



# Lincolnshire Police People Strategy 2013-2017



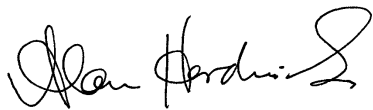
## Commissioner's Foreword

The men and women of Lincolnshire Police are critical to my success as Commissioner. We cannot make Lincolnshire a safer place and reduce crime without the work they do day in and day out to serve us.

Making sure we have enough people in the right place and with the right skills is a challenge. Policing in the 21<sup>st</sup> Century is complex and demanding and the public of Lincolnshire are right to expect that we have specialist capability and capacity to deal with the most serious threats as well as strong neighbourhood policing teams to support all our communities.

Meeting those challenges means that we must have a modern and innovative approach to managing the workplace. This plan sets out what we will do to recruit, support, train, and nurture police officers and staff so that they have the right skills to be successful. It also sets out what we will do about ensuring the right leadership and importantly how we will ensure they are properly equipped for the tasks they face. As the resources from government reduce we need to ensure all our people are as productive as they can be.

Our success will be measured by how effective and efficient our Force is meeting the needs of the people of Lincolnshire. The careful and businesslike planning contained in this strategy will ensure we are up to the task.



Alan Hardwick  
Police and Crime Commissioner for Lincolnshire

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# **Lincolnshire Police People Strategy 2013-17**

## **1.0 Our People Vision**

### 1.1 Introduction

This People Strategy sets out how the Human Resources (HR) and Learning and Development (L&D) provision will support the Police and Crime Commissioner and Lincolnshire Police in meeting the Police and Crime Plan for the period 2013-2017.

This strategy provides focus and direction for our work in HR and L&D and a framework for measuring our success.

This People Strategy is a revision to the existing 2011-15 strategy to take into account

- The introduction of the PCC
- The continuing budget challenges
- The introduction of the Strategic Partnership arrangements with G4S

### 1.2 Our people

This strategy covers Police Officers, PCSOs, Special Constables, Police staff, PCC Staff, and non-uniformed volunteers

We want everyone to be well informed, skilled, enthusiastic and able to make a full contribution to deliver their part of the Police and Crime plan

### 1.3 PRIDE

We want everyone working or volunteering for Lincolnshire Police to operate in the spirit of PRIDE and demonstrate the values we expect all our people to hold, and serve with:

Professionalism Respect Integrity Dedication Empathy

## **2.0 How we meet the Police and Crime Plan through our people**

2.1 The Police and Crime Plan 2013-17 focuses on three key priority areas;

- Reducing crime
- A fair deal for the people of Lincolnshire
- Police and services that are there when you need them

The delivery of the services required to support these areas has to be within the context of the current financial constraints and the operation of the Strategic Partnership with G4S.

2.2 Lincolnshire Police still faces significant reductions in budget as a result of the comprehensive spending review. HR and L&D services are being transformed to ensure that they are able to respond to the number of future challenges that such budget reductions will bring, including new Force structures, on-going efficiency and effectiveness programmes, alternative delivery of L&D solutions and robust resource management.

2.3 HR and L&D services are now provided by G4S and overseen by the Deputy Chief Constable and Commercial Partnership Team.

### **3.0 HR and L&D Resources required to deliver our people strategy**

The following resources facilitate and enable HR, L&D and RMU activity

#### **3.1 HR and L&D IT systems**

The introduction of t-police will support the new organisation structure and enable increased functionality over existing systems within a single system including the following:

- Full hire to retire process
- Full career monitoring
- Career management
- Personnel development
- Duty Management System - rostering of duties and associated administration
- Personnel information management including sickness, absence, grievances, holidays, entitlements, reporting lines, accidents, personal appraisals
- Salaries and Benefits
- Positions and roles held
- Access to self-service

The t-Police system will help eliminate double entry of people related data providing an improved level of reporting at strategic and operational level.

The t-Police system will also provide a customer-focused service to employees by providing multi-channel access to HR services, supported by an integrated view of data relating to individual employees. Employees will be able to access their employment data online at their convenience such as salary and benefits details, PDRs, grievances, appraisals and entitlements and submit requests for holidays, expenses, sickness, and absence.

Reduced Police Officer time will be devoted to time recording, leave and absence, operational expenses, internet procurement and personal details through online self-service, freeing up time for operational policing.

