

2<sup>nd</sup> April 2007

Paul Caton  
Direct Line 0151 285 5504

To: **The Chairperson and Members  
of the Resources and Strategy Committee**

Dear Sir/Madam

A meeting of the **Resources and Strategy Committee** will be held on **Thursday 12<sup>th</sup>  
April 2007** in the Meeting Room, Merseyside Police Authority Offices, 3rd Floor,  
Mercury Court, Tithebarn Street, Liverpool commencing at **2.00pm.**

An agenda for the meeting is enclosed.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Sheena Ramsey', with a small mark to the right.

Sheena Ramsey  
Chief Executive



**MERSEYSIDE POLICE AUTHORITY**

**RESOURCES AND STRATEGY COMMITTEE**

**MEMBERSHIP**

**Elected Members**

P Astbury  
C Eldridge  
Ms D Kerrigan  
W Weightman  
Mrs K Wood (Chairperson)

**Magistrate Members**

Mr M J Amos JP  
Mr J F Williams JP

**Independent Members**

Mr D Bradbury  
Mr T C Kelly  
Prof A B Zack-Williams

**Co-Opted Members**

Mr C Van-Rooy (Unison)  
Mr P Dow (GMB)



**MERSEYSIDE POLICE AUTHORITY**  
**RESOURCES AND STRATEGY COMMITTEE**

**12<sup>th</sup> April 2007**

**AGENDA**

**PART 1**

**Apologies**

<b>ITEM</b>	<b>PAGE</b>
<b>1. <u>DECLARATIONS OF INTEREST</u></b>	
<b>2. <u>MINUTES</u></b>	
To receive as a correct record the minutes of the meeting of the Committee held on 1 <sup>st</sup> March 2007.	<b>1.</b>
<b>3. <u>REFERENCE FROM PERFORMANCE SCRUTINY AND REVIEW COMMITTEE – SICKNESS ABSENCE</u></b>	
The Chief Executive to report that at its meeting held on the 1 <sup>st</sup> February 2007, the Performance Scrutiny and Review Committee resolved that a Project Brief to comprehensively review the Force's management of sickness absence be submitted to a future Performance Scrutiny and Review Committee and this Committee. The Performance Scrutiny and Review Committee considered the report at its meeting on 29 <sup>th</sup> March 2007 and the report is attached here for consideration.	<b>5.</b>
<b><u>REPORTS OF THE TREASURER</u></b>	
<b>4. <u>ANNUAL INTERNAL AUDIT PLAN 2007/08</u></b>	<b>23.</b>
<b>5. <u>NATIONAL FINANCIAL COMPARISON ANALYSIS</u></b>	<b>29.</b>
<b><u>REPORT OF THE CHIEF CONSTABLE</u></b>	
<b>6. <u>PERSONNEL PLAN – 3<sup>RD</sup> QUARTERLY UPDATE</u></b>	<b>35.</b>
<b><u>ANY OTHER ITEM(S) WHICH THE CHAIRPERSON DEEMS TO BE OF AN URGENT NATURE</u></b>	



## **PART 2**

Under Section 100A(4) of the Local Government Act 1972 and having satisfied the provisions of Section 10, the public may be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in the following paragraph(s) of Part 3 & 7 of Schedule 12A to the Act:-

### **REPORT OF THE TREASURER**

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7. **EXTERNAL INSURANCE PREMIUMS 2007/08**

**59.**

### **REPORT OF THE CHIEF CONSTABLE**

8. **LIGHTNING 3 PROJECT**

**69.**

### **ANY OTHER ITEMS WHICH THE CHAIRPERSON DEEMS TO BE OF AN URGENT NATURE**



**MERSEYSIDE POLICE AUTHORITY**  
**RESOURCES AND STRATEGY COMMITTEE**

**2**

At a meeting of the Resources and Strategy Committee held on Thursday 1st March 2007 in the Meeting Room, Mercury Court, Tithebarn Street, Liverpool, the following Members were present:-

**Elected Members**

P Astbury  
C Eldridge  
D Kerrigan  
W Weightman  
Mrs K Wood (Chairperson)

**Magistrate Member**

M J Amos JP  
Mr J F Williams JP

**Independent Members**

Mr D Bradbury  
Prof. A B Zack-Williams

**Union Officials (non-voting)**

Mr C Van-Rooy  
Ms C Clinton  
Mr P Dow

**Apologies**

Apologies for absence were received on behalf of Mr T Kelly.

**54. Declarations of Interest**

Mr A B Zack Williams declared a personal interest in the presentation on the Health and Safety Executive's Improvement Notice.

**55. Minutes**

The minutes of the meeting of the Committee held on the 14<sup>th</sup> December 2006 were received as a correct record and signed by the Chairperson.

**56. Health and Safety Improvement Notice**

ACC Lawson presented details of the requirements falling on the Authority and Force following the Health and Safety Executive's Improvement Notice issued in November 2006, an Improvement Notice Action Plan and on a Draft Joint Response by the Authority and Force to the Notice.

**RESOLVED-**

- (i) That ACC Lawson be thanked for the presentation; and
- (ii) that the Committee notes the Draft joint response to the HSE Improvement Notice is subject to comments from Members of the Committee.

**57. Activity Based Costing**

The Committee considered a presentation by Mr G Broadhead on an update on Activity Based Costing and latest Activity Analysis.

**RESOLVED-** That further analysis including comparative data for Most Similar Forces and North West Forces be submitted to a future meeting of the Committee following the next Activity Analysis in November 2007.

**58. Police Use of Resources (PURE) Action Plan**

The Committee considered the joint report of the Treasurer and Chief Constable on the action taken to date to address the issues identified by the Audit Commission during the recent assessment.

**RESOLVED-** That the Action Plan be approved.

**59. Training Plan Update**

The Committee considered the report of the Chief Constable on the current delivery of training by Management Development and Training (MD&T).

**RESOLVED-** That the report be noted and the Committee notes ACC Lawson would be reporting to Professional Standards and Complaints Committee on recent lessons learned from road traffic collisions (RTC's) involving police vehicles.

**60. Tender Monitoring**

The Chief Constable submitted details of tenders for the supply of works, services and supplies as required under the Authority's Standing Orders.

**RESOLVED-**

- (i) That the report be noted;
- (ii) that the financing arrangements, anticipated performance benefits and risks to the Estates Strategy of the contract for adaptations to the 6<sup>th</sup> Floor at Headquarters be submitted to the next meeting; and
- (iii) that the Authority be requested to review its Standing Orders relating to contract approvals and delegations.

**61. Local Government (Access to Information) Act 1985**

**RESOLVED-** That in accordance with the provisions of the Local Government Act 1972 and having satisfied the requirements of paragraph 10 the public be excluded from the meeting for the following four items of business on the grounds that they involves the likely disclosure of exempt information as defined in Paragraphs 3 and 7 of Part 1 of Schedule 12A to the Act.

**62. Tender Monitoring**

The Chief Constable submitted details of tenders for the supply of works, services and supplies as required under the Authority's Standing Orders.

**RESOLVED-** That the report be noted.

Minutes 54 to 62 received as a correct record the 12th day of April 2007

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Chairperson of the Committee

(The meeting closed at 2.55 am)





To: The Chairperson and Members  
of the Performance Scrutiny & Review Committee

Meeting: 29th March 2007

### **Report of the Chief Constable**

#### **Attendance Management - Project Brief for Commissioning an External Consultant**

##### **1.0 Purpose**

The purpose of this report is to provide Members with a project brief and terms of reference prior to commissioning an external consultant to carry out a force analysis of Police Staff/ Police Officer sickness absence management.

##### **2.0 Recommendations**

It is recommended that the Police Authority:

- a) endorse the project brief and terms of reference prior to commissioning an external consultant to support the force undertake an analysis of Police Officer and Police Staff sickness absence management; and
- b) agree that, on completion of the project, a further report be submitted to the Performance Scrutiny and Review Committee.

##### **3.0 Background**

- 3.1 At the meeting of the Performance Scrutiny and Review Committee on 19<sup>th</sup> October 2006, Members considered a report on levels of sickness absence during the period 1<sup>st</sup> April to 31<sup>st</sup> August 2006. Members resolved that the Chief Constable be requested to consider proposals designed to manage sickness absence including the use of independent analysis by external organisations.
- 3.2 At the meeting of the Performance Scrutiny and Review Committee on 1<sup>st</sup> February 2007, a presentation was delivered by Assistant Chief Constable (Personnel) in respect of the Force's intentions to improve Police Staff attendance management. The presentation included an overview of force performance in this regard. Following discussion, Members requested that a project brief and terms of reference be submitted to a future meeting of the Committee with a view to commissioning an external consultant to assist the Force in improving the management of attendance. Members also requested an estimated cost of sickness absence to the force.

- 3.3** Performance of the Force has been consistently above target since the revised targets were introduced in April 2006. The current target for police staff attendance relates to hours lost to sickness as a proportion of total working hours available. The target for 2006/07 is 3.5% or 8 days per person per year. The current absence levels for Police Staff between April 2006 and January 2007 is 4.6% against a target of 3.5%. Although current performance gives cause for concern, this is against a background whereby improvements in Police Staff attendance have been achieved year on year since 2002/03.
- 3.4** The Force recognises management of attendance as a major strategic issue and during recent years, with the support of the Police Authority, has embarked upon many initiatives to improve attendance. In order to improve performance against target the Force has set up an Attendance Management Project to examine and improve Police Staff attendance (Terms of Reference attached at Appendix 1). Full consultation has taken place with UNISON and GMB/MPO and no major concerns have been raised.
- 3.5** The Project is supported by a number of existing Force initiatives which include some implemented from the West Midlands 'Always There Scheme' -
- An additional days annual leave for those staff with 5 years 100% attendance.
  - Certificate of good attendance for 5 and 8 years excellent attendance.
  - OHU Services: - Physiotherapy/psychological counselling/welfare support/medical intervention.
  - Flexible working arrangements/career break/time off for urgent personal reasons/special leave.
- 3.6** The Force also has an Attendance Management Policy that includes home contact visits/return to work Interviews and the use of trigger points for action (Bradford Factor). There is also a wealth of other policies in place that support attendance management including:
- Stress Policy
  - Variation in Working Conditions Policy
  - Sickness Criteria for De-selection Policy
  - Health & Safety Policy
  - Disability Policy
  - Redeployment Policy
  - Capability & Discipline Policies (Police Staff)
  - Unsatisfactory Performance Procedures (UPP) (Police Officers)
- 3.7** In addition to conducting an analysis of Police Staff sickness absence the Attendance Management Project Team are actively involved in promoting the use of the Capability Procedure for individual Police Staff where appropriate. This will be repeated in the near future for Police Officers using the Unsatisfactory Performance Procedures. The project team are currently in the process of reviewing, in liaison with Personnel Managers, 279 individual cases where attendance is giving cause for concern.

#### **4.0 Consultancy Project Brief**

- 4.1** There is a need to ensure that support is given to Managers in sustaining good attendance. It is considered that external scrutiny of existing policies and procedures will support improving attendance. The Project Brief is follows:

To employ a professional external consultant to examine the effectiveness of existing Force policies and procedures relating to Attendance Management and make recommendations for improving overall attendance through the use of additional or improved initiatives.

- 4.2** The consultant will use the following methods to develop these recommendations;

- Examine the methods used by Merseyside Police for Attendance Management
- Examine and analyse existing data in order to advise the Force on the better identification of “hotspots” and patterns of absence;
- Seek out good practice from other similar organisations;
- Review published research on Attendance Management.
- Consider additional initiatives to reward and recognise good attendance;
- Consider additional initiatives to improve the use of capability procedures;
- Make recommendations for the promotion of an attendance culture and additional methods that Merseyside Police can adopt as good practice.

- 4.3** The successful consultant will have a proven track record within the field of Personnel/Human Resources Management and will be able to demonstrate previous experience in the field of absence management. Knowledge of large Public Sector Organisations, in particular the employment context of the emergency services, is also desirable.

