

Policing Accountability Board outcome report



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|---|--------------------------------------|--|
| Date of meeting: | 13th February 2018 | |
| Author: | Steve Cadenne De Lannoy | |
| Outcome (please tick the outcome you are reporting on) | ✓ | |
| Public confidence | | |
| Victim satisfaction | | |
| Organisational health and well-being | ✓ | |
| HMIC | | |
| Office of Police Conduct | | |



Rating



Inadequate Requires improvement Good Outstanding

What is working well? How will we build on this?

Calon Staff Survey 2017 – overall response rate to the survey has increased to 53%, compared with the 2016 survey. This is one thousand staff, officers and volunteers giving their thoughts on how they're feeling and how Dyfed-Powys Police is performing. Findings that indicate an improving picture from 2016 include:

- 30% increase in respondents who felt they could appropriately challenge leaders in the organisation
- 28% increase in respondents who felt the organisation has a plan for the future to ensure continued success
- 22% increase in respondents who felt they trusted the Chief Officers and Senior Managers in the organisation
- 27% increase in respondents who felt Chief Officers and Senior Managers clearly communicate the organization's mission, vision and values
- Calon Leadership & Wellbeing Strategy was formally launched on the 22nd November at the Force Executive Board. Action plans for each of the 6 strategic objectives strands have been developed and will be reviewed and further developed through the Calon, Leadership & Wellbeing Group. Each strand will be highlighting actions taken to make improvements highlighted in the staff survey.
- The Health Management and Attendance Board (HMAB) continues to review long term and/or complex staff health cases. This board working in parallel with the Limited Duties process which assessed and reviews all cases of police officers with long term restrictions (more than 6 months) to their capability to perform the normal duties of a police officer.
- The Transformational Leadership Programme which is linked to Calon, has been completed for the senior leaders cohort. An evaluation of the programme is being conducted and work is ongoing to develop the programme to be disseminated to all line managers.
- IIP assessment as part of reaccreditation is ongoing with an update meeting taking place with the assessor on the 20th December 2017 and follow focus groups with staff taking place on the 26th January 2018.
- HR Support Officers commenced employment on the 10th July 2017 and are appointed to each of the 4 divisions. Their focus has been on supporting managers dealing with attendance and performance issues and supporting the establishment control processes, contributing to workforce planning. They are providing face to face support and advice to line managers and the senior management teams, feedback on their contribution has been positive.
- Police Officer recruitment continues apace. On the 27th November 2017 an intake of new recruits saw officer numbers achieve full strength. Projected establishment for the remainder of the year taking into account leavers and new starters, is shown below:

| | Dec 2017 | March 2018 |
|--|-----------------|-------------------|
| Authorised Establishment | 1176.48 | 1176.48 * |
| Current / Projected Actual Establishment | 1174.98 | 1198.98 |

| | | |
|----------------|------|-------|
| Vacancy Factor | -1.5 | +21.5 |
|----------------|------|-------|

* Please note that this figure does not take account of the DRR2 decreases (8.4) and CTSFO increase (6).

- Police staff numbers continue to be at or above establishment overall. Focus continues to be on staff banks to enable faster appointment to roles when vacancies arise.
- The force is participating in Direct Entry Programmes for both Inspector and Superintendent. The direct entry recruitment of up to two Inspectors and one Superintendent serves to complement the recruitment to constable and internal promotion processes.
- The iTrent Skills project is continuing with the completion of skills profiles for police officer roles expected by March 2018 with police staff roles being profiled in April 2018. This information will be able to inform the 2018/19 training plan and will provide further information to inform succession and workforce planning in 2018.
- Apprenticeship programmes are being used to upskill existing officers and staff. The below table indicates the type and numbers of officers/staff currently undertaking or planned to undertake learning via Apprenticeship Programmes.

| Apprenticeship Programme | Number of Learners | Undertaking/Completed or Planned |
|----------------------------|--------------------|----------------------------------|
| Advice & Guidance Level 3 | 7 | Undertaking or Completed |
| Advice & Guidance Level 4 | 7 | Undertaking or Completed |
| Leadership Level 4/5 | 5 | Undertaking or Completed |
| Project Management Level 4 | 7 | Undertaking or Completed |
| HR Management CIPD Level 5 | 8 | Planned |
| Leadership Level 5 | 9 | Planned |
| Business Admin Level 3 | 1 | Planned |
| Total | 44 | |

What is not working well? How will we manage this?