### 3.2 HR and L&D team skills

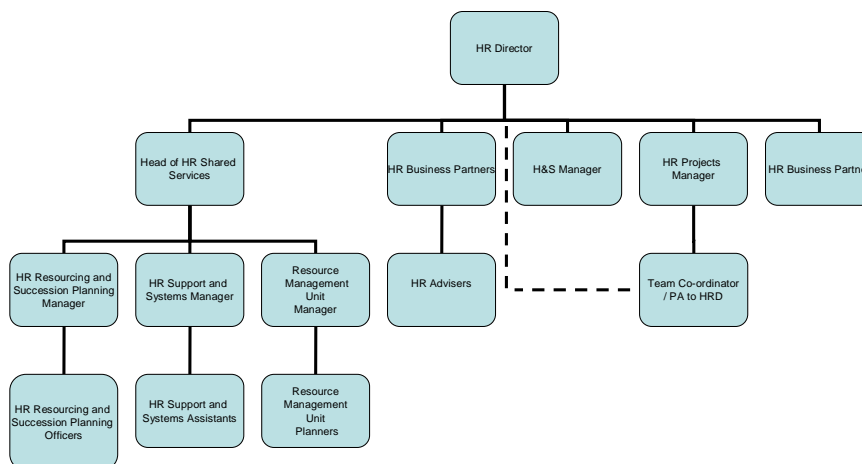
Both the HR and L&D teams are staffed with both generalist and specialist staff able to tailor HR and L&D provision to the requirements of Lincolnshire Police. The responsibility for ensuring that the skills within the HR and L&D teams are fit for purpose rests with G4S.

### 3.3 HR and L&D team structures

Following transformation, the HR Service is organised into 6 teams:

- **HR Operations** – a team of HR Business Partners and HR Advisors
- **Resourcing and Succession Planning** – recruitment, workforce planning and succession planning/career management. This team sits within the HR Shared Services team
- **Employee Systems and Support** - provides a comprehensive day-to-day HR administration and t-police service. This team also falls within HR Shared Services team
- **Resource Management Unit** – planning and deploying Officers and staff
- **HR Projects and Change** - project management and horizon scanning
- **Health and Safety (H&S)** – specialist advice and guidance

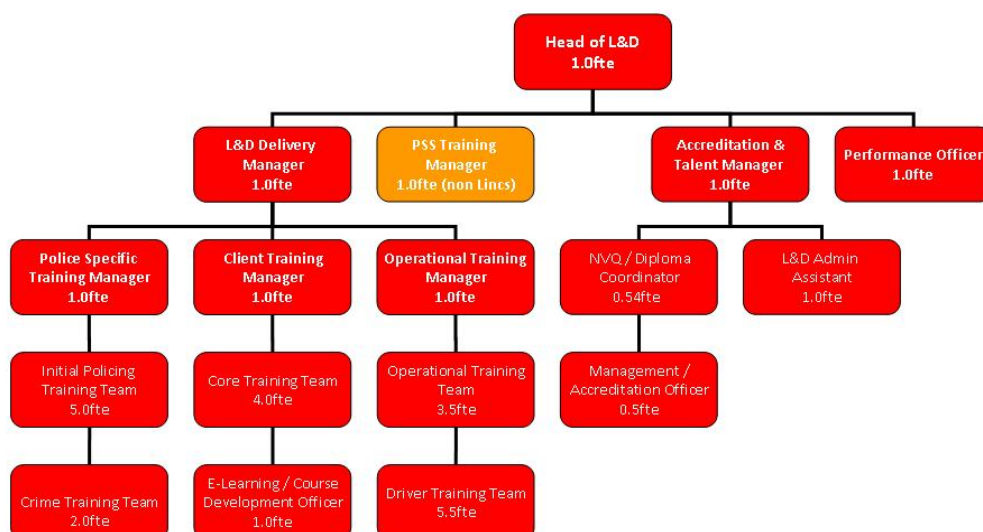
## HR Structure



Following transformation, the L&D Service has been re-organised to deliver the following key services to Lincolnshire Police:

- **Annual Training Plan and Commissioning Service** - taking account of national, regional and local learning and development requirements; leadership and management development requirements; and organisational development requirements.
- **Design and Development Service** - to meet the strategic training needs of the forces. The design and development service will be linked to an efficient commissioning process and the approval of the Learning and Organisational Development Plan.
- **Training Delivery Service** - a comprehensive delivery and coordination training service.
- **Assessment Verification and Accreditation Service** - that will ensure all necessary assessment & accreditation processes for learning and development activities are managed effectively.
- **Evaluation Service** - that is linked to our delivery services, QA services, and the objectives detailed in the L&D Plan to enable continuous improvement of learning provision.
- **Quality Assurance of the overall L&D Service** - to enable continuous improvement of learning provision.
- **Professional advice and consultancy**, including L&D aspects of organisational development initiatives.