- 4.4** A competitive tendering process will take place in accordance with Financial Regulations and the Force Policy on the Engagement of Consultants.

- 4.5** The opportunity cost of sickness absence has been estimated using the number of hours lost to sickness absence for each rank and grade and multiplying this by the hourly rate including on-costs. This sum should be seen as an indicator of sickness absence costs. The actual cost of sickness absence will vary from this as some of the hours lost will have been paid at half pay or, in some cases no pay rates. However, this will have been offset in those cases where cover has been provided at enhanced rates.

- 4.6** The estimated cost of police officer sickness in 2005/06 was £5.8m and that of police staff sickness was £2.57m.

## **5.0 Financial and Staffing Implications**

The estimated cost of employing outside consultants will be in the region of £30,000 and will be met from existing resources.

## **6.0 Risk Assessment**

Failure to examine all available methods to tackle sickness absence may result in a missed opportunity to improve overall Force attendance. The appointment of a consultant is seen as a necessary step to ensure that all available methods are being used to ensure that existing processes are sufficient to improve Attendance Management of the Force. In addition the Force will seek to incorporate other good practice initiatives recommended by the consultant.

## **7.0 Conclusion**

Members of the Committee are invited to endorse the contents of this report to enable Merseyside Police to commence the process of commissioning a suitable consultant to carry out a review and analysis of attendance management.

**Bernard Hogan- Howe**  
**Chief Constable**

**Contact: Jackie McCreaney Head of Personnel Policy**  
**Telephone: 0151 777 8199**  
**Background Papers: None**

## **Internal Attendance Management Project – Terms of Reference**

Project Manager – Stan Byrne

1. Work with Area/Departmental Personnel Managers and Occupational Health Nurse Advisors and Physicians to improve police staff attendance.
2. Work within existing agreed Policy and Procedure.
3. Utilise good practice that already exists and share this across the Force.
4. Research good practice from other organisations and consider applications within Merseyside Police.
5. From experience gained during the review put in place a framework of consistent trigger points and processes for attendance management.





To: The Chairperson and Members  
of the Performance Scrutiny & Review Committee

Meeting: 1<sup>st</sup> February 2007

### **Report of the Chief Constable**

#### **Sickness Absence 1<sup>st</sup> April 2006 to 30<sup>th</sup> November 2006**

##### **1.0 Purpose**

The purpose of this report is to present Members with an analysis of Force sickness during the period 1<sup>st</sup> April 2006 to 30<sup>th</sup> November 2006, and information on the activities being undertaken to increase attendance across the Force. The report covers the following: -

- Sickness Absence - Force Level - 1<sup>st</sup> April 2006 to 30<sup>th</sup> November 2006
- Exception Reporting
- Scrutiny of Sickness Absence
  - Wirral Area
  - Sefton Area
  - Liverpool North Area
  - Liverpool South Area
  - Corporate Criminal Justice
  - Direct Labour Organisation
  - Vehicle Fleet Management
  - Domestic Services
  - Information Management & Disclosure
  - Management Development & Training
- Capability Procedures

##### **2.0 Recommendation**

Members are invited to note this report.

##### **3.0 Background**

Sickness absence continues to be a significant issue and challenging targets have been set to reduce sickness absence. The 2006/07 force annual target for both police officers and police staff is 3.5% of available hours lost due to sickness.

##### **4.0 Sickness Absence - Force Level - 1<sup>st</sup> April 2006 to 30<sup>th</sup> November 2006**

- 4.1** Police officer sickness absence for the period 1<sup>st</sup> April 2006 to 30<sup>th</sup> November 2006 stands at 3.8 %, which is 8.6% above the target of 3.5%. However, there was no change in sickness when compared to the same period last year.
- 4.2** Police staff sickness absence, at 4.4%, was 25.7% above the target of 3.5%. However, absence levels compared to the same period last year showed a 4.3% improvement (*see Appendix 1*).

## **5.0 Scrutiny of Sickness Absence: Exception Reporting**

- 5.1** As previously agreed by the Force and MPA Performance Team, sickness is now reported for Areas or Departments whose sickness is in the red for the latest month **and** is 10% or more above the target for the year to date.
- 5.2** As can be seen in Appendix 2, for **police officers**, there are only 2 BCUs and 1 Department that have seen an increase in sickness.
- 5.3** **Police staff** sickness (see Appendix 3) has seen an increase in 2 BCUs, namely Sefton and Liverpool North and 6 Departments.
- 5.4** The appendices also show the number of staff off long-term sick and the number of staff with a Bradford Factor of 180 and over for the period 1<sup>st</sup> November 2005 to 31<sup>st</sup> October 2006.
- 5.5** As previously agreed with Members, updates for the BCUs and Departments that have shown deterioration in performance can be found below.

## **6.0 Wirral Area**

- 6.1** Sickness levels for **female police officers** in Wirral for the period April to November 2006 were 57.1% over target, compared to 45.7% in the last update to the Police Authority (for April to August 2006) and **male police officer** sickness has increased from 28.6% to 37.1% over target.
- 6.2** The deterioration in police officer sickness levels is due to long-term sickness absence. Wirral have seen a rise in the number of officers absent due to injuries and musculo skeletal problems. However, medical intervention/physiotherapy has been provided to speed up the recovery process and avoid NHS waiting times to get officers fully fit as quickly as possible.
- 6.3** Wirral continues to adopt a robust but supportive approach to managing sickness absence and provide a high level of scrutiny and action to assist in its reduction. All cases are closely monitored and proactively managed. The Personnel Manager personally reviews sickness absence figures on a weekly basis to ensure that everything is being done locally to assist officers to return to work including referrals for counselling, medical intervention and physiotherapy. Performance in relation to attendance is discussed at daily command team meetings and raised formally at the Area's monthly performance meeting.
- 6.4** Although sickness levels for the period September to November have deteriorated, it is encouraging to note that levels for both female and male police officers have shown an improvement in November. Female police officer sickness has reduced from 7.3% of available hours lost to sickness in October to 6.0% in November and male officers from 5.3% in October to 4.0% in November.

## **7.0 Sefton Area**

- 7.1** Sickness levels for **female police staff** in Sefton for the period April to November 2006 were 51.4% over target, compared to 42.9% in the last update to the Police Authority (for April to August 2006).
- 7.2** Sefton has identified that absences related to stress are having an impact on female police staff absence levels. In order to tackle the problem the area have produced a Stress Management Action Plan, setting out a programme of work for the forthcoming year.

**7.3** The Area Attendance Manager works closely with the Occupational Health Nurse Advisor (OHNA), having regular meetings to address sickness, particularly long-term absences. With individuals' consent, further information is requested from GPs to enable a full medical assessment and prognosis to assist the Area to enable the individual to resume work at the earliest opportunity.

## **8.0 Liverpool North Area**

**8.1** Sickness levels for **female police staff** in Liverpool North for the period April to November 2006 were 62.9% over target, compared to 57.1% in the last update to the Police Authority.

**8.2** Between April and August 2006, eight female police staff were long-term sick. Following intensive support from managers and specialist services, six of these staff have now returned to work aided by documented action plans.

**8.3** A further 5 female police staff were long-term sick from August onwards. They are being monitored and supported to accelerate their return to work. The 3 cases are in receipt of specialist support and one case is scheduled for capability proceedings.

**8.4** All sickness cases are proactively managed and home visits for certain long-term cases are conducted by a member of the command team. Other home contacts and specialist advice are continuously delivered and prioritised by the local personnel team. The OHNA conducts weekly clinics in the area and telephone conferences with individuals off sick.

## **9.0 Liverpool South Area**

**9.1** Sickness levels for **male police officers** in Liverpool South for the period April to November 2006 were 28.6% over target, compared to 17.1% in the last update to the Police Authority.

**9.2** Although sickness levels for the period April to November deteriorated, it is encouraging to note that levels for male police officers have shown a slight improvement in November, reducing from 5.6% in October to 5.0% in November. Historically, Liverpool South has not frequently experienced high levels of absence, demonstrating the Area's robust approach to attendance management.

**9.3** The poor attendance levels can be attributed mainly to 11 long-term cases; 2 of these officers have recently returned to work, one to restricted duties, and a third has resigned. The 8 current long-term cases relate to absence due to stress/depression, one following a suspension pending disciplinary proceedings, absence due to injury on duty, a stroke, digestive system disease and musculo-skeletal problems. However, one officer has been referred to the Selected Medical Practitioner (SMP) for possible ill health retirement and another is due to resume in January.

**9.4** Liverpool South reviews all long-term sickness on a weekly basis at Command Team meetings, resulting in actions aimed at getting officers back to work as quickly as possible. The area works closely with the Occupational Health Unit and the OHNA conducts weekly surgeries for staff within Liverpool South. In the last quarter, 4 medical case conferences have been undertaken to facilitate the return to work of the officers.

## **10.0 Corporate Criminal Justice (CCJ)**

- 10.1** Sickiness levels for **female police staff** in Corporate Criminal Justice for April to November 2006 were 88.6% over target, compared to 62.9% in the last update to the Police Authority.
- 10.2** Between April and July 2006 there had been a steady improvement with female absence at 6.7% over the period falling to 2.7% in July. However, absence increased to 10.2% in August followed by improvements in September and October until a further rise in November to 8.8%. This figure represents a small number of individuals who have been long-term sick.
- 10.3** One individual who was redeployed to CCJ to assist with her medical condition reported absent with the same condition, having been hospitalised. The individual is due to return to work in late December and a capability hearing is arranged for early January. Another individual, who has been absent from work since December 2005 due to mental health issues, was referred to SMP. However, she does not fulfil the criteria for ill health retirement and a capability hearing at Chief Officer level was proposed. The individual has subsequently had an application for Voluntary Early Retirement approved with a reduced pension, this having no cost to the Authority.
- 10.4** Of the other long-term cases, 2 remain off sick and if there is no prognosis for a return to work for one of the cases, capability procedures may be commenced. Another individual has resumed after a period of 8 weeks and 2 left the force in December (early retirement and resignation). Other individuals, absent for shorter periods due to operations and road traffic collisions, have returned to work.
- 10.5** Whilst the number of female police staff on long-term sick will reduce, there will not be a vast improvement for December as one individual has suffered a heart attack in work and is currently in intensive care and another has reported absent with stress due to domestic circumstances.
- 10.6** CCJ has a robust approach to managing attendance, 9 female and 4 male police staff have been required to attend Command Team Meetings and have been issued with action plans. An additional member of staff will be subject of a capability hearing at a local level due to repeated absences caused by an underlying medical condition. The Personnel Manager and line managers utilise all processes within the Force Attendance Management Policy to manage absence within the department and will continue to do so.

## **11.0 Direct Labour Organisation (DLO)**

- 11.1** Sickiness levels for **female police staff** in DLO for April to November 2006 were 100% over target, compared to 88.6% in the last update to the Authority.
- 11.2** The deterioration in female police staff sickness levels can be mainly attributed to 8 long-term cases. Of those, 1 case is due to be referred to SMP for possible ill health retirement, a decision regarding possible ill health retirement or a capability hearing is due to be made on another individual and a case conference is due to take place in January 2007 to discuss the future of another individual suffering with a musculo-skeletal problem. It is encouraging that 1 individual has recently returned to work and another is expected to resume in January 2007.
- 11.3** A rise in short-term cases in November was also a contributory factor for the increase in sickness levels. However, all but 3 police staff on short-term sickness have resumed. All cases are being proactively managed with assistance from the OHU to assist staff to return to work as soon as possible.

## **12.0 Vehicle Fleet Management**

**12.1** Sickness levels for **male police staff** in Vehicle Fleet for the period April to November 2006 were 57.1% over target, compared to 40% in the last update to the Authority.

**12.2** Two long-term cases have had a significant impact on these figures, however 1 individual is due to be considered for ill health retirement and the other returned to work late in December on restricted duties. Short-term sickness has had an impact on sickness figures, however, only 1 individual remains off sick.

## **13.0 Domestic Services**

**13.1** Sickness levels for **male police staff** in Domestic Services for the period April to November 2006 were 414.3% over target, compared to 385.7% in the last update to the Authority. It should be noted that the number of staff in the department is very small (12).

