90%

New starters will be allocated an induction and diversity course before commencing employment	New Indicator	>95%
Joining instructions sent out within 4 weeks of course start date		95%
Training Non Attendance report to be sent to BCU commanders and Department Heads on a monthly basis		95%
Skills expiry report to be circulated to RMU's on a monthly basis		95%
Sickness reports dispatched to BCU commanders and Department Heads on a weekly basis		95%
Exit interviews questionnaires sent out within 5 HRSC working days of receipt of notification of leaving		95%

### **Corporate People Standards**

<b>Corporate People Standards</b>	<b>2009/10 Performance</b>	<b>2010/11 Target</b>
<b><u>Diversity</u></b>		
% of Ethnic Minority (EM) police officers	1.5%	≥2.4%
% of EM police staff	2.1%	≥2.2%
% of EM Special Constables	1.4%	≥2.7%
% of female police officers	24%	≥26%
% of disabled staff	2.8%	≥2.7%
Managers who are AA1 compliant by 31 <sup>st</sup> March 2011	New Indicator	≥90%
<b><u>Attendance</u></b>		
Average number of lost working days per person to sickness	9.3	<8 days
The number of accidents resulting in more than 3 days absence	33	<33
Attendance Review meetings completed within agreed timescales	New Indicator	≥90%
Refer new cases of injury on duty, psychological symptoms and musculoskeletal problems to Occupational Health within 5 days of absence starting	New Indicator	>95%
<b><u>Resourcing</u></b>		
Voluntary leavers	5.5%	≥9.4%
Internal moves	N/A	≥9.4%

Increase the number of Special Constables from 130	163	≥200
Increase the number of duty hours worked by Special Constables	New Indicator	>26,337
<b><u>Learning and Development</u></b>		
Police officer abstractions for training	6.2%	7%
Attendance on training and development activities to be more than 95%	93.2%	>95%
Staff to have had a PDR within the last 12 months at 31 <sup>st</sup> March 2011	New Indicator	≥90%
<b><u>Health and Safety</u></b>		
Numbers of HSE reportable accidents to be below 2009/10 figures	38	<38
HSE reportable major accidents to be notified to the HSE within 10 days of accident date	New Indicator	≥95%
Compliance with Force Health and Safety action plan 2010/11	New Indicator	≥95%

