



Office of Police and Crime Commissioner
Office of Chief Constable

Human Resources

Outturn Report 2020/2021

7th June 2021



1. PURPOSE AND RECOMMENDATION

- 1.1 The purpose of this report is to provide information for monitoring purposes and OPCC reporting.
- 1.2 There are no recommendations made requiring a decision.

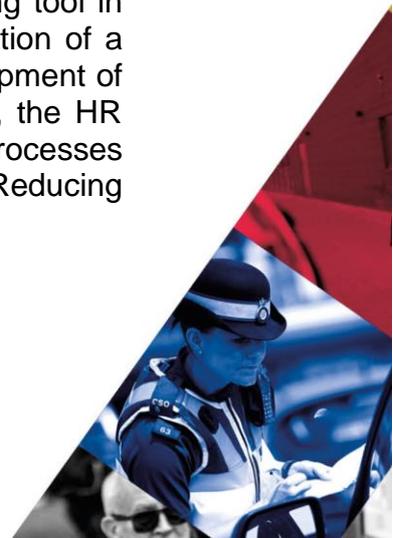
2. INTRODUCTION & BACKGROUND

- 2.1 The Human Resources Outturn Report provides detail of the departments' activity and achievements against the Strategic Objectives of the People Plan (2019-2022) throughout 2020/2021. A new Head of People Service joined on the 3rd August 2020 and will issue a reviewed and updated People Plan by 30th April 2021.
- 2.2 All functional areas within People Services, except for Learning & Development, were subject to a Service Improvement Review in 2020 and consequently a revised departmental structure has been implemented within this financial year. Implementation of the revised structure commenced in November 2020. However, due to recruitment requirements, it was not fully resourced until February 2021. The new structure is provided at Annex A.
- 2.3 This report presents the key performance areas for Human Resources, Occupational Health & Wellbeing and Health & Safety for 2020/2021. For a full appreciation of the over-all output for the year this summary should be read in conjunction with the detailed report, Annex B.

3. RESOURCING

- 3.1 **Workforce planning** – An emphasis on more detailed workforce planning and a regular reassessment of requirements has continued this financial year. Due to successful workforce planning and recruitment in partnership with Learning and Development, we were able to achieve a positive position of 14 Police Officers over our Operation Uplift target at year end which puts us in a healthy situation for the commencement of Year 2. The required recruitment and training plans have been put in place to ensure our targets for Year 2 & 3 are also achieved. A workforce plan for Community Support Officers and Special Constables is also in place.

The development of data analytics and system capabilities has continued with the completion of the first element of the workforce planning tool in QlikView (Workforce forecasting for Police Officers), the publication of a People Services Monthly Management Information Pack. Development of automation has been a key theme throughout People Services, the HR system capability has been developed streamlining and digitise processes and reporting for more efficient and reliable data reporting. Reducing manual activity and duplication.'



- 3.2 **Recruitment & Engagement and Promotion** - The volume of recruitment has been high over the last twelve months with the recruitment of 151 Police Officers, 37 Special Constables, 56 CSO's and 84 Police Staff.

Further alternative routes to policing have been explored and introduced, with the commencement of direct entry Detectives through Detective Now in January 2021, the recent advertisement of the new 'pre-join degree' programme, a commitment to recruit 'Police Now' candidates under the Leadership Programme in August 2021 and preparation for the launch of our Apprenticeship Programme in April 2021.

There has been an enhanced focus on positive action, both in terms of enhanced staffing and increased initiatives. A 3-year action plan aligned to the Joint Strategic Equality plan has been implemented which encompasses the NPCC guidance on a representative workforce. As part of this strategy, our 'Positive Action Outreach' workers have continued to raise the level of community engagement with community groups and partners. A bespoke 'positive action recruitment journey' has been developed with numerous support sessions provided to candidates through the Police Officer and Community Support Officer Campaigns, and increased links have been made with the Universities and Colleges to deliver careers sessions. There has been a 27% increase in our number of BAME Police Officers and more than a 100% increase in our BAME Community Support Officers.

Successful promotion processes for all Police Officer ranks took place during 2020/2021. A holistic review of the promotion process is underway in advance of the processes to be run in the new financial year, with plans to introduce a development centre for Chief Inspector and above encouraging growth and leadership for our future senior leaders.