**13.2** Two long-term cases have had a significant impact on the figures, however one individual has returned to work on reduced hours; the other, who resumed after a period of long-term sickness and then went off sick again, will be the subject of a case conference in January to discuss the possibility of instigating capability procedures.

**13.3** The Personnel Officer oversees the personnel function for Direct Labour Organisation, Domestic Services and Vehicle Fleet Management and continues to monitor and manage sickness absence, conducting regular sickness review meetings with all Departmental Managers.

## **14.0 Information Management & Disclosure (IMD)**

**14.1** Sickness levels for **male police staff** in IMD for the period April to November 2006 were 37.1% over target, compared to 25.7% in the last update to the Authority.

**14.2** The deterioration can be mainly attributed to 5 long-term cases. Of those, 1 has been referred to SMP for possible ill health retirement and 2 are being proactively managed with assistance from the OHU to assist staff to return to work as soon as possible. It is encouraging that a further 2 individuals have resumed, 1 on reduced hours with assistance and support from the OHU. A rise in short-term cases in November contributed to the increase in sickness levels. However, all but one police staff member on short-term sickness has resumed.

**14.3** IMD have placed on action plans staff who have a Bradford Factor of 180 or more and/or have had 3 periods of sickness absence in the last 12 months.

## **15.0 Management Development and Training (MD&T)**

**15.1** Sickness levels for **male police officers** in MD&T for the period April to November 2006 were 128.6% over target, compared to 91.4% in the last update to the Authority and **female police staff** sickness has increased from 188.6% over target to 194.3%.

- 15.2** The increase in **male police officer** sickness has resulted from an increase in short term absences during October 2006. There have been a total of 3 additional absences, however all of these individuals have now returned to duty resulting in an improvement in the figures from 12.7% in October to 9.5% in November. Of the 3 long-term cases, 1 has been referred to the SMP and another case is of a serious nature; the officer is keen to return to work, however, the doctor's advice is that the officer is not yet fit to return.
- 15.3** The increase in **female police staff** sickness in November is partly due to the transfer of staff from the Force Modernisation Team to MD&T of whom two were off sick at the time of transfer. However, one has now returned to work. It is encouraging to note that another 2 individuals have also returned to work. There are also long-term cases. In one of these, following a SMP decision, attempts are currently being made to gain an early return to work with recommended reasonable adjustments. Further surgery for another long-term case of serious illness is planned with a likelihood of return to work in March 2007.
- 15.4** MD&T places attendance management high on the agenda and processes are in place to use action plans to ensure that attendance management is robustly managed. A review of all cases is undertaken weekly and appropriate actions are taken to ensure that the individuals are supported by the OHU to gain the earliest return to work. Individuals who have attendance records displaying patterns of absence are invited to attend a Senior Management Team interview to explain their attendance record and are dealt with accordingly.

#### **16.0 Capability Procedures for Ill-Health**

- 16.1** At the direction of the Assistant Chief Constable (Personnel & Development), an Attendance Management Project Team has commenced a 6-month programme to review and improve Police Staff attendance. The project team includes Area/Departmental Personnel Managers and an Employee Relations and Diversity Advisor. The ring-fencing of the time of these senior specialist staff for this purpose will ensure an increased focus on this issue.
- 16.2** The terms of reference for the project team are to work with Area/Departmental Personnel Managers and Occupational Health staff to improve police staff attendance whilst working within the existing agreed Policy and Procedures; to utilise good practice that already exists and share this across the Force; to research good practice from other organisations and consider application within Merseyside Police and from experience gained during the review; put in place a framework of consistent trigger points and processes for attendance management. During the review, the team will consider whether an external study of sickness would be beneficial to the Force.
- 16.3** The Force already has agreed policies and procedures for the management of attendance. Amongst these are Capability Procedures designed to address poor attendance due to ill-health. It has been recognised that, whilst there have been considerable developments in the use of supportive mechanisms and reward and recognition, relatively little use has been made of the capability procedure. The Project Team will encourage and support local managers in the effective and consistent use of this procedure to complement work already done to recognise and reward good attendance. This will reinforce standards of attendance expected of staff. The aim is to improve attendance and create a positive attendance culture through a balanced use of recognition and reward, supportive measures, early corrective intervention and, as a last resort, dismissal.

### **17.0 Financial and Staffing Implications**

As a priority the Force is dedicated to improving resource levels through the reduction of sickness absence.

### **18.0 Risk Assessment**

Failure to continue with proactive sickness management would exacerbate sickness levels within the Force, thereby reducing available resources to deliver operational policing.

### **19.0 Conclusion**

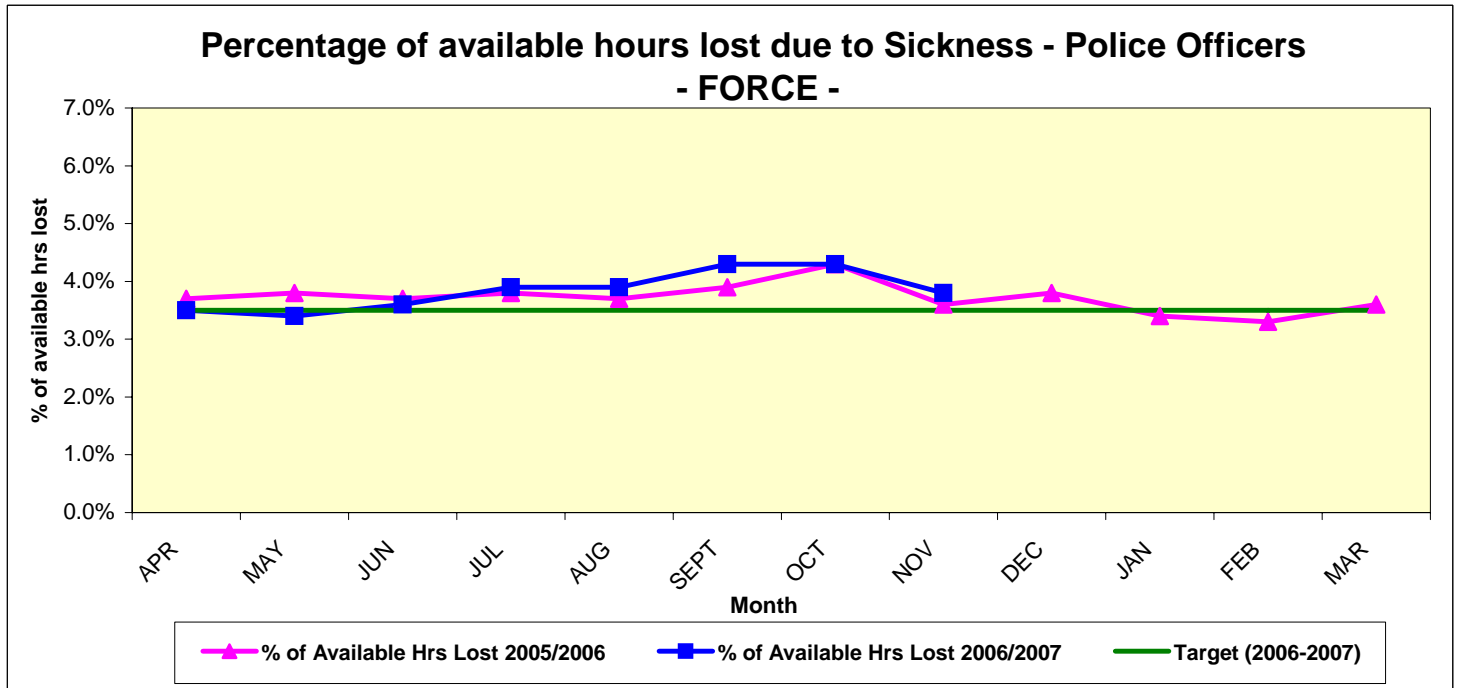
Measures to reduce sickness continue to be vigorously and robustly applied to ensure that improvements in performance are ongoing. The Force continues to build on its good work to achieve attendance levels that support policing in Merseyside.

**Bernard Hogan - Howe  
Chief Constable**

**Contact: Alan Mears - Personnel Co-ordinator  
Telephone: 0151 777 8285  
Background Papers: None**

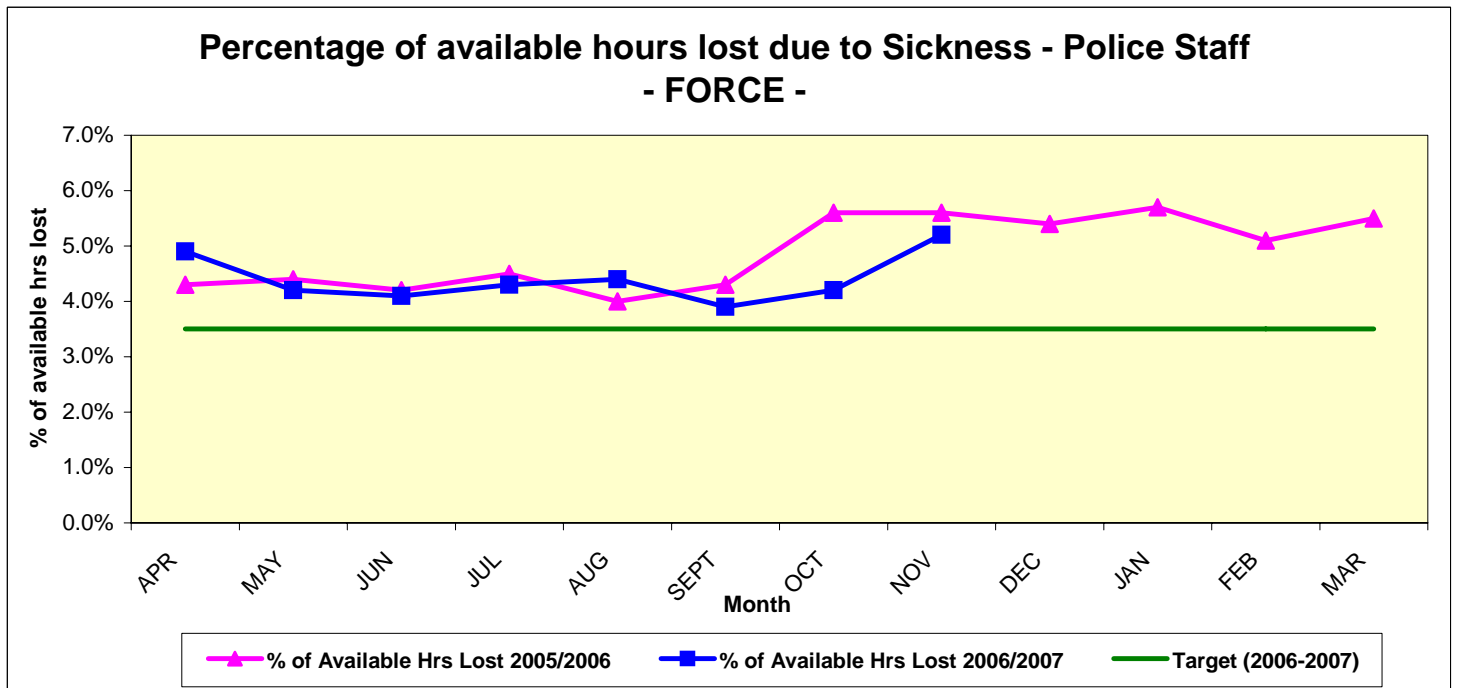
## PERCENTAGE OF AVAILABLE HOURS LOST DUE TO SICKNESS 2005/2006 v 2006/2007 - FORCE -

	<u>APR</u>	<u>MAY</u>	<u>JUN</u>	<u>JUL</u>	<u>AUG</u>	<u>SEPT</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>MAR</u>
% of Available Hrs Lost 2005/2006	3.7%	3.8%	3.7%	3.8%	3.7%	3.9%	4.3%	3.6%	3.8%	3.4%	3.3%	3.6%
% of Available Hrs Lost 2006/2007	3.5%	3.4%	3.6%	3.9%	3.9%	4.3%	4.3%	3.8%				