# HR VISION

## ***We aim to be a high performing, business focussed service that***

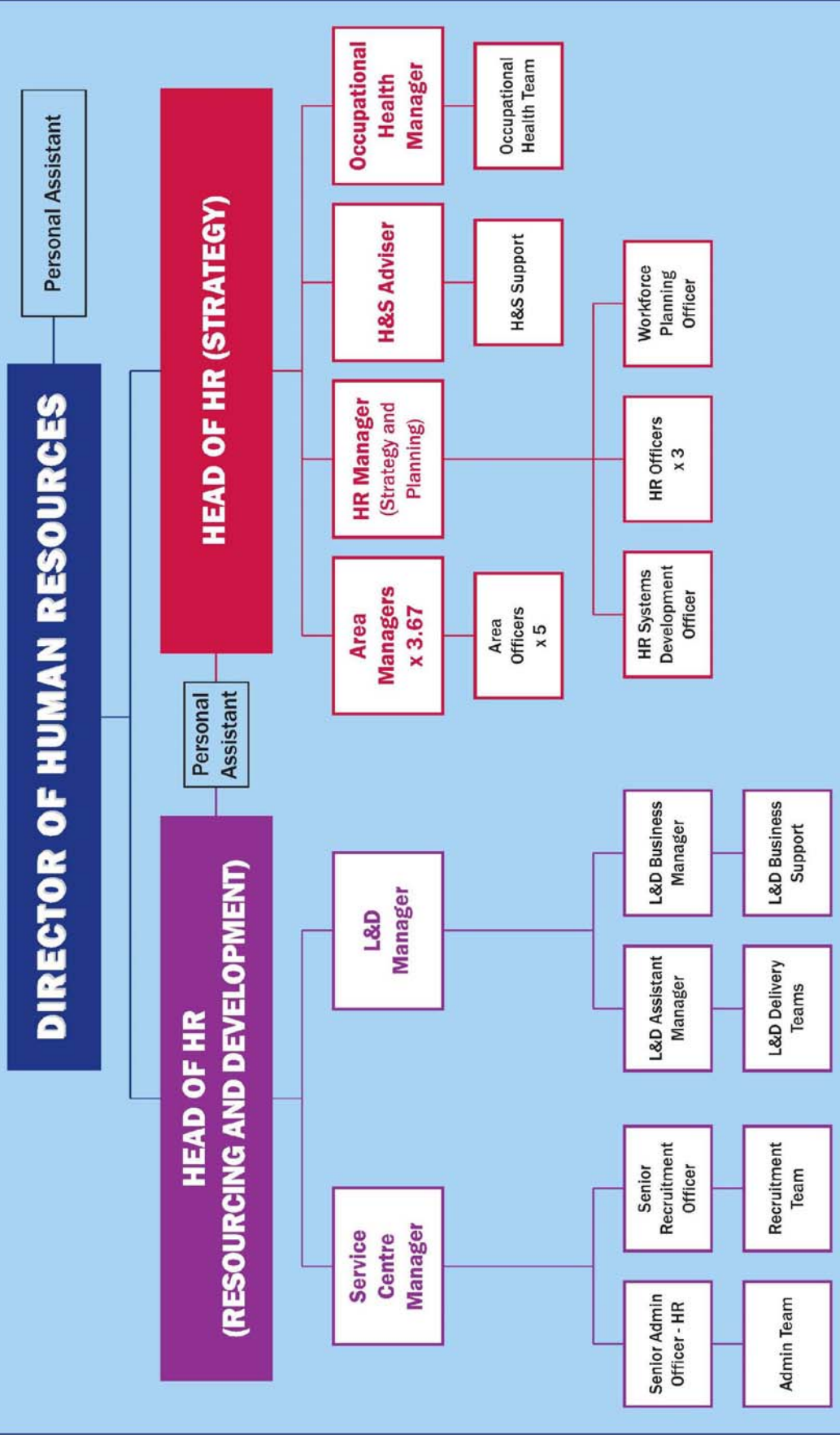
- engenders credibility and respect at all levels within Lincolnshire Police and externally at local, regional and national level
- delivers the maximum possible value from the resources we have
- is able to demonstrate how we improve Force performance and deliver a return on investment
- is an employer of choice for HR professionals.

## ***We will do this by***

- working collaboratively with our customers and building good relationships through listening and mutual respect
- presenting business cases for resolving problems that include a clear analysis of costs and benefits
- matching resources to business needs, and in particular the things that are valued by our customers
- reflecting on and learning from experience
- being pro-active and preventative – addressing the root cause of problems rather than the symptoms
- developing our staff, particularly the consultancy and coaching skills of our managers
- developing talent within the service to enable career progression and succession planning



# HUMAN RESOURCES SERVICE ORGANISATION CHART



## GLOSSARY

ADR	Annual Data Return
APA	Association of Police Authorities
APACS	Assessments of Policing and Community Safety
BAWP	British Association of Women in Policing
BCU	Basic Command Unit
BPA	Black Police Association
CLDP	Core Leadership and Development Programme
COG	Chief Officer Group
CPA	Christian Police Association
DMS	Duty Management System
FTE	Full Time Equivalent
GPA	Gay Police Association
HPDS	High Potential Development Scheme
HR	Human Resources
HSR	Health and Safety Reporting
IIP	Investors in People
IPLDP	Initial Police Learning and Development Programme
KDI	Key Diagnostic Indicator
KPI	Key Performance Indicator
NCPE	National Centre of Policing Excellence
NSCAS	National Senior Careers Advisory Service
NSPIS	National Strategy for Police Information Systems
WFM	Workforce Modernisation
PCSO	Police Community Support Officer
PDR	Performance and Development Review
PDU	Professional Development Unit
PIP	Professionalising the Investigation Process
PPAF	Police Performance Assessment Framework
PRDLDP	Police Race and Diversity Learning and Development Programme
RES	Race Equality Scheme
SPI	Statutory Performance Indicator
TAS	Training Administration System
VEM	Visible Ethnic Minority