### Learning and Development Structure



### 3.4 HR policies and procedures

Policies and procedures are currently being reviewed, renewed and/or refreshed to take into account changes to legislation, new initiatives such as Winsor, changes to organisational practices and for ease of use by managers and staff. This is an on going process.

## 4.0 Key strategic areas of activity

All of these areas of activity are linked and provide an overarching approach to delivering our People Strategy.

### 4.1 Introduction of National, Regional and local HR strategy

#### 4.1.1 National Strategy

##### Implementation of Winsor

At present we are awaiting the outcome of national negotiations with the Police Staff Council (PSC), Police Negotiation Board (PNB) and other forums in regard to Winsor Part 1 and 2 recommendations affecting Police Officers and Staff. Once we have received confirmation we will implement the recommendations as required.

We have commenced the implementation of Winsor part 1 recommendations for Police Officers where we able to and these will be completed in 2013.

##### Implementation College of Policing (NPIA) recommendations

The implementation of a competence based PDR scheme and management standards is contained in paragraph 4.1.3.1, 4.4 and 4.6

#### 4.1.2 Regional Strategy

Lincolnshire Police has collaborated with other Forces across the East Midlands region to deliver the following services: Technical Support Unit, Forensics, Major Crime and Occupational Health Services. These collaborations have been effected under a Section 23 agreement and have involved the outsourcing of services and staff to a lead Force. A review of these arrangements will be undertaken, and other models of collaboration will be explored, prior to undertaking further collaboration work.

The Force has made a commitment to collaborating more in operational and non-operational support services where there are clear business benefits.

Collaboration activities involving HR and L&D include:

- A review of models of employment for delivering services under collaboration
- Supporting the regionalisation of major departments and services as business cases are agreed



- Working with the region to improve the regional Occupational Health services
- Development of a regional Health and Safety Strategy
- Contribution to the development of regional HR policies
- Being part of the regional committee and sharing the experience of working within a strategic partnership
- Development of regional training requirements to support operational policing

#### 4.1.3 Local Strategy

##### 4.1.3.1 To implement a competence-based performance management approach.

A competence-based (National Occupational Standards) approach to organisational performance and development has already been adopted by the College of Policing (NPIA) as the model of choice for improving and measuring performance for Officers. The range of standards offer proven benchmarks of best practice and can offer a practical resource to aid decisions in everything from day-to-day matters like recruitment and selection to long-term issues such as the recognition and development of future leaders.

The benefits of using this type of approach is that it is already in place for Police Officers and will allow Lincolnshire Police to identify the key competencies for all Police Staff roles, manage performance against these clearly defined competencies and provide learning opportunities that enable staff to develop those competencies and, where appropriate, attain modules and or qualifications that are nationally recognised and transferrable.

##### 4.1.3.2 To implement a new competence based job evaluation scheme to support the organisation-wide approach to performance management

#### 4.2 Workforce design and planning

Workforce changes such as maintaining Police Officer numbers and Staff numbers and increased regional (and national) collaboration will impact on the Force's workforce profile including diversity.

Key activities will include:

- Continued monitoring and reporting of Police Officer and Police Staff strength and establishment of 1,100 Officers

- Workforce planning and forecasting to focus increasingly on the specialist skills required to compliment the functional split within the new Force structure
- Development of a strategic approach to the recruitment and training of Specials and Volunteers
- Supporting the achievement of the PCC's ambition to recruit and deploy a further 1000 volunteers (including Special Constables) by March 2017 through recruitment and training initiatives
- Introduction of Volunteer Police Community Support Officers (VPCSOs). This is part of a wider plan to offer more opportunities for the people of Lincolnshire to make a real contribution to the policing of our County
- Identifying the mix of skills the Force requires in the future workforce to meet any future threats, harm and risks, particularly in the light of reducing resources and the new Force structure
- Continuing to develop and refine the workforce planning of Police Staff vacancies
- Developing efficient and effective ways of working, including PCSO review into roles and responsibilities and 'fit for purpose' Police Officer shift patterns
- Working with the PCC to ensure any future transfers of employment are treated in line with best practice and are legally compliant for Phase 2 of the Introduction of PCC transformation plan

A detailed monthly Establishment plan is produced to report on current and future activity and issues. This plan is reviewed on a monthly basis at the Strategic Workforce Planning Board.