Target (2006-2007) 3.5%

	<u>APR</u>	<u>MAY</u>	<u>JUN</u>	<u>JUL</u>	<u>AUG</u>	<u>SEPT</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>MAR</u>
% of Available Hrs Lost 2005/2006	4.3%	4.4%	4.2%	4.5%	4.0%	4.3%	5.6%	5.6%	5.4%	5.7%	5.1%	5.5%
% of Available Hrs Lost 2006/2007	4.9%	4.2%	4.1%	4.3%	4.4%	3.9%	4.2%	5.2%				



Target (2006-2007) 3.5%

**PERCENTAGE OF AVAILABLE HOURS LOST DUE TO SICKNESS  
2005/2006 v 2006/2007  
- FORCE -**

APPENDIX 2

SICKNESS ABSENCE ANALYSIS FOR SELECTED AREAS AND DEPARTMENTS

(where sickness is in the red for the current month AND is 10% or more above the target for the year to date)

POLICE OFFICERS										
Area/Dept	Gender	Latest Headcount Nov 2006	% OF AVAILABLE HOURS LOST APR 06 - NOV 06	TARGET	Diff btw % of available hours lost & target	% Over target	% Over target if reported in last update on 19th Oct 06	Direction of travel	Number of Long Term Sickness (28+ days) as at 14.12.06	Number with a Bradford Factor over 180 (01.11.05 - 31.10.06)
Wirral	F	138	5.5%	3.5%	2.0%	57.1%	45.7%	D	2	9
	M	494	4.8%	3.5%	1.3%	37.1%	28.6%	D	13	32
Liverpool North	F	186	5.7%	3.5%	2.2%	62.9%	68.6%	I	5	18
Liverpool South	M	379	4.5%	3.5%	1.0%	28.6%	17.1%	D	11	13
Calls & Crime Recording Bureau	F	24	7.8%	3.5%	4.3%	122.9%	122.9%	-	1	4
Citizen Focus*	Total	8	4.1%	3.5%	0.6%	17.1%	-	-	-	-
Managmnt Development & Training	M	43	8.0%	3.5%	4.5%	128.6%	91.4%	D	3	2
Strategic Development	M	11	5.1%	3.5%	1.6%	45.7%	-	-	2	1
Unbudgeted*	Total	4	47.4%	3.5%	43.9%	1254.3%	-	-	2	1

\*Where an Area/Department have only 1 member of staff in a gender group, both genders have been omitted in order to avoid identification and contravention of the Data Protection Act.

Target =Percentage of Available Hours lost to Absence - 3.5%

Direction of Travel Key	
Deteriorated Performance	D
Improved Performance	I

SICKNESS ABSENCE ANALYSIS FOR SELECTED AREAS AND DEPARTMENTS

(where sickness is in the red for the current month AND is 10% or more above target for the year to date)

POLICE STAFF										
Area/Dept	Gender	Latest Headcount Nov 2006	% OF AVAILABLE HOURS LOST APR 06 - NOV 06	TARGET	Diff btw % of available hours lost & target	% Over target	% Over target if reported in last update on 19th Oct 06	Direction of travel	Number of Long Term Sickness (28+ days) as at 14.12.06	Number with a Bradford Factor over 180 (01.11.05 - 31.10.06)
Wirral	M	79	4.1%	3.5%	0.6%	17.1%	-	-	-	5
Sefton	F	126	5.3%	3.5%	1.8%	51.4%	42.9%	D	5	12
	M	72	4.0%	3.5%	0.5%	14.3%	-	-	1	6
Knowsley	F	108	4.8%	3.5%	1.3%	37.1%	-	-	5	9
St Helens	F	91	5.1%	3.5%	1.6%	45.7%	88.6%	I	3	10
Liverpool North	F	155	5.7%	3.5%	2.2%	62.9%	57.1%	D	7	14
Liverpool South	F	147	6.5%	3.5%	3.0%	85.7%	91.4%	I	6	18
Calls & Crime Recording Bureau	F	129	4.6%	3.5%	1.1%	31.4%	31.4%	-	2	11
Corporate Criminal Justice	F	72	6.6%	3.5%	3.1%	88.6%	62.9%	D	4	7
Direct Labour Organisation	F	116	7.0%	3.5%	3.5%	100.0%	88.6%	D	8	15
Domestic Services	F	10	13.8%	3.5%	10.3%	294.3%	442.9%	I	-	1
	M	12	18.0%	3.5%	14.5%	414.3%	385.7%	D	-	1
Information Mgmt & Disclosure	M	51	4.8%	3.5%	1.3%	37.1%	25.7%	D	3	3
Vehicle Fleet Management	F	8	26.6%	3.5%	23.1%	660.0%	865.7%	I	1	1
	M	46	5.5%	3.5%	2.0%	57.1%	40.0%	D	2	-
Management Development & Training	F	33	10.3%	3.5%	6.8%	194.3%	188.6%	D	3	5
Force Modernisation*	Total	6	10.2%	3.5%	6.7%	191.4%	-	-	1	2

\*Where an Area/Department have only 1 member of staff in a gender group, both genders have been omitted in order to avoid identification and contravention of the Data Protection Act.

Target = Percentage of Available Hours lost to Absence - 3.5%

Direction of Travel Key	
Deteriorated Performance	D
Improved Performance	I



**MERSEYSIDE POLICE AUTHORITY**

**To: The Chairperson and Members of  
the Resources and Strategy Committee**

**Meeting: 12<sup>th</sup> April 2007**

**Report of the Treasurer**

**Annual Internal Audit Plan 2007/08**

**1. Purpose of the Report**

To seek the approval of Members for the Annual Internal Audit Plan for 2007/08.

**2. Recommendation**

Members are asked to approve the Annual Internal Audit Plan for 2007/08 as detailed in **Appendix 1**.

**3. Background**

3.1 In accordance with Section 6 of The Accounts and Audit Regulations 2006 the Authority must maintain an adequate and effective system of internal audit of its accounting records and of its system of internal control in accordance with the proper internal audit practices. This responsibility is discharged through the Treasurer.

3.2 As a consequence the Authority has established an Internal Audit function, under the independent control and direction of the Treasurer. The Internal Audit function has been arranged to carry out an independent examination of accounting, financial and other operations of the Authority, thereby reviewing and reporting upon:-

- (a) the soundness and adequacy of financial management and other internal control systems and their implementation;
- (b) the extent of compliance with and the financial effect of established policies, plans and procedures;

- (c) to what extent assets and interests are accounted for and safeguard from losses due to fraud, waste, extravagance and inefficiency;
  - (d) the arrangements for assessing and controlling risks, both financial and business related; and
  - (e) the suitability and reliability and other management data developed within the Authority.
- 3.3 The Financial Services Manager is responsible for the day to day management of the Internal Audit Service and reports directly to the Treasurer.

#### **4. The Annual Internal Audit Plan 2007/08**

- 4.1 In April 2006 the Authority approved a three year strategic internal audit plan for the period covering 2006/07 to 2008/09. We are now into the second year of that strategic plan and Members are asked to approve the attached draft Annual Internal Audit Plan for 2007/08 (**Appendix 1**). The original plan has been updated, in consultation with the Force's Director of Resources and the District Auditor, to reflect changes in priorities, the identification of risks or other areas for review during 2006/07 and the level of resources available. For example the reviews of the Vehicle Fleet Management and the cash handling procedures across the Force have replaced the planned reviews of allowances and expenses and FME's.
- 4.2 A report on the outcome of the audit activity undertaken against the 2006/07 internal audit plan will be submitted to this Committee for consideration during 2007/08.

#### **5. Financial and Staffing Implications**

There are no direct financial or staffing implications associated with this report.

#### **6. Risk Assessment**

Internal Audit is a key aspect of the Authority's risk management strategy and offers independent support and reassurance to the Authority, Force and outside inspection and audit bodies. Consequently, the risk in not approving the Annual Audit Plan is that the Authority would not comply with the Accounts and Audit Regulations and the Authority would not independently monitor the internal control environment that exists within the Force.

7. **Conclusions**

The areas included in the plan have been identified through an extensive review of all service areas. Consultation with the Force has ensured that their views have been taken into account.

**Paul Johnson**  
**Treasurer to the Authority**

**Contact Officer:** John Riley, Financial Services Manager (0151) 236 4748

**Background Papers:** Resources and Strategy Committee 13<sup>th</sup> April 2006 – MPA Strategic Audit Plan 2006/07 to 2008/09.



**Merseyside Police Authority Annual Internal Audit Plan 2007/08**

**Main Financial Systems**

Payroll (focusing on specific FAU's)  
Pensions  
Vehicle Fleet Management  
Estates Management  
Information Technology  
Creditors System  
General Ledger  
Corporate Governance Arrangements

**Other Financial Systems**

Inventories  
Bank Reconciliation Procedures  
Operational Contingency Fund  
Crime and Found Property  
Ex Gratia Payments System  
Cash Handling Procedures

**Non Financial Systems**

Risk Management Arrangements  
Health and Safety processes and procedures  
Crime Recording Audit and Inspection

**BCU Audits (focusing on budget monitoring arrangements and payroll procedures)**

- St Helens
- Knowsley
- Wirral
- Force Crimes Operation Unit

## **Special Investigations**

## **Companies Financial Vetting**

## **Follow Up Audits from previous years**

## **Police Internal Auditors Group**

## **Reporting To Resource And Strategy Committee**

In addition, Internal Audit will also provide general advice & assistance to the Force with regard to compliance with the Authority's Standing Orders and Financial Regulations and support in respect of the Authority's banking arrangements, cash for police operations, the administration of controlled stationery, checking and approving of ex-gratia payments, tender opening procedures, imprest account end of year procedures and Vehicle Fleet stores closedown.

## MERSEYSIDE POLICE AUTHORITY

To: The Chairperson and Members of  
the Resources and Strategy Committee

Meeting: 12<sup>th</sup> April 2007

### Report of the Treasurer

#### National Financial Comparison Analysis

##### 1. Purpose of the Report

To provide Members with a comparison of the Authority's financial position compared to other Police Authorities.

##### 2. Recommendation

Members are asked to note the contents of this report.

##### 3. Background

At the Special meeting of the Authority on the 22<sup>nd</sup> February 2007 to approve the budget for 2007/08 Members asked for a report to be submitted to this Committee comparing the budget and precept increases of this Authority with other Police Authorities.

##### 4. Financial Comparisons

###### 4.1 Net Budget Requirement

4.1.1 The Authority increased its Net Budget Requirement in 2007/08 by 3.89%. **Table 1** below compares this increase to the Authority's Most Similar Forces (MSF) group and the National averages. In addition, a full national comparison is provided in **Appendix 1**. From **Table 1** it can be seen that the Authority set the second lowest budget increase of its MSF group in 2007/08 and that this budget increase was well below the national average of 4.57%.

4.1.2 Analysing the budget increase over the last 3 years shows that the Authority has had the lowest cumulative increase of its MSF and that the cumulative increase is also significantly below the national average.

**Table 1 : Budget Increase**

Authority	Budget Increase 2006/07 to 2007/08	3 year Cumulative Budget Increase 2004/05 to 2007/08
	%	%
Northumbria	3.71	8.14
<b>Merseyside</b>	<b>3.89</b>	<b>4.45</b>
West Midlands	4.01	13.28
Greater Manchester	4.10	11.77
Cleveland	4.14	9.45
West Yorkshire	4.17	8.89
All Police Authorities	4.58	9.33
Shire Authorities	4.68	9.26
Metropolitan	4.03	9.32

## 4.2 Precept Increase

4.2.1 The Authority increased its Council Tax Band D equivalent in 2007/08 by 5.00%, which was at the capping limit. **Table 2** shows all the MSF set their precepts just below the capping limit, with the exception being Northumbria who set a 3.96% increase in their Band D equivalents.

**Table 2 : Precept Increases**

Authority	Band D Increase Council Tax 2006/07 to 2007/08	3 year Cumulative Band D Increase Council Tax 2004/05 to 2007/08
	%	%
Northumbria	3.96	11.49
West Midlands	4.50	14.22
Cleveland	4.90	15.54
Greater Manchester	4.99	17.94
<b>Merseyside</b>	<b>5.00</b>	<b>15.76</b>
West Yorkshire	5.00	15.64
All Police Authorities	5.98	16.50
Shire Authorities	6.28	16.88
Metropolitan	4.92	16.03

4.2.2 A national comparison is provided in **Appendix 1**. It is noted that eight Police Authorities set their precept increases above the Government's 5% capping limit, six were between 5.99% and 6.95%, and the remaining two Police Authorities, Lancashire and Durham, set precept

increases of 11.37% and 34.64% respectively. On the 29<sup>th</sup> March 2007 Mr. Phil Woolas, The Minister for Local Government, issued the following Written Ministerial Statement, confirming that the Government does not intend to cap any authorities in 2007/08;-

**Council Tax - The Minister for Local Government (Mr. Phil Woolas):**

*"Figures published by my Department on 27 March show that the average council tax increase in England in 2007–08 is 4.2 per cent.*

*We had made it clear to authorities that we expected to see an average council tax increase of less than 5 % and I am pleased that overall local government has responded in a positive manner in keeping down the average council tax increase.*

*We have therefore decided not to exercise our reserve capping powers in 2007–08.*

*However, keeping council tax under control remains a priority for the Government. We will have no hesitation in using our capping powers in future, if the circumstances require it."*

4.2.3 This approach now adopted by the Government presents yet another criteria for the capping regime in that it is now using the National average increase as the defining criteria, regardless of any individual Authorities' increases. This has again allowed those Authorities who broke the cap to escape punitive action by the Government.

4.2.4 **Table 2** also compares the Authority's three year cumulative Band D increase. It can be seen that the Authority again is broadly in line with its most similar Forces, with the notable exception of Northumbria who have a lower cumulative increase and Greater Manchester who have a greater cumulative increase over the period. This is a result of the application of the capping regime and the fact that GMP exceeded it in 2005/06. The Authority's cumulative increase is below the National average of 16.50% and the Metropolitan average of 16.03%.

### **4.3 Cost of the Floor Damping Methodology**

4.3.1 The Government once again used the floor damping methodology in the Local Government Finance Settlement for 2007/08. Consequently, the minimum 'Floor' increase was set at 3.6%, with all Authorities above the 'Floor' having grant increases reduced to move those below the floor up to this minimum level, **Table 3** shows the impact of the 'Floors' on the Authority and the MSF. **Appendix 2** shows the cost of the Floor to the Police Authorities in England.

**Table 3 : Cost/Benefit of the Floor Damping Methodology**

<b>Authority</b>	<b>Floor Cost/Benefit £m</b>
West Midlands	-48.134
West Yorkshire	-15.096
Greater Manchester	-13.559
<b>Merseyside</b>	<b>-1.841</b>
Cleveland	1.803
Northumbria	28.811

**5. Financial and Staffing Implications**

There are no direct financial or staffing implications associated with this report.

**6. Risk Assessment**

There are no risks associated with this report.

**7. Conclusions**

Over the last three years the Authority has kept its precept increases within the Government's capping limits. It has also received less General Grant than the Needs Based formula suggests that it should receive. Given that the Authority has needed to address its underlying budget deficit, which in 2005/06 stood at £12.7m, the Authority has only been able to increase its budget marginally compared to other Authorities over this period. However, during the same period, it has, through prudent budget management reduced the deficit to £2.5m in 2007/08, achieved its year on year 3% efficiency targets, maintained its General Balances at a 2% level of Net Budget Requirement, has managed to increase its Police Officer numbers, one of the few Authorities to do so, and has plans in place to bring the total number of PCSO's up to 466 by 30<sup>th</sup> April 2007.

**Paul Johnson**  
**Treasurer to the Authority**

**Contact Officer:** John Riley, Financial Services Manager (0151) 236 4748

**Background Papers:** Budget Report 2007/08.



Comparison of Floor Damping Methodology on Police Authorities in 2007/08

	Police Authority	Total Grant Received in 2007/08		% Increase	Floor Cost		Net Budget Requirement 2007/08		% of Net Budget Requirement	Police Authority
		£m	£m		£m	£m	£	%		
1	West Midlands Police	450.198	-48.134	3.836%	-48.134	521.750	-	9.23	West Midlands Police	1
2	West Yorkshire Police	317.552	-15.096	3.705%	-15.096	396.047	-	3.81	West Yorkshire Police	2
3	Greater Manchester Police	432.674	-13.559	3.669%	-13.559	524.128	-	2.59	Greater Manchester Police	3
4	Avon & Somerset Police	167.883	-11.902	3.756%	-11.902	248.854	-	4.78	Avon & Somerset Police	4
5	Thames Valley Police	225.898	-8.144	3.679%	-8.144	344.367	-	2.36	Thames Valley Police	5
6	Derbyshire Police	105.817	-5.703	3.719%	-5.703	151.564	-	3.76	Derbyshire Police	6
7	Nottinghamshire Police	132.468	-5.129	3.685%	-5.129	177.622	-	2.89	Nottinghamshire Police	7
8	Hertfordshire Police	114.426	-4.570	3.688%	-4.570	171.441	-	2.67	Hertfordshire Police	8
9	Bedfordshire Police	66.372	-4.276	3.742%	-4.276	91.230	-	4.69	Bedfordshire Police	9
10	Leicestershire Police	111.472	-3.038	3.660%	-3.038	154.706	-	1.96	Leicestershire Police	10
11	Cambridgeshire Police	76.473	-2.736	3.679%	-2.736	116.008	-	2.36	Cambridgeshire Police	11
12	<b>Merseyside Police</b>	<b>253.849</b>	<b>-1.841</b>	<b>3.616%</b>	<b>-1.841</b>	<b>307.320</b>	<b>-</b>	<b>0.60</b>	<b>Merseyside Police</b>	<b>12</b>
13	Warwickshire Police	51.481	-1.667	3.671%	-1.667	80.079	-	2.08	Warwickshire Police	13
14	Lincolnshire Police	60.456	-1.553	3.656%	-1.553	90.406	-	1.72	Lincolnshire Police	14
15	Hampshire Police	197.291	-1.287	3.614%	-1.287	281.925	-	0.46	Hampshire Police	15
16	Essex Police	168.492	-0.871	3.611%	-0.871	242.220	-	0.36	Essex Police	16
17	Staffordshire Police	114.258	-0.274	3.605%	-0.274	170.862	-	0.16	Staffordshire Police	17
18	Kent Police	182.561	0.467	3.600%	0.467	257.912	-	0.18	Kent Police	18
19	Gloucestershire Police	56.464	0.589	3.600%	0.589	95.659	-	0.62	Gloucestershire Police	19
20	Northamptonshire Police	71.738	0.601	3.600%	0.601	110.306	-	0.54	Northamptonshire Police	20
21	South Yorkshire Police	194.251	1.224	3.600%	1.224	236.625	-	0.52	South Yorkshire Police	21
22	Surrey Police	96.963	1.275	3.600%	1.275	180.593	-	0.71	Surrey Police	22
23	Dorset Police	62.206	1.279	3.600%	1.279	107.800	-	1.19	Dorset Police	23
24	Lancashire Police	193.723	1.656	3.600%	1.656	252.645	-	0.66	Lancashire Police	24
25	Cleveland Police	92.998	1.803	3.600%	1.803	119.737	-	1.51	Cleveland Police	25
26	Wiltshire Police	62.047	1.819	3.600%	1.819	96.023	-	1.89	Wiltshire Police	26
27	Devon & Cornwall Police	177.528	1.945	3.600%	1.945	256.804	-	0.76	Devon & Cornwall Police	27
28	Suffolk Police	67.585	2.193	3.600%	2.193	101.852	-	2.15	Suffolk Police	28
29	Norfolk Police	83.407	3.657	3.600%	3.657	131.335	-	2.78	Norfolk Police	29
30	Humberside Police	122.016	4.332	3.600%	4.332	164.901	-	2.63	Humberside Police	30
31	Durham Police	87.024	5.060	3.600%	5.060	112.325	-	4.50	Durham Police	31
32	Cheshire Police	114.778	5.664	3.600%	5.664	157.408	-	3.60	Cheshire Police	32
33	North Yorkshire Police	73.012	6.785	3.600%	6.785	127.634	-	5.32	North Yorkshire Police	33
34	Sussex Police	161.716	6.833	3.600%	6.833	237.148	-	2.88	Sussex Police	34
35	West Mercia Police	116.020	8.880	3.600%	8.880	184.297	-	4.82	West Mercia Police	35
36	Cumbria Police	63.989	11.781	3.600%	11.781	94.029	-	12.53	Cumbria Police	36
37	Northumbria Police	237.993	28.811	3.600%	28.811	270.145	-	10.66	Northumbria Police	37



To: The Chairperson and Members  
of the Resources & Strategy Committee

Meeting: 12<sup>th</sup> April 2007

## **Report of the Chief Constable**

### **Personnel Plan 2006/2007 – 3rd Quarterly Update**

#### **1. Purpose**

The purpose of this report is to present Members with an update on performance against the Personnel Plan 2006/2007 for the third quarter, October 2006 to December 2006.

#### **2. Recommendation**

Members are invited to note this report.

#### **3. Background**

**3.1** Chief Constables are required to produce annual personnel plans, agreed with their Police Authority. The Personnel Plan 2006/2007 is designed to meet this remit and to indicate the organisational approach to the prioritisation of personnel issues that meet operational needs and enhance delivery.

**3.2** The plan follows the APA guidance under “People Matters”, additional tailoring has ensured that local issues are addressed, meeting the force policing philosophy and organisational objectives.

#### **4. The Priorities**

**4.1** As Members are aware the Force’s strategic vision and objectives have been achieved through the Personnel Plan. ‘People Matters’, the Association of Police Authorities Framework for Oversight, provides a useful template for categorising activities, objective setting and monitoring achievement. The Force’s six key priority areas of work are outlined below: -

- Managing Diversity;
- Recruitment & Strategic Resourcing;
- Retention;
- Development;
- Health, Safety & Welfare; and
- Leadership.

## **5. Delivery**

- 5.1 This plan has been underpinned with local delivery plans to ensure objectives and outcomes are achieved. The Assistant Chief Constable (Personnel) has conducted regular performance review meetings to ensure that delivery is achieved against the Personnel Plan. Regular comparison of Force (and Area/Department) performance is conducted to allow effective assessment against agreed targets.
- 5.2 This is the third quarterly update against the Personnel Plan 2006/2007 and contains information relating to objectives that are 'live' for this period.
- 5.3 In addition, Members have been provided with supplementary reports regarding the following: -
- Development; (Appendix 1);
  - Leadership (Appendix 2); and
  - Resourcing & Recruitment (Appendix 3).

## **6. Financial and Staffing Implications**

Staff are both the Organisation's greatest asset and greatest financial cost. In order to realise maximum potential, the Force must ensure that its aims and objectives are delivered through investment in staff so they can deliver a professional policing service to the community.

## **7. Risk Assessment**

Without a structured approach to managing its most important resource, its people, the Force would have difficulties in meeting its organisational objectives.

## **8. Conclusion**

The Force continues to build on its good work to get the right people in the right places at the right times in a way that embraces the benefits of diversity and equality. Through the Personnel Plan, the Force's strategic vision and objectives will be achieved.