- As per previous reports, rates of sickness absence remain above our 4% target. The rates of sickness have continued to increase over the winter period with the overall Percentage absence being 5.78% on the 4th January compared with 5.06% on the 20th November.

| | 1 st August and 25 th October 2017 (PAB Report) | 20 th November 2017 | 4 th January 2018 |
|-----------------|--|--------------------------------|------------------------------|
| Police Officers | 4.88% | 5.84% (68) | 6.62% (79 officers) |
| Police Staff | 3.92% | 3.88% (30) | 4.55% (49 staff) |
| Total | 4.13% | 5.06% (98) | 5.78% (128) |

Comparison with other forces in the HMICFRS Value for Money Profile 2017, paints a more positive picture however. This profile compares forces using the measure 'proportion absent due to sickness on the 31st March 2017'. As can be seen below the force proportion of sickness is lower than the average for forces in all categories.

| | Officers | PCSO's | Staff |
|--------------------------------------|-------------|-------------|-------------|
| Long Term (more than 28 days) | 1.7% (2.0%) | 0.7% (1.6%) | 1.5% (1.7%) |
| Short/Medium Term (up to 28 days) | 0.4% (1.9%) | 1.4% (2.6%) | 0.3% (2.0%) |

(%) all force average

With the proportion of sickness absence attributed to psychological disorders increasing both in force and nationally a number of actions are being progressed focusing on this area:

1. Detailed analysis of absences recorded as psychological disorders over the last 2 years has been commissioned from IID to help inform our response to this trend.
2. The 'Psychological Disorder' category of sickness absence in the sickness management system (SMS) has also been developed with a number of sub categories added (see screen shot below). The aim of adding this additional detail is to assist monitoring of absence and to better target specific support to both the employee and line manager.

The effective management of attendance and performance continues to be a priority for the Force with management information provided to Chief Officers and senior managers on a weekly basis. The HMAB process ensures long term and complex cases are reviewed and managed consistently. HR Support Officers on division are focused on this area providing line managers with support, advice and guidance on dealing with cases. Sickness Absence levels will shortly be included in the monthly force performance paper.

- The PDR process continues to be seen by many staff and managers as a tick box exercise. We recognise the need to increase its relevance to staff by progressing with the below developments:
 1. PDR being part of selection/ interview processes, talent management for initiatives such as Llywio, Fast-Track and other training and development opportunities such as summer school.
 2. Incorporating skill gap functionality into the PDR and enabling training / development requests to be logged in the system
 3. Linking the PDR to the Professional Development Programme, e.g. Assessment & Recognition of competence and the Competency Value Framework.

However we are conscious this will add complexity and further detail to the process which has been an area of negative feedback previously. We have been actioned by the Peoples Board to seek feedback and review the current process which we will do. At this point we need to take stock, agree the purpose of the PDR process, detail the organisational requirement for an appraisal system and re-evaluate suitability of the current system.

- Reference is made above to the force being at establishment for police officers. There is however concern that the impact of abstractions and working patterns means the reality of staffing on the ground is different. Two developments are being introduced to assist with this:
 1. **Flexible Working Annual Reviews** - With the support of senior managers and staff associations the annual review of flexible working agreements will be reintroduced early in 2018. The annual review process has previously been undertaken but was cancelled in 2017 due to large scale changes to shift patterns being planned.
The aim of the review will be to ensure all flexible working agreements achieve a reasonable balance between the needs of the individual and the organisational demands for service delivery. The aim is to undertake reviews in February and March 2018.
 2. **A Force Resource Management Group (RMG)** - Included in the updated governance structure is a Force Level RMG. The purpose of this meeting will be to enable the escalation of resourcing issues, including conflicting priorities for limited resources. This group will also inform and potentially influence the force medium and long term workforce plans.