#### 4.3 Managing resources, careers and talent

We will work with managers to recruit, retain and develop a skilled and committed workforce, reflecting the communities we serve.

Key activities will include:

- Ensuring our recruitment, selection and promotion processes are effective, consistent and fair
- Implementing competence-based selection using assessment centres and interviews
- Designing and delivering career pathways for all employees and volunteers
- Identifying potential and creating opportunities to support and develop that potential to enable Lincolnshire Police to establish effective succession planning
- Utilising the experience of G4S and other partners to develop and enhance leadership programmes for the future
- Ensuring equality of opportunity
- Offering personal development through established mentoring and coaching programmes

#### 4.4 People performance

All our people will have clear job descriptions, person specifications and work plans. They will have a clear understanding of the standards required and how their work contributes to the delivery of the Policing and Crime Plan and will feel valued by receiving regular appraisals, reviews and feedback.

All our people will know when performance is not meeting the agreed standards, and that this will be dealt with. Where performance is meeting the required standards it will be rewarded and recognised.

All our people will understand the level of performance required to progress and pursue promotional and secondment opportunities

Key activities will include:

- Creating and evaluating competence based job descriptions and person specifications
- Ensuring that everyone has a clear plan of work
- Designing and delivering competence based Performance Development Reviews (PDRs)
- Ensuring the annual completion of PDRs

#### 4.5 Learning and development

The Learning and Development service delivers all relevant technical and professional services for the delivery, design, assessment, and evaluation of learning and development activities across Lincolnshire Police, to assist managers and employees to operate effectively.

Key activities will be:

- Deliver a sustainable partnership model across learning & development activities that enables stretch, commitment and development; that is fit for future development and can respond to future challenges
- Support Lincolnshire Police to develop and embed an organisational development strategy, enabling sustained organisational performance through the involvement and high performance of its people
- Offer learning opportunities to people working for Lincolnshire Police in a voluntary capacity to develop their skills, knowledge and experience and enhance organisational performance
- Invest in the technical and professional skills held within our own L&D teams to support new and innovative ways of service delivery, and ensure people are flexible and adaptable to change

- Implement the learning and development associated actions arising from the Winsor Review of terms and conditions
- Develop ways in which the public and local communities can be more engaged and involved in Lincolnshire Police training programmes
- Continue to embed the leadership and management strategy for Lincolnshire Police, ensuring that activities continue to provide an excellent return on investment and support the Force's culture change programme
- Continue to develop and enhance talent management approaches that identify and develop the leaders and specialists of the future including PNAC, SCC and HPDS
- Generate a minimum of £25,000 income generation per annum for Lincolnshire Police to support the Medium Term Financial Plan

#### 4.6 Leadership and management

We want all our managers to perform at their best to deliver the new Police and Crime Plan. This includes enhancing their people management skills. Our philosophy is that line management should handle people issues in the first instance, supported by the HR team. This approach involves HR professionals working in partnership with line managers to understand the needs of their teams and to use a mix of techniques (written and face to face guidance and advice, coaching, learning and development opportunities etc) to provide tailored and specific HR solutions.

The key to a delivering a performance led organisation is to ensure that leaders and managers have the right skills, knowledge and experience to manage people performance

Key activities will include:

- Supporting managers - providing advice, guidance and coaching on managing performance related issues e.g. managing attendance and under performance.
- Ensuring that written management guidance is available and easy to understand and use.
- Ensuring the completion of PDRs and that areas for development are identified and actioned
- Providing management refresher training days on managing performance, disciplinary processes, fairness at work, absence etc.
- Designing and implementing work based leadership and management development programmes

#### 4.7 Recognition and reward

We will recognise achievements of individuals and teams in a fair and consistent manner.