**Bernard Hogan-Howe**  
**Chief Constable**

**Contact: Alan Mears, Personnel Co-ordinator**  
**Telephone: 0151 777 8285**  
**Background Papers: Personnel Plan 2006/20076**  
**APA Oversight of People Matters**

## 4. Managing Diversity

**Goal: - To value the talent of individuals, treat all people with dignity and respect at all times so we can improve the confidence and satisfaction of the communities of Merseyside.**

<b>Managing Diversity</b>						
	<b>Objective</b>	<b>Owner</b>	<b>Timescale</b>	<b>Performance Measure</b>	<b>Outcome</b>	<b>Update</b>
<b>A</b>	<p>To lead on the provision of management information and co-ordinate the requirements of the Race Equality Scheme (RES) and the strategy for improving Race and Diversity 2004/09 for the Personnel and Development Directorate.</p> <p>To provide management information and analysis to the Force, Areas and Departments on personnel related diversity issues. Develop and implement corporate action plans to address matters highlighted through the above analysis.</p>	Head of Personnel Policy – Jackie McCreeaney	<p>Programme in place May 2006</p> <p>Six monthly updates against programme</p> <p>Quarterly</p>	<p>Actions successfully implemented from programme.</p> <p>Production of timely analysis and delivery of action plans that evidence increased awareness and relation to minority groups.</p>	<p>Achieve objectives of RES.</p> <p>Highlight areas for improvement and development ensuring equality for all members of the force.</p>	<p>A six monthly review of the information contained within the Employment Duty Chapter for the period April to September 2006 was presented to the Diversity Strategy Group in December 2006.</p> <p>A six monthly review of the information contained within the Employment Duty Chapter for the period April to September 2006 was presented to the Diversity Strategy Group in December 2006.</p> <p>The information presented to the Diversity Steering Group is discussed during the Employee Relations &amp; Diversity Unit surgery visits to Areas &amp; Departments. Areas &amp; Departments have also been made aware of the requirement for local monitoring &amp; action plans arising from the Race, Disability and soon to be published Gender Equality Schemes. These schemes are statutory based and place a requirement upon the Force for monitoring at corporate and local level.</p>
<b>B</b>	To communicate emerging issues surrounding diversity and equality legislation.	Head of Personnel Policy – Jackie McCreeaney	Ongoing	<ul style="list-style-type: none"> <li>Production of quarterly Newsletter.</li> <li>Number of visits to Areas/Departments.</li> <li>Increased level of awareness from key customers.</li> <li>Provision of a six monthly strategic update to the Diversity Steering Group (DSG).</li> </ul>	Increased awareness of diversity issues.	<p>A newsletter was circulated in mid January 2007 identifying new legislation and emerging issues.</p> <p>Information has been circulated to all staff in respect of the impact of Age Discrimination Legislation which became effective in October 2006.</p> <p>The work required to develop a Gender Equality Scheme will be incorporated into the Disability Equality Scheme Working Group and once internal/external consultation has been completed will be published in April 2007 to ensure that the Force complies with its statutory requirements.</p>

## Managing Diversity - continued

	Objective	Owner	Timescale	Performance Measure	Outcome	Update
C	To reinforce the diversity message through a series of structured learning events. Further work in respect of diversity training will be progressed in Objective E within the Development Section.	Head of MD&T – Supt Peter Edge	Ongoing	Number and percentage of staff who receive diversity training by module, Area and Department. Target – 95% of staff to receive diversity training.	A continued improvement in community and staff satisfaction in respect of diversity matters.	Delivery of Advanced People Skills modules continues with the next module – Age, to be piloted during 2007. According to last months student figures, attendance has improved and in some cases, the Race module is 'over subscribed'. Steps to 'include' the remaining 2% of staff not captured by 'Welcoming Diversity' have included the creation of a Diversity Workbook which will be circulated to the relevant individual staff.
D	To co-ordinate and contribute to the aims and objectives of the Gender Agenda through an agreed work plan.	Head of Personnel Policy – Jackie McCreanney	Work plan in place May 2006 Ongoing delivery against timescales within plan	Actions successfully implemented within timescales.	To achieve objectives of the Gender Agenda.	A Gender Agenda workshop was held on 19 <sup>th</sup> December 2006, the aims and objectives are being incorporated into the Action Plan for the Force Gender Equality Scheme.
E	To co-ordinate the delivery of the Breaking Through Action Plan relating to recruitment, retention and development.	Head of Personnel Policy – Jackie McCreanney Head of Recruitment / Resourcing – Supt Steve Richards	Six monthly updates until March 2007	Objectives delivered within agreed timescales.	To achieve and improve upon targets set in respect of BRM groups.	During April to December 2006 there were 21 Police Officers who resigned during the probationary period. Analysis of the leavers during this period has shown that 14% Black and Racial Minority Police Officers voluntarily resigned. The main reasons for leaving were that they felt unsuited to the role and in one case it was as an alternative to dismissal in accordance with Regulation 13. In order to recruit more BRM officers the Positive Action Team have put the following initiatives into action: Targeted Community Recruitment Seminars; BRM Mentoring; Positive Action mock assessments; Positive Action physical practices. 8 BRM Officers have been recruited between April 2006 – December 2006.

## Managing Diversity - continued

	Objective	Owner	Timescale	Performance Measure	Outcome	Update
F	To raise awareness of managers and staff in respect of the Revised Fairness at Work Policy and Procedure.	Head of Personnel Policy – Jackie McCreeaney	September 2006  Ongoing	Monitor levels of grievances from minority groups and present analysis on a 6 monthly basis to DSG as part of the RES report.  Establish levels of grievances dealt with within agreed timescales.	Increased trust and confidence of staff in the internal grievance procedure.	A revised Fairness at Work Grievance Policy and Procedure was approved at the Business Management Group on the 25 <sup>th</sup> October 2006. The revised process includes arbitration, which is being piloted in the Liverpool North Area for a period of 6 months and will be evaluated with a view to force-wide implementation. Arbitration training has been held for selected Police Officers and Police Staff Managers. An evaluation process has been developed for both the Fairness at Work and Arbitration procedures.
I	To lead on the force implementation of the Disability Equality Scheme (DES) for the Personnel Directorate.	Head Personnel Policy – Jackie McCreeaney	Scheme in place by December 2006  Six monthly updates against programme	Actions successfully implemented from programme within agreed timescales.	Achieve objectives of DES.	The Force Disability Equality Scheme has been approved by BMG and published on the Force website. A dedicated e-mail address has been established to enable the general public / staff to provide feedback. One internal email has been received to date. A programme of quarterly meetings has been arranged for the Disability/Gender Working Group to ensure that objectives in the action plans are being regularly addressed.
J	To facilitate a collaborative approach with all relevant representative groups and support networks.	Head Personnel Policy – Jackie McCreeaney	Ongoing	Increased attendance of representative groups and support networks at appropriate meetings.  Increased effectiveness of consultative machinery evidenced by feedback from representative groups and support networks.	To ensure effectiveness of representative groups and support networks.	Facilities for the Christian Police Association have now been approved by the ACC Personnel & Development.  A template Service Level Agreement and Role Profile have been produced for all Support Networks. The documents are currently subject of a 'pilot' arrangement with the Chair of the Disabled Staff Support Network who is currently compiling the template and will provide feedback.  A First Contact workshop was held on Friday 20 <sup>th</sup> October 2006 and a survey is being undertaken in respect of the role and the willingness of designated First Contacts to continue.

## 5. Recruitment and Strategic Resourcing

**Goal - To recruit, induct and then deploy a skilled, healthy and diverse workforce to do the right jobs, at the right time, in the most flexible and effective way.**

Recruitment and Strategic Resourcing						
	Objective	Owner	Timescale	Performance Measure	Outcome	Update
<b>A</b>	Ensure that recruitment targets are met in relation to police officer and police staff recruitment.	Supt Steve Richards	By March 2007	100% compliance with targets. Recruitment of 385 police officers by March 2007.	To recruit the right staff to meet operational needs and to reflect the community that we serve.	236 new police recruits, 4 rejoiners and 41 transferees, a total of 281 officers, have been recruited to the Force between April – December 2006 in accordance with the Recruitment Plan 2006/07.  There are no overall targets in place for police staff.
<b>B</b>	To develop and implement a programme of work to deliver an extensive recruitment campaign to extend our Police Family to over 9000 staff by 2008 by increasing the use of specials and PCS&TOs.  Implement changes to recruitment process for PCS&TO's as per Home Office guidelines.	Supt Steve Richards	By March 2007  Quarterly updates against programme  Expected April 2006	Increased numbers of Special Constables to 480 by March 2007.  Increase numbers of PCS&TO's to 308 by March 2007.  All changes implemented.	To raise the visibility of Merseyside Police within our communities and increase public reassurance.  To recruit following best practice guidance to ensure that the right staff are recruited to meet operational needs.	99 specials were recruited between April – December 2006, taking the overall establishment to 406.  PCS&TO recruitment commenced following approval of the Police Authority in August 2006. A recruitment campaign is underway to achieve Home Office targets - 117 new PCS&TO's by 31 <sup>st</sup> December 2006 and a further 158 by 30th April 2007. 125 new PCS&TO's commenced with the Force on 18 <sup>th</sup> December 2006 with further intakes planned for February and April 2007.  The new national recruitment process will be implemented in February 2007. This has been delayed due to the delay in the resolution of funding issues with the Home Office.

## Recruitment and Strategic Resourcing - continued

	Objective	Owner	Timescale	Performance Measure	Outcome	Update
<b>C</b>	To ensure that recruitment is representative of local communities in terms of BRM/female representation and continue to establish links within the BRM communities to improve public perception of the police service as a career option.	Supt Steve Richards	By March 2007  Ongoing monitoring	SPI 3e – Proportion of police recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population - 2.70%  4% black and racial minority recruitment for police and police staff.  33% female representation in recruitment for police officers.  To have community lay assessors in attendance at 75% of police assessment centres.	Recruitment will reflect the diverse population of the local community.	236 new police recruits, 4 rejoiners and 41 transferees, a total of 281 officers, have been recruited to the Force between April – December 2006. 108 have been females – 38.4% against an overall target for 2006/07 of 33%. 15 recruits are from a Black or Racial Minority (BRM) background – 5.3% against an overall target for 2006/07 of 4%.  A Positive Action Plan is in place for the recruitment of females and BRM applicants for all roles within the Force.  There were 8 police assessment centres held between April – December 2006. All have been attended by lay assessors (May 6 lay assessors; June 7; July 5; August 9; September 8; October 5; December (1) 6; December (2) 9; i.e. 100%.
<b>D</b>	To ensure that the Force establishment is maintained as per the agreed Strategic Resourcing Model.	Supt Steve Richards	By March 2007  Ongoing monitoring	Areas and departments to be staffed as per the agreed Model.	To ensure that areas and departments are correctly staffed in order to meet operational needs.	Police Officer wastage for 2006/07 has been estimated at 280. Wastage from April – December 2006 was 209, which is in line with planned estimates.
<b>E</b>	To implement the principles of the Race Equality Scheme (RES) which will include identifying and resolving recruitment, resourcing and promotion issues across the force.	Supt Steve Richards	Quarterly	Actions implemented from programme within agreed timescales.	Achieve objectives of RES.	All Recruitment and Resourcing policies have been examined and are RES compliant.