What are our opportunities? How will we exploit them?

- Implementation of the new Police Education Qualification Framework (PEQF) Programme, the new framework for Police Constable Recruitment and Training presents both opportunities and challenges to the Learning & Development team in particular. Most notably, initial police learning becomes a **3 year** Policing (BA Hons) degree Apprenticeship Programme for those recruits who do not hold a degree and a 2 year conversion programme for those who do. By 2021/22, recruits could potentially join the service having achieved the Policing BA (Hons) degree through attendance at university. Gateway into Years 2 and 3 of the apprenticeship degree programme for each student will be dependent upon the Higher Education Institute (HEI) sign-off and award and the achievement of 'Full Occupational Competence' as signed-off by trained police assessors. There is a need to realign structures and upskill staff to meet the new requirements.

- With the HR Support Officers on division becoming established in their roles and developing relationships with line managers they will be able to play an important part in ensuring the consistent and fair application of policy. Regular Continuous Professional Development training is scheduled in order to develop the HR Support Officers so they can provide a wider range of advice and support in a consistent way.
- Occupational Health provide a comprehensive counselling service, both in house and via external counsellors. With an increasing proportion of illhealth being psychological related the force is well placed to provide effective support. The current provision is being reviewed to ensure its continued effectiveness.
- The implementation of the CALON Leadership and Wellbeing strategy provides a framework for addressing organisational health and wellbeing issues. The force needs to carefully prioritise actions to ensure they are achievable aswell as positively contributing to health and wellbeing.
- Rolling out a version of the Transformational Leadership Programme to all supervisors and managers will broaden leadership skills across the workforce, improving further leadership and management of staff.

What are our threats? How will we manage them?

- There are also wider potential implications of the new Police Education Qualification Framework (PEQF) Programme. Firstly, due to the academic level required there are concerns that the numbers of student officers failing to achieve the required standard at Year 2 and 3 (level 5 and 6 of the degree programme) will not be able to progress any further and will exit the organisation at that point. Secondly, the initial recruit standards will be higher (A Level or equivalent), which potentially could have a negative impact on efforts to increase recruitment of underrepresented groups. This is being closely examined by the 'All Wales Police PEQF Collaborative Project Team' in liaison with the four Welsh Equality & Diversity Officers, as guided by the COP Equalities Team.
- If the completion of the iTrent Skills profiling is not completed to time this will impact of the use of this data for both succession and workforce planning and the training plan for 2018/19.
- If the PDR process and it's relevance to staff isn't developed as described above there is a risk the process will continue to be seen as a tick box exercise. This will negatively impact on the ability of the force to manage talent and influence performance through development.

Resource implications

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|--|--|
| Finance – revenue funding, capital investment, external funding, commissioning, collaboration opportunities etc. | Funded and in the budget(s) |
| Assets – estates, facilities, IT etc. | Nil |
| Staff - knowledge & skills, capacity, capability, training etc. | Covered above |
| Timescales | Covered above as applicable |
| Leadership | Covered above |
| Partners | Some of this work does involve partners, but the arrangements are covered either through existing working arrangements or through specific project plans for new initiatives |

Impact considerations

| | |
|------|--------------------------------|
| Risk | Governance issue covered above |
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| Legal | Nil |
| Police and Crime Plan | Key outcome area, at the heart of delivering an effective Policing Service |
| Demand | No additional points to raise |
| Governance | Covered above |
| Equality | Working closely with Force equality and diversity colleagues on positive action |
| Reputation – confidence and satisfaction | Covered above |
| Environmental and sustainability | Nil |
| Media, communication and engagement | The Comms team will be engaged with for launch of flexible working review. |

Senior officer approval

Name: Steve Cadenne De Lannoy

Signature:



Date: 28th January 2018