Key activities will include:

- Creating a culture in which recognition is seen as important and is consistently applied
- Implementation of a new 'fit for purpose' job evaluation scheme
- Working with managers to ensure recognition is appropriate, timely, relevant and linked to performance
- Actively exploring methods of recognition relevant to individuals and to teams
- Developing reward frameworks that apply remuneration policy and practice fairly, flexibly and efficiently

#### 4.8 Health, safety and welfare

Key activities will include:

- Reviewing Force and subsidiary Health and Safety committees to align with the new Force structure.
- Development of a Health and Safety Plan for 2013-14
- Managing the Occupational Health Services contract with to ensure the required provision of services
- Ensuring that our people are fully aware of the Employee Assistance Programme and how to access support.

#### 4.9 Employee engagement and communication

We will ensure that our people are engaged and involved in delivering our strategic aims and are able to contribute effectively.

Key activities will include:

- Encouraging our people to develop new ideas and ways of working in order to deliver strategic objectives
- Encouraging a culture where our People taking personal responsibility to seek out information that will enable them to do their job more effectively and efficiently
- Developing and conducting regular surveys (including pulse surveys) of our people in order to seek opinions, to develop positive working relationships and encourage two way communication and follow up
- Ensuring leaders and managers provide feedback to people on their own performance as well as team performance
- Ensuring key messages are consistent and understood
- Working effectively to engage with UNISON and the Police Federation

## 5.0 2013-17 Schedule of Key Strategic Activities

The time frame for delivery of the Key Strategic Activities in addition to 'business as usual' activities (contained in HR and L&D plans) is shown below:

<b>Key Activity</b>	<b>Timeframe</b>	<b>Paragraph No.</b>
Implementation of t-police	Q1-4 2013	3.1
Review of Policies	Throughout Strategy period	3.4
Implementation of Winsor and Hutton recommendations	Q1-4 2013	4.1
Development of Regional H&S Strategy	Q1-Q2 2013	4.1
Review of services delivered under collaboration	Q2-3	4.1
A review of employment models for delivering services under collaboration	Q2	4.1
Development of Collaboration projects	Throughout Strategy period	4.1
Design and implementation of competence based performance management	Q1-Q4 2013	4.1
Select and implement new job evaluation scheme	Q1-3 2014	4.1
Workforce planning and forecasting to focus on specialist skills required within the new Force structure	Q1-3 2013	4.2
Development of approach and plan for the recruitment of Special Constables, Volunteer PCSO's and Volunteers	Q1-3 2013	4.2
Review PCSO roles, responsibilities and working practices	Q1-2 2013	4.2
Review of Police Officer shift patterns	Q2-3	4.2
PCC Phase 2 transfer of employees	Q2 2013 – Q1 2014	4.2
Develop and implement competence based recruitment and selection	Q1-Q3 2014	4.3
Create and evaluate job descriptions and person specifications	Q1- Q4 2013	4.4
Design and implement competence based PDR scheme	Q2 2013 – Q1 2014	4.4
Generate a minimum of £25,000 income generation per annum to support the Medium Term Financial Plan	Throughout Strategy period	4.5

Design and provide management refresher training days on managing performance, disciplinaries, fairness at work and absence management	Q1 - Q4 2013 and throughout Strategy period	4.6
Design and implement work based leadership and management development programmes	Q1 – Q4 2013	4.6
Work with managers, Police Federation and UNISON to identify methods of recognition relevant to individuals and teams	Q3 2013-Q3 2014	4.7
Review and develop reward frameworks	Q1-Q4 2014	4.7
Review of Health and Safety Committees	Q1 2013	4.8
Design and implementation of people surveys	Q3 – Q4 2013 and throughout Strategy period as appropriate	4.9

## 6.0 Measuring Success

For every activity both business as usual and the Schedule of Activities above there will be a measure – either qualitative or quantitative – and these are detailed in operational plans. There are in addition Service Level Agreements which contain all Performance Standards, Performance Indicators and Management Information requirements which G4S are required to meet for HR, L&D, H&S and RMU activities. Progress against the objectives detailed in this Strategy will be monitored and reviewed on a monthly basis at the Resources Governance Meeting, the PCC's governance structure.

## 7.0 Supporting Documents

There is a range of detailed plans to support this Strategy:

- Establishment Plan
- Recruitment Plan
- HR Delivery Plan (being developed)
- Learning and Development Plan (being developed)
- Implementation of Winsor Part 1 and 2 Plan
- Organisation Development Strategy (being developed)
- Lincolnshire Police Health and Safety Strategy and Plan
- Strategic Partnership Performance Standards
- t-Police Project Implementation Document