## Recruitment and Strategic Resourcing - continued

F	Objective	Owner	Timescale	Performance Measure	Outcome	Update
	To monitor the representation of female and BRM staff at each rank/grade and within specialist roles.	Supt Steve Richards	Ongoing	Increase in proportion of female and BRM staff at each rank/grade and within specialist roles.	Selection and promotion processes which are free from barriers for advancement of minority staff.	<p>The number and percentage of females in specialist departments are:-                      FCOU 24.2% police officers; 68.8% police staff                      OSU 11.2% police officers; 50% police staff                      ISB 14.1% police officers; 57% police staff</p> <p>The number and percentage of BRM's in specialist departments are:-                      FCOU 0.44% police officers; 0% police staff                      OSU 2.7% police officers; 1.2% police staff                      ISB 1.8% police officers; 1.3% police staff</p> <p>Females within the Force currently represent 21.4% of police officers and 62.7% of police staff. BRM's represent 2.6% of police officers and 1.4% of police staff.</p>

## 6. Retention

### Goal - To be the employer of choice for the employee of choice.

<b>Retention</b>						
	<b>Objective</b>	<b>Owner</b>	<b>Timescale</b>	<b>Performance Measure</b>	<b>Outcome</b>	<b>Update</b>
<b>A</b>	To review and ensure that personnel policies and procedures meet organisational needs and comply with legislative requirements.	Head of Personnel Policy – Jackie McCreanney	Programme of work agreed by April 2006  Quarterly updates against programme	Delivery of Programme Policy within the review timescales.	Personnel policies facilitate and make a positive contribution to supporting service delivery and ensure compliance with relevant legislation.	Age Legislation came into effect on 1st October 2006. Work continues to identify changes to Personnel Policy and Procedures. Final guidance has been received from the Home Office regarding the application of the Legislation for Police Officers. Processes for dealing with applications to work beyond the Compulsory Retirement Age (CRA) are being finalised for all staff. The Revised Fairness at Work Grievance Policy and Procedure was approved at the October Business Management Group. The communication plan was implemented and an evaluation process has been developed for users. A programme of policies continues to be reviewed and revised and the next policy which is currently being reviewed is Home and Worklife Flexible Working.
<b>B</b>	To encourage and monitor the involvement of support networks at corporate and local level to inform decision making as appropriate with senior managers, staff associations and trade unions.	Head of Personnel Policy – Jackie McCreanney	Ongoing	Minutes of meetings to evidence attendance of key parties.  Feedback from support networks.	To improve working relationships with support networks.	Monitoring of Support Network attendance and participation at corporate and local meetings continues. The Network Groups have recently been included in the membership of the Personnel Consultative Group chaired by ACC Personnel & Development and the first meeting took place in January 2007.
<b>C</b>	To monitor the principles of the Race Equality Scheme (RES) relating to the retention of BRM and Female Staff and report outcomes within the RES Employment Duty Chapter Report.	Head of Personnel Policy – Jackie McCreanney	Programme in place October 2006  Six monthly updates against programme to DSG	Compliance with RES.  Ratio of officers from BRM groups resigning to all officer resignations – 1:41.  SP1 3g – Percentage of female police officers compared to the overall force strength – 20%.	Achieve objectives of RES.	A six monthly update to the Diversity Steering Group on the information contained in the Employment Duty Chapter was presented at the December meeting. At a TRUE meeting a proposal for a number of exit interviews to be carried out by an external organisation for a period of 6 months, followed by evaluation of the information, was approved. The current level of female Police Officers compared to overall force strength is currently 21.5% at the end of November 2006. A positive action day was held on 6 <sup>th</sup> December for female officers in order to encourage them to apply for specialist roles.

## Retention - continued

	Objective	Owner	Timescale	Performance Measure	Outcome	Update
D	To lead and co-ordinate on the delivery of corporate Recognition and Reward initiatives including outcomes from the Staff Satisfaction Survey.	Head of Personnel Policy – Jackie McCreanney	Ongoing	Delivery of objectives within agreed timescales.	Increased recognition of staff achievements.	The 2006 Gala Evening took place on 14 <sup>th</sup> November 2006. Provisional dates for next year have been booked for late September and mid November 2007. An analysis of the events effectiveness is currently being undertaken. An updated version of the Force Recognition & Reward Policy & Procedure is currently in its final stages of preparation prior to consultation with the TU's / Staff Associations. The effectiveness of the policies for rewarding good attendance is currently being measured. A Long Service and Good Conduct ceremony took place on 18 <sup>th</sup> December 2006 and another is planned for 18 <sup>th</sup> April 2007. There were over 200 recipients of Chief Constables Commendations during 2006.
E	To monitor the force required standards for the CRTP, SPP and bonus payments.	Head of Personnel Policy – Jackie McCreanney	Ongoing	Eligibility against number of payments made for CRTP & SPP.  Analysis of the reasons for bonus payments.	Effective use of CRTP, SPP and Bonus Scheme.	The analysis of the bonus payments scheme for 2006/07 will be undertaken after the end of the financial year. The Force is currently reviewing and revising Special Priority Payments (SPPs).
F	To co-ordinate and deliver a strategic employee relations service that highlights organisational risks and shares best practice across the force.	Head of Personnel Policy – Jackie McCreanney	Ongoing  Quarterly	Provision of a monthly strategic update to COG that highlights risk, good practice and legislative changes.  Monitor number of Employment Tribunals.	Improved strategic decision making for employee relations activity.	Regular meetings take place with the Force Solicitor and Personnel to learn the lessons from Grievances and Employment Tribunals. The last meeting included sending guidance to all Areas/Depts when dealing with Staff who may be disabled for the purpose of the Disability Discrimination Act. The Staff Associations and Trade Unions are also included in these meetings when Employment cases have been finalised.

## Retention - continued

	Objective	Owner	Timescale	Performance Measure	Outcome	Update
G	To ensure that the payroll and pension service provided to Merseyside Police is a best value quality service.	Head of Personnel Policy – Jackie McCreanney	Ongoing	The provider meets targets in the contract.	Payroll and pensions services provide value for money.	Police Pensions service - invitation to tender was sent to the 3 Framework providers. Evaluation of responses in conjunction with Cheshire Constabulary was scheduled for mid February. Police Pay Award was implemented for salary paid 4 <sup>th</sup> December 2006. Police Staff Pay Award is to be paid in salary that is due 19 <sup>th</sup> January 2007.
H	To ensure that Merseyside Police is positioned to adopt and communicate the future changes to national payroll and pension legislation.	Head of Personnel Policy – Jackie McCreanney	Ongoing	All changes identified are implemented effectively to time.	Merseyside Police adopts and communicates all national changes.	Pensions 'options exercise' - officers to be reminded of 31 January closing date. – 44% return currently. Local Government Pension Scheme- regulations now received on deletion of added years and replacement discretion.

## 7. Development

**Goal:- The commitment of Merseyside Police to develop all staff to achieve the skills needed to perform their jobs efficiently and effectively and to prepare them for promotion and career development opportunities.**

Development						
	Objective	Owner	Timescale	Performance Measure	Outcome	Update
<b>B</b>	To ensure compliance from Areas and Departments in the provision of data captured in connection with local training events.	Head of MD&T - Supt Peter Edge	Ongoing	All Force training events captured on data sheets, collated and submitted to MD&T.  Compliance supported via Chief Officers, P&TSG and TSG.	Comprehensive management information on training delivery.	In addition to the improvement gained by redesign of the return forms, admin at MD&T cross reference gaps in information by using the reporting aspect of OpenDoor producing a breakdown of training delivered per month.
<b>C</b>	Implement the Quality Assurance Framework for Force training.	Head of MD&T - Supt Peter Edge	Ongoing	Training information is captured in line with HMIC expectations.	Training events are quality assured to ensure consistently high standards are achieved.	A Quality Assurance questionnaire has been developed based upon the Centrex Quality Approval Framework. It will be forwarded to BCU's and departments in February 2007 for completion. This will be followed later in the year by validation visits to all BCU's and Department training units. Reports will then be completed on the status of the training units to the Centrex Quality Approval Framework. Subsequent Development issues will be covered by the use on an improvement plan. In the development of the questionnaire benchmarking has taken place with Lancashire Constabulary Training Department. The Personnel Managers representatives for TSG have been consulted on the questionnaire.
<b>E</b>	To comply with the principles of the Race Equality Scheme (RES) in respect of training matters and to implement the requirements of the Police Race and Diversity Learning Development Programme (PRDLDP).	Head of MD&T - Supt Peter Edge	Ongoing	Compliance with RES and PRDLDP requirements.	Achievement of the various objectives.	The Race/RES Advanced People Skills module is now available and mandatory for all staff. One Race/RES module is held every week at external community venues. Nominations have been received from all Areas and Depts and as a result, the course is fully booked until the end of June 2007. The Police Learning and Development module on NCALT also covers race and RES and is a good addition to the APS modules. The PRDLDP Implementation Plan is devised. Proposed structure being piloted through MD&T staff and to go to January TSG for Area/Dept consultation.

## Development - continued

	Objective	Owner	Timescale	Performance Measure	Outcome	Update
<b>F</b>	In liaison with the Force Modernisation Team, to continue to monitor the outcomes of police reform to develop and deliver Police Academies and training.	Head of MD&T - Supt Peter Edge	Ongoing	Training delivery for the wider police family.	Increased community reassurance by the deployment of appropriately trained and skilled staff.	Crime Faculty building programme making progress and set to become operational in early March 2007. Centrex has made a request for faculty to host the National Investigators Examination in March. A full programme of doctrine compliant training is planned with emphasis on Investigative Interviewing, provision of knowledge and skills base to complement PIP process and a series of best practice seminars.
<b>G</b>	To continue to develop the use of e-learning and NCALT in suitable training solutions.	Head of MD&T - Supt Peter Edge	Ongoing	Introduction of an e-learning strategy. Number of e-learning packs produced and number of users logging onto NCALT.	Greater use of technology to support learning, with fewer abstractions of staff from their workplace.	The force has worked in partnership with NCALT and in December 2006 completed what is known as a 'dump upload' of all members of Merseyside Police. The outcome is that all members of Merseyside Police now have an account on NCALT. NCALT has been marketed to the force by means of Personnel and Policy Matters and by use of the force intranet site. Force Personnel Managers have been e-mailed and requested to circulate its use. The NCALT northern representative attended in January 2007 to provide further training on the use of NCALT.
<b>H</b>	To continue development of the Core Leadership Development Programme in conjunction with MD&T.	Supt Personnel and Head of MD&T - Supt Peter Edge	Ongoing	Programme in place. Number of courses delivered. Evaluation results.	A programme which meets the developmental needs of leaders within the organisation.	The CLDP is continuing to be developed. Being A Leader, Staff Welfare, Operational Activities and Professional Practice are delivered, with dates throughout the year. The next module 'Learning & development' is being developed at present. A new module 'Neighbourhood Policing' is due to be piloted with Liverpool North. Custody training is progressing and 6 courses will take place at the end January 2007.

## 8. Health, Safety and Welfare

**Goal:- To provide proactive Health, Safety and Welfare services to create a healthy working environment and maximise attendance and effectiveness at work.**

Health, Safety and Welfare					
Objective	Owner	Timescale	Performance Measure	Outcome	Update
<b>A</b> To reduce sickness levels through a comprehensive programme of work in order to achieve increased attendance and support our aspiration to become the best police force in the country.	Alison Burns- A/Personnel Strategy Manager	Quarterly updates against plan	SPI 13a – Percentage of available hours lost due to sickness for police officers – 3.5%.  SPI 13b – Percentage of available hours lost due to sickness for police staff – 3.5%.  MI 60 – Number of Medical Retirements – Police Officer - 25  5.77 per 1000 Police Officers (FTE)  MI 61 – Number of Medical Retirements – Police Staff - 12  5.05 per 1000 Police Staff (FTE)	To improve levels of attendance that ensures effective operational delivery.	Police Officer sickness for the period April 2006 to December 2006 was 3.9% of available hours lost, a 2.6% increase against the same period last year.  Police Staff sickness for the period April 2006 to December 2006 was 4.5% available hours lost for Police Staff, a 4.3% reduction against the same period last year.  Medical Retirements for the period April 2006 to December 2006: Police Officers - 18 medical retirements against a target of 19 for the period. Police Staff – 4 medical retirements against a target of 9 for the period.
<b>B</b> Improve corporate and local Health & Safety capability to support delivery of devolved services.	Alison Burns- A/Personnel Strategy Manager	Ongoing	Reduction in the number of injuries on duty of 10% over 2005/2006 performance.  Reduction in the number of accidents at work of 10% over 2005/2006 performance.	To reduce the number of accidents and injuries which ultimately improves local resources.	For the period April 2006 to December 2006:  <ul style="list-style-type: none"> <li>Total <b>all</b> Lost Time Accident rates have increased by 15.63% against April -December 2005 (128 Lost Time Accidents April-December 2005 – 148 Lost Time Accidents April-December 2006).</li> <li>The Force has recorded a decrease in <b>all</b> Lost Time severity rates of 21.94% (5424 days lost April-December 2005 – 4234 days lost April-December 2006).</li> </ul>

