

Policing Accountability Board outcome report



Date of meeting:	8th May 2018
Author:	Steve Cadenne De Lannoy
Outcome (please tick the outcome you are reporting on)	✓
Public confidence	
Victim satisfaction	
Organisational health and well-being	✓
HMIC	
Office of Police Conduct	

Rating



Inadequate ●○○○ Requires improvement ●●○○ Good ●●●○ Outstanding ●●●●

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

- Staff Survey 2018 – following discussion at Peoples Board and Calon Group it has been agreed that to further build on the 2017 staff survey we will use the ‘Durham Survey’ for 2018. This survey is provided by Dr Les Graham of Durham University. There will be a cost of £7500 to the force but analysis and reporting of the results are provided in this cost. The additional benefit of using this survey is that it is used by a significant proportion of police forces in England and Wales, as a result there will be the opportunity to compare results directly with other forces.
- The roll out of a Transformational Leadership Programme to managers and leaders not included in the initial senior leader’s cohort will be included in the training plan for 2018/19. The initial programme will continue to be evaluated with a second feedback event planned later this year.
- Results of the IIP Amnesty Review have been published with Dyfed Powys Police achieving ‘Standard Accreditation’. This review focused on specific areas which weren’t sufficiently met from the previous assessment and also captured further development work undertaken. The review commented that ‘the progress made in 12 months is exemplary and the changes made are already having a positive impact both in terms of results and perceptions by those interviewed’.
- HR Support Officers on divisions are now dealing with the majority of attendance and performance issues relating to their officer and staff in their areas. This has allowed us to reallocate the HR Support Officer Attendance & Performance to be the HR Support Officer for Headquarters Departments. This has begun with engagement with CID and Operations and will extend to other departments shortly.
- Police Officer recruitment continues to be an important part of our workforce plan for 2018/19, with the focus being to maintain a full establishment throughout the year. To ensure this occurs the force have 3 intakes scheduled, the first in June 2018 (for 6 transferees to be appointed to fill vacancies in Ceredigion and Powys), 1 intake of 22 new recruits in September 2018 and 1 intake of new recruits in March 2019. Projected establishment for the first quarter of 2018/19 taking into account leavers and new starters, is shown below:

	April 2018	July 2018
Authorised Establishment	1165.08*	1163.08*
Current / Projected Actual Establishment	1176.92	1166.92
Vacancy Factor	+11.84	+3.84

* Please note that this figure takes account of the DRR2 decreases (8.4), 2 Inspector decreases (1Carms and 1 Pembs with effect from the 1st April and decreases of 2 constable posts for workforce modernisation reasons in July.)

- Police staff numbers continue to be at or near to our authorised establishment. Our focus in the first three months is to ensure that we recruit into the new established posts that were part of workforce modernisation or growth bids, whilst at the same time ensuring that we replace any leavers.

- The force is participating in Direct Entry Programmes for both Inspector and Superintendent. The number of applicants for each has been high with Dyfed Powys Police receiving 10 Direct Entry Superintendent applicants and 32 Direct Entry Inspector applicants. All these applicants are currently being progressed through a series of selection processes with the College of Policing. Once the outcome of this process is known the remaining applicants will undertake an in force selection process with Chief Officers. Up to two Inspectors and one Superintendent will be recruited through this process.
- The iTrent Skills project is continuing with the review and updating of police officer skills and training records expected by May 2018. This work includes the development of an online questionnaire to officers and staff to ensure skills and training records are complete.
- Funding has been made available to recruit 7 new to organisation apprentices. Apprentices will be working in the following business areas: Business Support Unit; Procurement; Fleet; ICT; HR; Health & Safety; Governance & Change. Work is progressing to plan and progress recruitment and selection during May and June.
- The rates of sickness absence are reducing. The overall percentage of establishment absent between 1st October 2017 & 31st March 2018 was 4.50%. As per previous reports, rates of sickness absence remain above our 4% target. A snapshot of absence on 19th April 2018, shows an improvement with the rate decreasing to 3.50%.

	1 st August and 25 th October 2017 (PAB Report)	20 th November 2017	4th January 2018	19 th April 2018
Police Officers	4.88%	5.84% (68)	6.62% (79)	3.18% (39)
Police Staff	3.92%	3.88% (30)	4.55% (49)	3.94% (41)
Total	4.13%	5.06% (98)	5.78% (128)	3.50% (80)

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

- Despite sickness absence reducing, as described above, the increasing proportion of sickness absence attributed to psychological disorders continues to be a worrying trend both in force and nationally. The analysis of psychological disorders commissioned from IID has been provided to help understand this pattern in more detail. Some headlines from the analysis are provided below with further work being taken forward at a local level :
 1. Between 2017 and 2016 the Force had seen a 4% increase in the number of absences for psychological disorders. However, in the same period there has been a 28% increase in the number of days lost to sickness for psychological disorders
 2. During the review period a total of 23,041 days have been taken due to Psychological Disorders.
 3. Of the 351 recorded absences for the review period only 5 (1%) have been recorded as 'Injured on Duty'
 4. Increases in absences recorded as psychological disorders aren't evenly distributed across ranks or divisions/departments.

• Performance Development Review (PDR)

The PDR lifecycle for the year 2017/2018 was due to end on 31st March 2018, however a decision was made at the Peoples Board on 4th April 2018, that this should be extended until 13th May 2018 and this has been communicated to the force. The completion figures for the PDR process to date are as follows:-

Stages in the PDR	Responsibility of :-	Completion figures per stage
1a – Self Assessment	Individual	78%
1b – Objective Setting	Line Manager	69%
2a – Half year review	Individual	52%
2b – Half year review	Line Manager	47%

3a – Year end	Individual	38%
3b – Year end	Line Manager	30%
3c – Comments	Individual	24%
3d – 2 nd Line manager	2 nd Line Manager	19%

Feedback from the Investors in People report dated 7th February 2018, states that “PDR is difficult to navigate; onerous for managers and considered to be cumbersome. There are very similar comments from the two previous internal staff survey’s and from a group of 14 newly promoted sergeants.

There is clear evidence from a number of sources, that the current PDR process is not fit for purpose, and its relevance and benefit to both the force and individuals remains uncertain.

Work is currently on-going between HR, IT and Supt Roderick, to look at ways to improve the current PDR process and user experience for staff and managers and to make it a more meaningful process that individuals will engage with and see the benefits of completing.

In February, Supt Roderick and Meriel Lewis attended Thames Valley Police to see their Talent Performance system designed by a company called “Headlight”, which has recently received praise from the HMICFRS, for the way the system has been designed as it prevents favouritism and ensure everyone has equality of opportunity. Following discussions with the IT team, we are planning on replicating some of the key features of the Thames Valley PDR process into a DPP bespoke process, these include:-

- For individuals to demonstrate “**how**” they achieve their objectives, in line with the College of Policing’s Competency Value Framework (CVF). It was agreed by the DCC at a recent Peoples Board meeting that the next cycle of PDR’s will include the CVF and colleagues within L&DS team are working on a delivery plan for this to happen.
- Functionality for managers to identify “**talent**” from within their team. This will require a new force strategy on Talent Management.
- Incorporating a TNA option, to ensure opportunities for development are apportioned “**fairly**” throughout the force.
- To create a CPD document to operate alongside the PDR as a way of recording examples of “**good work**”.
- To have a “**creditable**” system that individuals engage with and see benefits from.

It was agreed at the Peoples Board meeting that the next cycle of PDR (i.e. year 2018/2019) will start in June 2018, this will allow for the creation and development of a new bespoke PDR process, outside of iTRENT to take place.

- **Flexible Working Annual Reviews** – reference to annual reviews has been made in previous updates, with concerns over the impact of abstractions and working patterns prompting the need to reintroduce such reviews. An updated policy has been drafted following consultation with Chief Superintendents and Staff Associations. It has also been discussed with the Deputy Chief Constable who has suggested some further changes to the format of the policy and process so that it aligns to other processes. This work is on-going, and will hopefully be completed by May 2018, so that the policy can be approved at the JNCC meeting and the annual review can take place during the summer months.

What are our opportunities? How will we exploit them?

- **Workforce Transformation** – the College of Policing is working in partnership with the National Police Chiefs Council on a broad range of national initiatives supporting workforce transformation in policing. The programmes include:

Entry Routes - Reform of initial recruitment systems and processes, Apprenticeships.
Role Definition and Comparison – Competency Value Framework (CVF), Role Profiles
Professional Development - PDR & CPD, PEQF
Linking pay to recognition of skills, competence and contribution - Foundation ARC (Assessment & Recognition of Competence), Advanced Practitioner and License to Practise (underpinned by ARC)

Each of these initiatives can contribute towards a professional framework which unlock people’s full potential and enables them to provide the best service to the public. We are working on an All Wales basis particularly in the areas of initial recruitment and PEQF.

- With the HR Support Officers on division now established there is an opportunity to expand the support provided to line managers. This will include CPD events on People Management related topics, helping us move away from centrally delivered inputs in headquarters.
- Occupational Health has been operating with reduced staffing levels over the last 9 to 12 months. For part of this period there have been 2 Occupational Health Adviser vacancies. This has significantly reduced the capacity of the team but they have continued to provide a comprehensive service. This period has provided an opportunity to review the services being provided and realign provision to meet changing needs of the organisation. One of the Occupational Health Adviser vacancies is now in the process of being filled and we are considering options for the second role.

What are our threats? How will we manage them?

- **Workforce Transformation** – the programmes included in workforce transformation are extensive in their scope. They require changes to policies, processes, systems, and in some cases training development and accreditation of staff. Complex and often interdependent programmes it is a significant challenge to implement all programmes.

We are collaborating with other forces where the sharing of resources and expertise makes sense. We will also need to prioritise areas of work to balance competing demands.

- If iTrent Skills profiling is not completed this will impact on the use of this data for both succession and workforce planning and the training plan for 2018/19.
- If the PDR process and it’s relevance to staff isn’t developed as described above it won’t contribute towards workforce transformation as is hoped. This will negatively impact on the ability of the force to manage talent and influence performance through development.

Resource implications

Finance – revenue funding, capital investment, external funding, commissioning, collaboration opportunities etc.	Funded and in the budget(s)
Assets – estates, facilities, IT etc.	Nil
Staff - knowledge & skills, capacity, capability, training etc.	Covered above
Timescales	Covered above as applicable
Leadership	Covered above

Partners	Some of this work does involve partners, but the arrangements are covered either through existing working arrangements or through specific project plans for new initiatives
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Impact considerations	
Risk	Governance issue covered above
Legal	Nil
Police and Crime Plan	Key outcome area, at the heart of delivering an effective Policing Service
Demand	No additional points to raise
Governance	Covered above
Equality	Working closely with Force equality and diversity colleagues on positive action
Reputation – confidence and satisfaction	Covered above
Environmental and sustainability	Nil
Media, communication and engagement	The Comms team will be engaged with for launch of flexible working review.

Senior officer approval

Name: Steve Cadenne De Lannoy

Signature:



Date: 24th April 2018