4. WELLBEING, HEALTH & ATTENDANCE

- 4.1 **Wellbeing** – The Wellbeing Strategy and Annual Plan has been developed for Year 1 (2021/22) with a clear aim of providing the knowledge and tools for both staff and line managers to deliver exemplary wellbeing care of ourselves and others. A wellbeing toolkit to support this has been developed, alongside a new PERFORM objective that launches in April 2021. Work is also finalised on a new psychoeducation programme that will commence in November 2021.

Wellbeing initiatives such as Wellbeing Days and training sessions on topics such as Mental Health, First Aid, Suicide Awareness and Fertility have all been scheduled. Due to COVID-19, leaflets regarding supporting emotional and physical health at home have been created and disseminated, online exercise programmes such as HIIT and Yoga have run and drop-in sessions on Fridays Morning have been running since August. A bereavement support group was also established and Monthly Lunch and Learns began in September 2020.



The feedback received following the ReTrain Programme which concluded in October 2020 was extremely positive in terms of the impact it had for officers. Following an assessment which identifies levels of anxiety and depression, officers who had undertaken the training programme had significantly lower anxiety scores than those who had not.

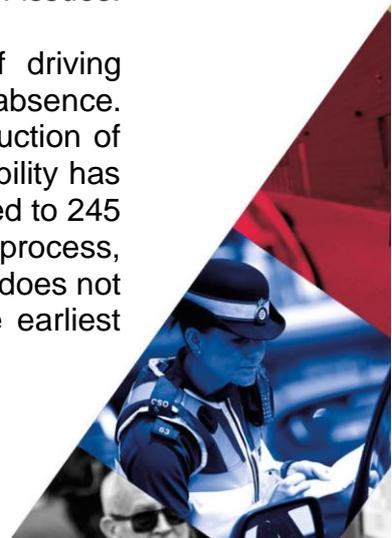
- 4.2 **Occupational Health** – A total of 2688 occupational health and counselling appointments were undertaken during 2019-2020. This included 49 annual adjusted duties appointments, 630 management referrals, 577 Hep B vaccinations/blood tests, 436 counselling sessions, 364 recruitment medicals, 54 injury on duty consults and 71 general consultations, plus medicals on a variety of other specialist roles. As part of the winter wellbeing campaign over 1000 flu vaccinations were administered, which meant over 10,000 Tetanus Vaccinations will be donated to developing Countries through the collaboration with UNICEF.

Due to COVID-19, in March 2020 face to face consultations were replaced with telephone, Skype or Teams calls and the physical elements of the medicals postponed until the unit reopened in August 2020. This has ensured continuation of services. However, due to DNA (Did not attend) rates decreasing during this period, remote consultations will continue where appropriate. This drive for continuous improvement has also been demonstrated in the simplifying and digitising of referral forms.

The Occupational Health & Wellbeing Manager has played an integral part in the force's medical response to COVID-19 with the set up and management of a COVID Test, Trace and Protect (TTP) Hub to reactively manage the number of cases whilst proactively limiting potential exposure to other staff, providing advice and guidance to vulnerable groups and working collaboratively with the other Welsh forces to develop an All Wales Covid Risk Assessment Document to provide guidance to management on managing vulnerable individuals in the workplace. This has been alongside daily attendance in an advisory capacity at the force COVID Gold group.

- 4.3 **Attendance Management** - COVID 19 brought challenges in the management of sickness absence during this year but the department responded with adaptations and development of new processes, sickness codes, guidance and support. Like the other functional areas within People Services, HR Operations provided daily support to the Silver and Gold COVID daily meetings to provide relevant HR advice on a range of issues.

We have continued to assist the organisation in support of driving Attendance Management Compliance and reductions in sickness absence. Our absence level reduced through 2020/21 and with the introduction of the Workforce Planning team our data collection and analytical ability has significantly improved. The average in 2020/21 was 204 compared to 245 in 2019/20 and 354 in 2018/19. This is reflective of the improving process, management and support provided to staff to assist. This support does not only concentrate on seeking to support a return to work at the earliest



opportunity but to proactive identify issues to prevent sickness absence in the first place.