<b>Health, Safety and Welfare - continued</b>						
	<b>Objective</b>	<b>Owner</b>	<b>Timescale</b>	<b>Performance Measure</b>	<b>Outcome</b>	<b>Update</b>
<b>C</b>	To develop a strategic and integrated approach to Occupational Health and Health & Safety that highlights organisational risk and shares best practice across the force.	Alison Burns- A/Personnel Strategy Manager	Ongoing	Monthly update to COG.	Improve strategic decision-making.	Both units have collaborated in the design and provision of a stress management-training programme. This programme has been delivered to 180 staff to date (student officers and PCS&TOs) , initial feedback has been positive. OHU are currently in the process of devising a Health Surveillance Strategy in order to determine such activity, to ensure the health, safety and welfare of personnel across the Force.
<b>D</b>	To implement the principles of the Race Equality Scheme (RES) which will include identifying Occupational Health, Health & Safety and attendance related issues across the force.	Alison Burns- A/Personnel Strategy Manager	Quarterly updates against programme	Compliance and implementation of RES.	Achieve the national objectives of RES.	Programme in place.  Work is progressing to ensure that each of these objectives is achieved within the agreed timescales in accordance with the P&D RES Action Plan.
<b>E</b>	To develop and enhance the deployment of officers and staff subject to Restricted duties to ensure the most appropriate use of skills and abilities.	Alison Burns- A/Personnel Strategy Manager	Ongoing	Continued implementation of policies for police officers and police staff, including Disability Discrimination Act.  Reduction of 20% of numbers restricted officers compared to 2005/2006.	Continue to increase staffing levels to support Neighbourhood Policing.	As at 31st December 2006, there were 356 officers assigned to Restricted Duties. Of these, 211 officers have remained in their original post albeit with some slight modifications. Analysis shows that 18 officers (5.06% of total Restricted Duties officers) are in roles that have been 'created' to accommodate their medical capability.  The Force will continue with the review of recuperative and restricted duties to ensure the effective utilisation of officers across the Force.

## 9. Leadership

**Goal:- To develop effective leadership at all levels that will help to motivate staff, assist them to realise their potential and raise standards throughout the organisation.**

<b>Leadership</b>						
	<b>Objective</b>	<b>Owner</b>	<b>Timescale</b>	<b>Performance Measure</b>	<b>Outcome</b>	<b>Update</b>
<b>C</b>	Development in the use of the national HPDS scheme for police officers.	Supt Steve Richards	Ongoing	25% increase in the numbers of police officers on the scheme.  To monitor the number of female and BRM officers on the scheme.	Increased usage of national HPDS programme.	There are nine officers on the HPDS scheme. The three applications received for intake two were all unsuccessful. The Home Office have notified the Force that the High Potential Development Scheme has been suspended and a new process will be implemented in June 2007.  An internal review is being conducted and will report in March 2007.
<b>D</b>	Ensure compliance with PDR process.	Supt Steve Richards	Ongoing	95% of PDR's completed within 60 days of their due date.	Workforce is confident and competent in delivery of an effective PDR system.	Between January and December 2006, 88% of Performance Reviews have been completed across the force.
<b>E</b>	Increased leadership development for police officers and police staff.	Supt Steve Richards	Ongoing	20% increase in police officers and police staff attending SLDP 1&2.	Enhanced leadership within the force.	Thirty Senior Officers have attended SLDP1 & 2 modules with a further eight confirmed on courses later in the financial year. Courses at Centrex are over subscribed due to demand. The new prospectus for the next financial year was available mid January 2007.
<b>F</b>	Further continued development of mentoring programme.	Supt Steve Richards	Quarterly	10% increase in the numbers of mentors in place.  10% increase in the numbers of staff on formal mentoring programme.	Candidates for leadership posts are better prepared and developed, and more representation by female & minority staff.	Currently the Force has a total of thirty-one Mentors. A training course for further Mentors has been scheduled for the last quarter of 2006/07 to meet and exceed the target.
<b>G</b>	To implement the principles of the Race Equality Scheme (RES) which will include identifying career development and leadership issues at different levels across the force.	Supt Steve Richards	Quarterly updates against programme	Compliance and implementation of RES.	Achieve the national objectives of RES.	The Positive Action Day held at Aintree in December 2006 was attended by 160 Police Officers and deemed a success. The Police Women Positive Action Conference held in November 2006 was also a success. Actions as a result of the conference are being developed for the TRUE Programme.

## Glossary of Terms

### **A**

ACC	Assistant Chief Constable
APA	Association of Police Authorities
APS	Advanced People Skills

### **B**

BCU	Basic Command Unit
BMG	Business Management Group
BPA	Black Police Association
BRM	Black & Racial Minorities

### **C**

CID	Criminal Investigation Department
CLDP	Continuous Learning Development Programme
COG	Chief Officer Group
CRA	Compulsory Retirement Age
CRTP	Competency Related Threshold Payment

### **D**

DSG	Diversity Steering Group
DES	Disability Equality Scheme

### **F**

FCOU	Force Crime Operations Unit
FTE	Full Time Equivalent

### **H**

HPDS	High Potential Development Scheme
HMIC	Her Majesty's Inspector of Constabulary

### **I**

IPLDP	Initial Police Learning and Development Programme
ISB	Intelligence & Security Bureau

### **M**

MD&T	Management Development & Training
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**N**

NCALT National Centre for Applied Learning & Technology

**O**

OHU Occupational Health Unit

OSU Operational Support Unit

**P**

PCS & TO's Police Community Support & Traffic Officers

P&D Personnel & Development

PDR Performance Development Review

PEPS Procurements Excellence in the Police Service

PIP Professionalising Investigative Procedures

P&TSG Personnel & Training Strategy Group

PRDLDP Police Race & Diversity Learning Development Programme

**R**

RES Race Equality Scheme

**S**

SLDP Senior Leadership Development Programme

SPI Statutory Performance Indicator

SPP Special Priority Payments

**T**

TU Trade Union

TRUE Trust, Respect, Understanding, Empathy

TSG Training Strategy Group

### Development of Staff

#### Purpose

The purpose of this report is to present Members with an overview of some of the key work currently being delivered within Merseyside Police in relation to the development of staff.

#### Modernisation of Probationer Training

IPLDP is progressing well; initially, students attend training at Mather Avenue and then at Lea Green on a (total) 29 week programme. Currently, the Force has 134 students on the programme with another 40 due to start on Monday, 23rd July 2007. From the evaluation undertaken with the students so far, there is a great deal of appreciation for the work done in class and in scenarios created in the bespoke areas inside and outside at Lea Green, but by far the best received has been the community role-plays. This involves officers completing tasks and being assessed by MD&T and Area staff in real locations right around Merseyside, with community volunteers acting as members of the public. Students are benefiting enormously from training 'in the real world' and dealing with people from diverse communities. A further benefit has been the extra high visibility presence in Areas. Students are deployed in the area and meet local people who are reassured by the regular presence of officers patrolling on foot. Police have received a great deal of positive feedback in this regard. The first students are now out and about in their BCUs. Quality assurance and evaluation are being conducted locally and nationally.

#### The Academy Project

MD&T continue to work with Citizen Focus re Academy development. The Academy team is currently undertaking feasibility studies at several sites with a view to establishing interim Crime Faculty premises.

#### Diversity Training

Welcoming Diversity Courses are now part of the five-day induction programme for all new recruits and Police Staff. The Force has, as required by the key elements of the 'Strategy for Improving Performance in Race and Diversity 2004-2009', developed an 'Advanced People Skills' modular workshop programme, which cuts across each of the six required diversity strands of race, gender, sexual orientation, disability, age, religion and belief. The Force champions the idea of community engagement and has delivered workshops in local community centres.

The Race/RES module is due to be piloted on 30<sup>th</sup> August at the L8 Law Centre, which will include interface guests from the Centre. This is a one-day mandatory course for all staff. The Disability module is a two-day module, which will cover autistic spectrum disorder. Advanced People Skills modules continue to be delivered: Refugee and Asylum Seekers, Gender/Transgender, Lesbian Gay & Bisexual, Gypsy travellers and Religious Beliefs. Social Exclusion will be piloted by the end of the year.

The Force is working in partnership with the Big Issue (North West). Courses in relation to Homelessness are run once every 3 months mainly for officers working on Gold Zone. The courses are run in conjunction with a Big Issue trainer at the Big Issue premises.

## **Core Leadership Development Programme**

The CLDP continues to be delivered on a modular basis and has been developed to encourage the shift towards 'transformational leadership' in the police service. This work is progressing well and is starting to link up to other processes and areas of training. Current workshop modules delivered include: Being Leader, Operational Activities, Inspectors Statutory Responsibilities and Staff Welfare. All 17 modules are available in E Learning package on NCALT and 16 of the modules, which are workbooks, are available on the force intranet.

## **Investigative**

The Investigative programme continues to be delivered, work is still ongoing on PIP. A PIP lead verifier is now in post and this process will begin to drive future training – it is about professionalising all elements of investigation and will inevitably drive all future elements of investigative training. The process is now embedded in some investigative training programmes (Initial Crime Investigators and Senior Investigating officers training) and the assessment of staff will begin in due course.

### Leadership

#### Purpose

The purpose of this report is to present Members with an overview of some of the key work currently being delivered within Merseyside Police in relation to leadership.

The High Potential Development Scheme is under review by the Home Office. The Force is awaiting details of the revised scheme, which will incorporate police staff.

Officers continue to attend Centrex SLDP courses. Due to demand the courses available are over subscribed. The prospectus for the new financial year was available from mid January 2007.

MD&T continue to run CLDP courses. To date, in the current financial year, MD&T have run a total of the following courses:

- 9 CLDP Being a Leader with 105 delegates attending.
- 3 CLDP Operational Activities Module with 31 delegates attending.
- 4 CLDP Staff Welfare Module with 40 delegates attending.
- 3 CLDP Professional Practice Module with 27 delegates attending.

On 25<sup>th</sup> January 2007, a workshop was held for Personnel Managers and Unison to discuss and map the current career pathways available for police staff.



### **Recruitment and Resourcing**

#### **Purpose**

The purpose of this report is to present Members with an overview of some of the key work currently being delivered within Merseyside Police in relation to recruitment and resourcing.

#### **Recruitment of Police Officers and Police Staff**

236 new police recruits, 4 rejoiners and 41 transferees, a total of 281 officers, have been recruited to the Force between April – December 2006 in accordance with the Recruitment Plan 2006/07. 108 have been females – 38.4% against an overall target for 2006/07 of 33%. 15 recruits are from a Black or Racial Minority (BRM) background – 5.3% against an overall target for 2006/07 of 4%.

A target of 600 Specials has been set to be achieved by 2008. 99 Specials were recruited between April – December 2006 taking the overall establishment to 406. 4 Specials are from a BRM background i.e. 4% which is on target.

The recruitment of PCS&TO's commenced following approval of the Police Authority in August 2006. A recruitment drive is underway to achieve Home Office targets - 117 new PCS&TO's by 31<sup>st</sup> December 2006 and a further 158 by 30th April 2007. 125 new PCS&TO's commenced with the Force on 18<sup>th</sup> December 2006, with further intakes planned for February and April 2007. Nine PCS&TO's were from a BRM background i.e. 7.2% against a target of 4%.

Diversity targets are being closely monitored and a significant amount of work has been undertaken to ensure that the Force reaches and exceeds its targets. The Positive Action Team, in conjunction with partner agencies (e.g. People Pool, Job Bank, Jet, South Liverpool Personnel etc) have developed a joint approach in targeting minority groups within the local communities to assist in the recruitment of under represented groups. The Positive Action Team actively target local BRM communities with marketing campaigns and recruitment events. In the last 6 months, over 20 events have been arranged and the Positive Action Team have promoted all current police vacancies.

#### **Resourcing**

The allocation of officers in line with the Strategic Resourcing Model is maintained by carefully monitoring probationary intakes, wastage, transfers and promotions. Wastage for 2006/07 has been estimated at 280. Wastage from April – December 2006 was 209, which is line with planned estimates.