Long term absence continues to account for the greatest element of sickness for both police officers and police staff. Together with a proactive wellbeing support, managing these cases effectively will have the impact of supporting staff and reducing our overall sickness absence level. The number and average length of all long-term sickness absence has increased in 2020/21. There have been several protracted long-term sickness cases which have impacted on this average duration of sickness absence. The number of long-term sickness cases linked to mental health has decreased, however, the average duration of each absence has increased.

Work has been undertaken to review our current restricted officers and police staff to ensure we are supporting their return to full duties, that they are placed in a role that meets their restrictions and we use the skills/experience of the individual to meet operational demands. Based on the picture on 31.03.20 and 31.03.21 the percentage restricted/adjusted duties officers had decreased from 7.9% of the workforce on 31.03.20 to 4.4% on 31.03.2021.

5. HEALTH & SAFETY

5.1 An outcome of the Service Improvement Review of the Department was an increased level of investment in resources for Health & Safety, with an Advisor and Administrator role introduced. A formal Governance Structure has been implemented to drive H&S compliance throughout the force in relations to regular meetings and risk assessment activity. Development of the electronic H&S system has commenced and will be progress during 2021 to provide dashboards to manage, analyse and provide improvements to operation. A 3-year training plan is in place to upskill the H&S knowledge within the force with an immediate focus on Senior Leaders, Managers and individuals with key Health & Safety responsibilities. A 3-year improvement plan is under construction and development work has been undertaken on bespoke H&S, Fire and DSE e-learning training packages. The DSE Package has been particularly important in the support of the agile working community working from home.

Our Health & Safety team have played an integral part in the force's response to COVID-19 influencing in the practicality of operating in a safe environment both in and outside of a station, including the assessment of PPE worn and the safety of our officers, staff and the public.

6. NEXT STEPS

6.1 Review and update the current People Plan to deliver the remaining elements and shape the strategy to account for Leadership, Wellbeing, Talent Management and inclusion.



7. FINANCIAL CONSIDERATIONS

7.1 Not applicable

8. PERSONNEL CONSIDERATIONS

8.1 Gwent Police are committed to ensuring the recruitment and retention of suitably skilled and experienced officers and staff, along with ensuring that we have effective support mechanisms for them, and robust attendance and performance management processes in place to enable efficient and effective service delivery. The Human Resources Outturn Report highlights the functions contribution to ensuring this is delivered.

9. LEGAL CONSIDERATIONS

9.1 N/A.

10. EQUALITIES & HUMAN RIGHTS CONSIDERATIONS

10.1 This report has been considered against the general duty to promote equality, as stipulated under the Joint Strategic Equality Plan and has been assessed not to discriminate against any group.

10.2 In preparing this report, consideration has been given to requirements of the Articles contained in the European Convention on Human Rights and the Human Rights Act 1998.

11. RISK

11.1 The recruitment and retention of officers and staff, along with effective support mechanisms and robust attendance and performance management processes are all key elements of the force's ability to deliver against the priorities. There could be substantial risk to that delivery if we do not have the right people in the right place at the right time.

12. PUBLIC INTEREST

12.1 In producing this report, has consideration been given to 'public confidence'? Yes

12.2 Are the contents of this report, observations and appendices necessary and suitable for the public domain? Yes

12.3 If you consider this report to be exempt from the public domain, please state the reasons: not applicable

12.4 Media, Stakeholder and Community Impacts:



13. REPORT AUTHOR

13.1 Sarah Corcoran, Workforce Planning Manager

14. LEAD CHIEF OFFICER

14.1 DCC Amanda Blakeman

15. ANNEXES

15.1 Annex A – HR Organisation Structure

15.2 Annex B - Detailed Departmental Activity and Impact 2020/2021



Appendix B - Detailed
Departmental Activity



HR Structure, Nov
2020.pdf

16. CHIEF OFFICER APPROVAL

16.1 I confirm this report has been discussed and approved at a formal Chief Officers' meeting.

16.2 I confirm this report is suitable for the public domain.

Signature:

Date: 14th May 2021

Police and Crime Commissioner for Gwent

I confirm that I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Code of Conduct.

The above request has my approval.

Signature:

Date: