
HUMAN RESOURCE (HR) STRATEGY AND COSTED PLAN**Joint Report of the Chief Constable, Clerk and Personnel Adviser**

1 PURPOSE OF THE REPORT

The purpose of this report is:

- i) To provide members with a further update on the HR Strategy and Costed Plan 2003/05.
- ii) To seek approval for the publication of the HR Strategy and Costed Plan 2004/07.

2 BACKGROUND

A report was submitted to the Police Authority meeting held on 23 April 2003 advising of the requirement, under Home Office Circular 18/2002 for forces to have an HR Strategy and Costed Plan. Members approved the content of the Plan, authorised its publication and agreed to receive six monthly monitoring reports (minute no 16 - 2003/04).

The first of these monitoring reports was noted at the Police Authority meeting held on 17 December 2003 (minute no 167 - 2003/04).

A further update on the implementation of the HR Strategy and Costed Plan 2003/05 is attached at Annex A.

The HR Strategy and Costed Plan 2004/07 (Annex B) has been prepared in line with the Home Office guidance, and in consultation with the Police Authority Personnel Adviser. The document has been condensed and highlights key strategic actions. This is in contrast to the previous document which included detailed supporting actions which are now included in the Personnel Services Departmental Plan.

As part of the annual risk assessment of the force the HR Strategy and Costed Plan must be submitted to Her Majesty's Inspector of Constabulary.

3 EQUAL OPPORTUNITIES IMPLICATIONS

The plans support the Force and Police Authority policies on Diversity and Equal Opportunities.

4 HUMAN RIGHTS IMPLICATIONS

Although there are no direct human rights implications arising from the report itself, implementation will take account of the Force's obligations under the Human Rights Act 1998.

5 **FINANCIAL IMPLICATIONS**

The Treasurer confirms that the proposed expenditure can be accommodated within the revenue budget.

6 **RECOMMENDATIONS**

Members are asked to:

- i) Note the contents of this report.
- ii) Agree to the publication of the HR Strategy and Costed Plan 2004/07.
- iii) Agree to receive progress reports every six months.

Annex A

HUMAN RESOURCE STRATEGY UPDATE – 2003/5

RESOURCING

Action	Timescale	Owner	Target	Links to ...	Progress
1 To increase the Police Officer establishment	March 2004	Principal Personnel Officer	To increase Police Officer establishment by additional Crime Fighting Fund officers when confirmed by the Home Office	Diversity Training & Development	Complete
2 To increase the Police Staff establishment	March 2004	Principal Personnel Officer	To increase the Police Staff establishment from 1,551 to 1,631	Diversity Training & Development	Complete
3 To increase the Special Constabulary establishment	March 2004	Principal Personnel Officer	To increase the number of Special Constables to 237	Diversity Training & Development	Target not achieved. Current establishment 212 Home Office Special Capacity Building funding has been approved to establish a Specials Coordinator, dedicated Trainer and recruitment support clerk. The aim of this project is to increase the number of Specials and their effectiveness. The force is also participating in a recruitment campaign including an open day.
4 To increase the percentage of police recruits who are female	March 2004	Principal Personnel Officer	To increase the percentage of police recruits who are female from 28.2% to 29.2 %	Diversity Training & Development	Complete – 29.5% of recruits this year were female.

5	To increase the percentage of Minority Ethnic Officers	March 2004	Principal Personnel Officer	To increase the percentage of Minority Ethnic Officers from 1.29% to 1.4%	Diversity Training & Development	<p>Target not achieved. The current position is 1.18%. A Diversity Issues Unit has been set up to tackle diversity issues on a strategic level within the force and address issues such as Recruitment, Retention and Progression of Police Officers and Police Staff.</p> <p>An Action Plan has been developed by the Unit to progress the above areas. The Force has recently participated in a collaborative inspection of Diversity Issues with Cleveland Constabulary.</p>
6	To increase the percentage of Minority Ethnic Police Staff	March 2004	Principal Personnel Officer	To increase the percentage of Minority Ethnic Police Staff from 0.5% to 0.7%	Diversity Training & Development	<p>Target not achieved. There has been an increase to 0.62%. See comments above in relation to Diversity Issues Unit.</p>
7	To continue to develop and evaluate the policy for bulk recruitment of grade B Police Staff	March 2004	Principal Personnel Officer	To establish a recruitment pool of suitably qualified people to fill Police Staff vacancies	Retention Diversity Training & Development	<p>Complete. Bulk recruitment has worked successfully and there is still a waiting list of applicants. Future use of bulk recruitment is pending requirements following the Public Service & Performance Review.</p>

8	To develop and implement workforce and succession planning for police officers	March 2004	Supt. Personnel	To develop, agree and implement Policy	Retention Diversity Training & Development	Complete. A timetable for promotion and specialist post applications now exists, which is used for planning promotion events and ICF is taken into account in post filling and appointing to specialist posts. Workforce resource planning has been refined through the Resource Management Group.
9	To introduce procedures for online recruitment for Police Staff	Revised to January 2004	Chief Personnel Officer	To produce an online information pack and application form	Diversity Training & Development	Ongoing. Preliminary research has been conducted to scope the project and work is being progressed by a Personnel Officer. An electronic application form and information pack is currently being developed in consultation with Media Services and IS&T.
10	To introduce a scheme to advertise Police Staff vacancies on the Force website	October 2003	Chief Personnel Officer	To implement and evaluate	Diversity	Complete. We have also negotiated an arrangement to advertise our vacancies on the Jobcentre website which is the biggest jobs database in Britain.
11	To incorporate the National Competency Framework (NCF) and National Occupational Standards (NOS) in all promotion and selection procedures	March 2004	Chief Inspector Performance Development Unit	NCF and NOS principles used in all promotion and selection procedures	Diversity Training & Development	Ongoing. NCF/NOS, now renamed the Integrated Competency Framework (ICF), has been incorporated into the recent Chief Superintendent assessments and an evaluation of the process has been undertaken. The results of the evaluation will be taken into account in the recruitment of police staff Business Manager posts.

12	To implement National Recruitment Standards into the recruitment procedure	March 2004	Principal Personnel Officer	To recruit all constables using the new National Recruitment Standards	Retention Health Safety & Welfare Diversity Training & Development	Complete. A recruitment exercise incorporating National Recruitment Standards was undertaken in January 2004. The exercise was a success with 150 candidates passing the assessment (66% success rate). A number of assessors have been trained including Police Authority members and representatives of minority ethnic staff.
13	To monitor Home Office developments concerning the civilianisation of Police Officer posts following recommendations of the National Bureaucracy Task Force (NBTF)	March 2004	Principal Personnel Officer	To monitor developments and evaluate the recommendations of the NBTF	Retention Diversity Training & Development	Ongoing. This project described below will develop and contribute to the modernisation agenda and national dialogue being driven by HMIC relating to career pathways for police staff, reducing bureaucracy and civilianisation.

14	<p>To review the current distribution of staff with a view to identifying roles and responsibilities suitable to be undertaken by Police Staff</p>	<p>March 2004</p>	<p>Chief Personnel Officer</p>	<p>To complete the review and implement changes</p>	<p>Retention Diversity Training & Development</p>	<p>Ongoing – The force is currently undertaking a review (Front Line First) to:</p> <ul style="list-style-type: none"> Identify police roles which do not require police powers. Examine existing functions of the operational role to identify those aspects which might be carried out by recuperative/restricted officers or by police staff. Scope the extent to which greater civilianisation will impact upon D.D.A requirements, increasing operational capability and developing police staff career pathways. <p>Following the Government Reform Agenda the Force has also created new Community Support Officer, Detention Officer and Investigating Officer roles.</p>
15	<p>To develop a policy for the recruitment and deployment of Community Support Officers (CSOs) within the organisation</p>	<p>October 2003</p>	<p>Supt Personnel</p>	<p>To develop, agree and implement force policy</p>	<p>Diversity Training & Development</p>	<p>Complete. Policy agreed and Community Support Officers (45 in total) have been recruited in North Tyneside, Sunderland and Gateshead.</p>

16	To recruit and deploy Community Support Officers subject to the bid to the Home Office for 45 Community Support Officers being successful. To develop a programme for their recruitment and deployment	October 2003	Supt Personnel	To recruit and deploy Community Support Officers by January 2004	Training & Development	Complete. See previous.
17	The resourcing formula for the deployment of additional officers will be reviewed	March 2004	Personnel Services/ PR&I	The resourcing formula for the deployment of additional officers will be reviewed	Diversity Training & Development	Ongoing. Resourcing formula is being developed as part of the Public Service and Performance Review.
18	To monitor proposals for the introduction of Civilian Detention Officers into the organisation	October 2003	Supt Personnel	To monitor proposals for the introduction of Civilian Detention Officers into the organisation	Diversity Training & Development	Ongoing. The Force is in the process of recruiting 21 Detention Officers to work in custody suites as part of a Home Office funded Management of Offenders project The project will be monitored by an external evaluator.

19	To monitor the proposals for the introduction of local volunteers as identified by the National Bureaucracy Task Force	October 2003	Supt Personnel	To evaluate the proposals for consideration as force policy with a view to implementation	Diversity Training & Development	On hold. The development of this has been delayed pending the outcome of the Public Service and Performance Review.
20	To monitor the proposals to introduce Civilian Investigating Officers as identified by the Police Reform Act into the organisation	October 2003	Supt Personnel	To evaluate the proposals, for consideration as force policy with a view to implementation	Diversity Training & Development	Ongoing. The Force is in the process of recruiting 36 Investigating Officers to work in custody suites as part of a Home Office funded Management of Offenders project. The project will be monitored by an external evaluator.
21	Investigate the potential to devolve HR activity to area commands and departments	October 2003	Supt Personnel	To complete the investigation	Training & Development	Complete. Devolved HR activity has been investigated as part of the Public Services and Performance Review. Proposals to establish Personnel Officers in area commands and departments has been approved by RMG, and the transition is ongoing.

22	Evaluate the pilot scheme to introduce qualified nurses into custody suites	March 2004	Supt Newcastle North	To complete the evaluation of the current pilot project	Health Safety & Welfare Diversity Training & Development	Ongoing. A 24 hour 7 day nursing service is being provided across Newcastle Area Command and on average 60% of calls previously requiring FME attendance are now dealt with in total by nurses. The pilot has been monitored over a six-month period and an evaluation paper is being produced. However, the pilot has been extended on a month by month basis to enable further detailed evaluation of the scheme.
23	To implement recommendations from a recent review of the Special Constabulary	March 2004	Supt Personnel	To implement the recommendations as appropriate	Health Safety & Welfare Diversity Training & Development	Ongoing. This has been considered by Chief Officers and will be taken forward as part of the Public Service and Performance Review. A new Commandant has been appointed and Home Office funding has been approved to establish posts in support of recruiting, training, management and deployment of Special Constables.

RETENTION

Action	Timescale	Owner	Target	Links to ...	Progress
<p>24</p> <p>To review and implement the following work/life balance policies and procedures to meet the needs of the organisation and staff</p> <ol style="list-style-type: none"> i. Adoption ii. Career breaks iii. Maternity Scheme iv. Paternity Leave v. Reduced Hours working 	<p>March 2004</p>	<p>Principal Personnel Officer</p>	<p>All five headline work/life balance policies to be reviewed and appropriate changes implemented</p>	<p>Resourcing Health Safety & Welfare Diversity</p>	<p>The following policies have been reviewed and implemented:</p> <p>Adoption Maternity Paternity Reduced working hours</p> <p>The existing policy regarding Career Breaks has been reviewed and is progressing through the consultation process.</p>
<p>25</p> <p>To develop an effective communication strategy in relation to work/life balance policies</p>	<p>March 2004</p>	<p>Principal Personnel Officer</p>	<p>To implement the strategy</p>	<p>Resourcing Health Safety & Welfare Diversity Training & Development</p>	<p>Work/life balance policies have been published on the IIS, discussed at Staff Association meetings, Grapevine articles and visits to area commands by Personnel Officers. The Diversity Issues Unit will develop this area further.</p>

26	To complete the review of the Police Staff Handbook and to make appropriate recommendations	March 2004	Principal Personnel Officer	To complete the review	Training & Development	Ongoing. The review of the Police Staff Handbook is progressing and a flexible working scheme has been introduced. However a new National Draft Handbook has been released and Personnel Services are considering how this can be incorporated into the Force Handbook.
27	To ensure effective implementation and integration into force policy of the following national Police Negotiating Board agreements; i. Special Priority Payments Competency Related Threshold Payments Bonus Payments ii. iii.	April 2004 April 2004 December 2003	Supt Personnel	To complete the implementation	Resourcing Training & Development	Complete. The Police Authority has accepted Force implementation schemes.

28	To review the procedures and correct application of performance monitoring for probationary constables including the application of Regulation 15 of Police Regulations relating to discharge	March 2004	Supt Personnel	To complete the review	Resourcing Diversity Training & Development	Complete. Workshops held with managers to improve knowledge of procedures.
29	To review the procedures and application of the unsatisfactory performance procedures for Police Officers including attendance management	March 2004	Supt Personnel	To complete the review	Resourcing Health Safety & Welfare Diversity Training & Development	Complete.
30	Reduce the net revenue spend on overtime from the 2001/2002 baseline (Target subject to final agreement)	March 2004	Director of Finance & Central Services	Reduce by 4.47%	Resourcing Health Safety & Welfare	Achieved.

TRAINING AND DEVELOPMENT

Action	Timescale	Owner	Target	Links to ...	Progress
31 To implement the Force Training Strategy and Costed Training and Delivery Plans	March 2004	Supt Training	Strategy and plans to be implemented	Resourcing Retention Health Safety & Welfare Diversity	Complete. This is an annual requirement. Costed plans for the last financial year have been implemented. New costed delivery plans incorporating the centralisation of training have been developed for the new financial year.
32 To consider and implement the recommendations of the National Best Value Review of Training	March 2004	Supt Training	All aspects of the review to be considered and appropriate changes implemented	Resourcing Retention Health Safety & Welfare Diversity	Ongoing. Progress against the Best Value Review recommendations is provided in detailed monthly reporting to the Police Authority. Progress has also been made against the 19 Foundations for Change.
33 To develop and implement a Performance and Development Review Plan (PDRP)	March 2004	Supt Personnel	To implement and evaluate the PDRP		Completed. PDRP incorporated in HR Strategy and Costed Plan 2004/07.
34 To introduce the National Performance Development Review (PDR) system for Police and Police Staff	March 2004	Supt Personnel	To implement and evaluate the PDR for Police and Police Staff	Retention Diversity	Owing to IT requirements and ICF developments the implementation of a new PDR system is not due for completion until 2005. A pilot scheme will be implemented on 01/10/04 prior to full roll out on 01/04/05.

35	PDR submission rates will be improved for both Police Officers and Police Staff	March 2004	Chief Inspector Performance Development Unit	To increase PDR submission rates from 72% to 100%		Not achieved. The current submission rate is 80.86%. Reminders are being sent to supervisors and managers prior to PDR due date, profile of PDR being raised via Local Training Priority Groups and Seminars held to raise awareness of action plans.
36	To incorporate the principles of the National Competency Framework and the National Occupational Standards into the training and development process including PDR	March 2004	Chief Inspector Performance Development Unit	To incorporate the principles into Training Needs analysis and training evaluation	Resourcing Retention Diversity	Individual Role Profiles not yet complete. Progress was delayed owing to slow information release from Police Skills and Standards Organisation. There will be delays in full implementation in view of the IT requirements, as mentioned at 34 above.
37	To ensure the Training Plan reflects the force's commitment to leadership by developing a programme for management and leadership training for staff	March 2004	Supt Training	To establish a training programme	Resourcing Retention Health Safety & Welfare Diversity	Ongoing. The delivery of management and leadership training is currently under review with the report expected to be considered by Chief Officers as to the way forward. This includes the provision for all staff.

38	To improve the training needs process to better capture training requirements through the development of an improvement action plan	October 2003	Supt Training	To develop an improvement action plan	Health Safety & Welfare Diversity	Complete. A number of staff have been trained in Training Needs Analysis and this will be cascaded to Area Training Officers to improve the process.
39	To investigate new training solutions to meet the needs of the organisation	March 2004	Supt Training	To complete the investigation	Retention Health Safety & Welfare	Ongoing. Training Design Officers have been appointed. Part of their role will be to consider new training solutions to meet the needs of the organisation.
40	To continue to develop opportunities for external and internal secondments for staff	March 2004	Supt Personnel	To develop a programme to manage secondment opportunities	Resourcing Retention	A successful external secondment took place whereby a long service Equal Opportunity Advisor joined the Regional Employer Coalition producing benefits to both employers and the individual. Other opportunities are also advertised in the Personnel Bulletin. An exchange of senior police officers has been agreed with Lothian and Borders Police and a Superintendent from Scotland was seconded to the Operational Support Department and Newcastle West. All internal and external secondments are advertised where appropriate.
41	To incorporate externally provided training within the Force Training Plan	March 2004	Supt Training	To ensure compliance.	Resourcing Retention	This issue is being considered as part of the centralisation of training.

42	The Investors in People (IIP) action plan will be implemented. A formal 2004 application for IIP status will be considered in line with the Recommendation of Her Majesty's Inspector of Constabulary	March 2004	Supt Training	To be successful in applying for IIP status	Resourcing Retention Health Safety & Welfare Diversity	A dedicated QA/IIP officer is now in post on a fixed term contract. Initial work has begun to map our position against the IIP standards following an earlier baseline assessment. Internal agreement to pursue the standard has now been given and formal application to the Chief Executive of the Learning & Skills Council will be made in August this year.
43	To develop an appropriate qualifications and accreditation framework for the force	March 2004	Supt Training	A framework to be developed and introduced	Retention	Ongoing. Awaiting national developments although progress has been made in limited areas.
44	To scope the potential for the development and introduction of an integrated development framework for Police Officers and Police Staff	March 2004	Supt Training	To complete and evaluate the scoping exercise	Retention	Ongoing. This relates to the work undertaken in leadership and management training, the qualifications framework and Best Value (option 5 ie progress the range of service improvements highlighted throughout the Best Value Review).

HEALTH, SAFETY AND WELFARE

Action	Timescale	Owner	Target	Links to ...	Progress
45 To review and implement the National Strategy for a Healthier Police Service	March 2004	Chief Personnel Officer	To implement and evaluate the strategy	Resourcing Retention Training & Development	Home Office funding has been targeted at a range of interventions, which support the strategy. The work of the OHU is clearly directed towards achieving the aims of the strategy.
46 To continue to implement and evaluate the recommendations of the internal review carried out in relation to Occupational Health Unit (OHU) and the National Occupational Health Standards	March 2004	OHU Manager	To implement and evaluate all recommendations	Resourcing Retention Training & Development	The Occupational Health Manager has reviewed the role of the Welfare Officer and Assistant Welfare Officer, with the assistance of Establishment Review. The role has been redesigned to reflect the importance of counselling. The salary of the Occupational Health Nurses is currently under review due to a problem with appointing and retaining appropriately qualified staff.
47 To seek to raise health awareness amongst all staff through positive action measures	March 2004	Chief Personnel Officer	To introduce positive action measures	Resourcing Retention Training & Development	The revised Health and Safety Manual was presented to the Health Safety and Welfare Committee in March 2004. The force now employs two Safety Officers and the responsibilities of the Force Safety Officers and the Police Authority Health and Safety Adviser have been established and agreed. Training has been externally purchased.

48	To monitor the proposed transfer of the employer's duty for Health and Safety to the Police Authority	March 2004	Chief Personnel Officer	To monitor Health and Safety Executive proposals and implement recommendations in consultation with the Police Authority		Responsibilities to remain unchanged.
49	To review procedures for the provision of psychological support for Police and Police Staff	March 2004	OHU Manager	To review all procedures	Resourcing Training & Development	The Occupational Health team are currently working on a proposed Stress Management Policy and guidance related to Psychological risk assessment. This action has been delayed awaiting national guidance.
50	To continue to implement Health and Safety training for managers	March 2004	OHU Manager	To increase the number of Health and Safety courses according to need	Resourcing Training & Development	Training via an external contract is ongoing.
51	To review triage arrangement for medical examinations and the Occupational Health Nurse advice line	March 2004	OHU Manager	To fully evaluate and review the service	Resourcing Retention Training & Development	The triage system and nurse advice line has been implemented and was working efficiently. However, the quality and level of service has been affected due to difficulties in relation to the recruitment and retention of nursing staff.

52	To carry out a range of proactive initiatives on the following aspects of safety in the workplace: i. Manual handling ii. Coping with shift work iii. Early OHU intervention iv. Improved workplace ergonomic assessment	March 2004	Chief Personnel Officer	All initiatives introduced and reviewed	Resourcing Retention Training & Development	<p>i. Manual handling training has fallen behind schedule. Training is in the process of being outsourced in the short-term to clear the backlog.</p> <p>ii. Guidance has been issued to staff.</p> <p>iii. Triage in place but high turnover of nurses is causing a problem.</p> <p>The Force Communications Centres have recently had an ergonomic assessment performed by an ergonomist, and a report is soon to follow detailing recommendations. The additional Home Office funding for occupational health initiatives will also fund the design of 'positive pocket cards' detailing advice for display scheme equipment users.</p>
53	To review the provision of support to ex-employees and dependants	March 2004	OHU Manager	To complete the review		Review completed. Alternative options for support are being considered.
54	To provide all Chief Inspectors and Inspectors with a one week Institute of Safety and Health approved training course	March 2004	Chief Personnel Officer	To train all appropriate staff	Resourcing Retention Training & Development	Ongoing. External contracts with Kite Associates being rolled out to officers in this category.
55	To provide Asbestos awareness training to those employees at risk	March 2004	Chief Personnel Officer	To train all staff who are classed as vulnerable	Retention Training & Development	Completed.

56	To introduce Hepatitis B post exposure counselling and testing	March 2004	Chief Personnel Officer	To have 100% of those affected tested and offered counselling	Training & Development	Completed. This service is currently provided by the Occupational Health Nurses.
57	To reduce the number of working days lost through sickness: i. Police Officer ii. Police Staff	March 2004	Chief Personnel Officer	i. 10.5 days ii. 9.8 days Note: The target for sickness relates to the number of working days lost through sickness; BVPI 26 (1&2). The target for police sickness has been revised to reflect a new methodology.	Resourcing Retention Training & Development	The current position is: i. 8.69 days ii. 11.22 days
58	To reduce the number of medical retirements: i. Police Officer ii. Police Staff	March 2004	Chief Personnel Officer	i. 0.70% ii. 0.42% Note: The target for medical retirements relates to the number of medical retirements as a percentage of either total Police Officers or Police Staff BVPI 29 (1&2).	Resourcing Retention Training & Development	The current position is: i. 0.22% ii. 0.25%
59	To reduce the number of accidents at work: i. Police Officer ii. Police Staff	March 2004	Chief Personnel Officer	To reduce both by 5%	Resourcing Retention Training & Development	The current position is: i. 1601 down 5.1% ii. 124 down 4.62% (Figures for period 01/01/03 to 31/12/03)

DIVERSITY

Action	Timescale	Owner	Target	Links to ...	Progress
60 To continue developing positive action initiatives to encourage applications from all sections of the community	March 2004	Personnel Services	To maintain the number of initiatives	Resourcing Retention	Production of a recruitment CD Rom with regard to careers for police staff is ongoing. Diversity Issues Unit established to look at recruitment, retention and progression issues. Action Plan prepared.
61 To ensure the effective continuation of the Race Equality Scheme (RES)	March 2004	Equal Ops Advisor	To complete the RES actions	Resourcing Retention Training & Development	On going work to review the Diversity Database - pilot schemes operating in Wallsend and Hexham to ensure database is used effectively and actions being updated. Impact Assessment process being reviewed to make process easier to understand and implement
62 To monitor the progress of female and minority ethnic staff and to ensure relevant targets for progression are met	March 2004	Equal Ops Advisor	To ensure all targets are met	Resourcing Retention	Progression targets are being revised by the Home Office. It is accepted that it is not possible to achieve a fully representative workforce across all ranks and grades by 2009.

63	To implement and evaluate the four recommendations of the national Gender Agenda which have been prioritised for action within the force	March 2004	Equal Ops Advisor	To implement all four recommendations	Resourcing Retention Training & Development	<p>i. <u>Mentoring</u> – Work is ongoing to extend the current mentoring scheme to include female and minority ethnic staff, with a view to improving career development and progression.</p> <p>ii. <u>Maternity Leave</u> – Policy updated July 2003 which now includes a return to work strategy. Guidance booklet published.</p> <p>iii. <u>Recruitment, Retention and Rejoiner Issues</u> – Positive action days and familiarisation events held for potential recruits and rejoiners. Working Party set up and considering retention and progression issues.</p> <p>iv. <u>Work/Life Balance</u> – Flexible working arrangements introduced for police staff. Work ongoing to extend to police officers.</p>
64	To monitor and review the impact of the Diversity Database	March 2004	Equal Ops Advisor	To monitor and review implementation	Resourcing Retention Training & Development	See 61 above.
65	To develop a five year strategy to address the needs of a diverse workforce	October 2003	Equal Ops Advisor	To establish a development programme to launch the strategy	Retention Training & Development	Ongoing. Action plan being finalised in relation to recruitment, retention and progression. Diversity Strategy Group now in place and taking a long term look at all diversity issues.

66	To plan for the implications of the Disability Discrimination Act (DDA) as it will apply to Police Officers	March 2004	Equal Ops Advisor	To review all relevant policies	Resourcing Retention Health Safety & Welfare Training & Development	We have been monitoring and participating in project groups at both regional and national level to prepare for the introduction of change scheduled for October 2004. Review of policies and procedures is still ongoing.
67	To monitor the effectiveness of the Dignity In Action policy	March 2004	Equal Ops Advisor	Ongoing	Retention Health Safety & Welfare Training & Development	Exit procedure now revised. Staff Associations are being consulted on the new procedure before implementation.
68	To implement and evaluate the recommendations from the Her Majesty's Inspector of Constabulary report Diversity Matters	March 2004	Equal Ops Advisor	To implement effectively any recommendations	Resourcing Retention Training & Development	Ongoing. Police Authority updated on 6 monthly basis.

Annex B

**HUMAN
RESOURCE
STRATEGY
and
COSTED PLAN
2004 / 2007**

**Incorporating the Training Strategy
and
Costed Training and Delivery Plans**

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The Human Resource Strategy

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FOREWORD

In Northumbria Police we value skills and abilities of our police officers and police staff and recognise that each has an expectation that they will be given the opportunity to develop themselves for personal and organisational benefit. Our role is to help facilitate these expectations to such an extent that they ultimately result in improved services to the public we serve.

This Human Resource (HR) Strategy describes how we will carry out this role, delivered through an annual costed HR Plan and based on five strategic areas:

- ♦ Resources
- ♦ Retention
- ♦ Training and Development
- ♦ Health, Safety and Welfare
- ♦ Diversity

In conjunction with the Force Training Plan, it can be seen that we clearly aim to continue to improve leadership, management and training and thus enhance not only our high level of policing performance but also our reputation as an employer of choice.

The development of this Strategy and associated Plans recognises the crucial role of HR in the successful implementation of the wide ranging organisational change arising from the ongoing work of the Public Service and Performance Review project.

CRISPIAN STRACHAN, CBE, QPM, DL, MA
CHIEF CONSTABLE

VISION

Our Human Resources vision is:

To develop a fully competent, professional, well motivated and diverse workforce.

In order to do this we will:

- ♦ Adopt flexible and modern working practices, which will assist in delivering a policing service, which is recognised as achieving high standards of professional competence and customer satisfaction.
- ♦ Train our managers and supervisors to provide strong clear leadership.
- ♦ Balance the requirement for professional HR centred support with the needs of area commands and departments.
- ♦ Through the Training and Delivery Plans individuals will be provided with appropriate training to equip them for their roles.
- ♦ Reinforce the importance of teamwork through effective supervision.

The following five key strategic objectives will drive the delivery of the HR strategy and help achieve our vision. Each of the key strategic objectives are supported by clear statements of intent and key strategic actions.

Resourcing

Maintain a high quality and diverse workforce in sufficient numbers at each grade or rank which is able to be deployed in a flexible and effective way.

Retention

Retain a competent, professional and diverse workforce, as an employer of choice.

Training and Development

Train and develop our people so that we have a skilled, dynamic, effective and highly motivated workforce.

Health, Safety and Welfare

Provide a proactive and supportive approach to a safe and healthy working environment and the well-being of the force.

Diversity

Treat all of our people with dignity and respect in order to release the full potential of a diverse workforce.

The document has five key appendices

Appendix 1

Training Strategy and Costed Training and Delivery Plans.

Appendix 2

Performance and Development Review Plan.

Appendix 3

HR Best Value Performance Indicators and Targets

Appendix 4

Staff Costs by HR Function for 2004/05

Appendix 5

HR Key Data

STRATEGIC OBJECTIVE RESOURCING

This strategic area comprises:

- recruitment and remuneration
- progression
- deployment

Northumbria Police will continue to meet operational needs by attracting and appointing a competitive and diverse workforce. This is reinforced by our commitment to the following strategic objective:

To maintain a high quality and diverse workforce in sufficient numbers at each grade or rank which is able to be deployed in a flexible and effective way.

What we achieved in 2003/2004

During 2003/2004 we recruited 199 police officers and 156 police staff, which included 51 community support officers. We successfully introduced the National Police Officer Recruitment Assessment Centre, with 107 of the 161 candidates successful at the first exercise of this type. This pass rate of 66%, significantly exceeded the typical outcome in other regions.

An exercise to recruit clerical and administrative staff has resulted in the creation of a waiting list of 56 staff who meet our quality standard and could be called upon to rapidly fill vacancies across the Force area. Significantly, this exercise produced large savings in terms of staff time and advertising costs in comparison to our previous approach.

Funding has been secured for the creation of new posts to assist in the recruitment, retention and training of additional special constables.

We remain committed to having a truly diverse workforce but recognise we have more work to do. During the year we recruited two minority ethnic officers with a further two being successful but awaiting a start date. Our overall proportion of minority ethnic police officers is now 1.18% which is a decrease from the same period last year and unfortunately below our target of 1.4%. We recruited four minority ethnic police staff. Partnership activity has commenced with external agencies including The Learning Skills Council and Job Centre Plus, to help improve our ratio of both minority ethnic police staff and disabled entrants to our service.

In addition, a Diversity Action Group was set up to revisit existing diversity recruitment, retention and progression practices and draw up an action plan to help the Force exceed its targets in this area.

Our selection methodologies are considered to be administered fairly, and several other Forces have observed our approach to psychometric testing in an effort to improve their selection procedures.

The transfer of the Establishment Review Team from Performance Review & Inspectorate to Personnel Services now provides a broader range of resourcing tools to complement and integrate with existing HR functions, including diversity, retention, health, safety and welfare, and training and development.

We have commenced a comprehensive review of all police officer roles in order to identify those suitable for police staff.

Where do we want to be?

The following is a description of what we want the resourcing function to look like in the future:

- ♦ We will maximise the use of online recruitment taking advantage of developments in e-Policing.
- ♦ We will continue to be an employer of choice.
- ♦ We will operate promotion and selection procedures which are fair, open and transparent and which eliminate discrimination.
- ♦ We will have well defined career pathways for police officers and police staff, which incorporate the Integrated Competency Framework Principles.

What we intend to deliver during 2004/2005

Four key strategic actions will be progressed during the year in support of the longer term vision:

- ♦ Achieve a workforce, which better reflects the diverse communities that we police.
- ♦ Manage the Human Resource aspects of the Public Service and Performance Review.
- ♦ Review mechanisms, which ensure appropriate distribution of resources throughout the Force, maximising operational uniform resource deployment and implement changes as appropriate.
- ♦ Continue the review of all police officer roles and identify those suitable for police staff and undertake further work to develop and refine career pathways for police staff.

STRATEGIC OBJECTIVE RETENTION

This strategic area comprises:

- Work/life balance
- Addressing remedial performance issues
- Monitoring good performances
- Good employment practices

Northumbria Police aims to ensure that work/life balance issues are addressed to meet the demands of the workforce and the organisation. We also promote a comprehensive range of short and long-term initiatives to minimise the loss of skilled police officers and police staff. Our staff are valued and it is important that they remain highly motivated. This intent is reflected in our commitment to the following strategic objective:

To retain a competent, professional and diverse workforce as an employer of choice.

What we achieved in 2003/2004

During 2003/2004 police retention rates have remained impressively high with only 28 officers (0.68%) leaving the service voluntarily. A 6.74% turnover rate was recorded with regards to police staff which is lower than typically experienced within our local labour market. Significant steps have been taken in the areas of career breaks, maternity and paternity leave, reduced hours working and adoptive leave to improve our levels of provision.

A joint review has been undertaken with Staff Association colleagues to review conditions of service for police staff. This has led to increased local autonomy with regards to flexible working schemes.

Despite significant Police Federation opposition nationally, Special Priority and Competency Related Threshold payments have been introduced, with payments to individual applicants being made in a timely manner. A policy has been agreed by the Police Authority with regards to a Bonus Payment Scheme incorporating both police officers and police staff.

A review of occupational sick pay and police medical retirements has been carried out. A combination of progressively closer working links between Personnel practitioners and the Occupational Health Unit, supported by tighter retirement criteria, has seen a steady fall in police officer medical retirements. In 1998-1999 27 medical retirements occurred compared to only 7 through this route during 2003/2004.

A number of personnel officers have been recruited and trained. They will work within the new area commands, enabling them to provide direct specialist support on HR issues.

Where do we want to be?

The following is a description of what we want the retention function to look like in the future:

- ♦ We will endeavour to progress as a flexible employer, developing and implementing policies designed to retain our high calibre and committed workforce.
- ♦ Work/life balance will remain at the forefront in our approach to retaining and motivating staff.
- ♦ Staff Associations and individual members of staff will be effectively consulted.
- ♦ We will be an employer of choice in an increasingly competitive labour market, improving flexible work/life policies that meet the demands of the organisation, existing staff and prospective employees.
- ♦ We will acknowledge and reward good performance through monetary and other means of recognition.
- ♦ We will identify and address individual and collective performance issues, through support mechanisms, careful action planning in partnership with stakeholders and, exceptionally, through managed exits.

What we intend to deliver during 2004/2005

Three key strategic actions will be progressed during the year in support of the longer-term vision:

- ♦ Integrate trained and competent HR Advisers into area commands and headquarters departments, to work in partnership with managers, staff and staff associations which, will ensure the consistent application of policies designed to ensure the retention of staff.
- ♦ Continue to manage the Integrated Competency Framework into our key HR processes which amongst other things, will contribute to the development of career pathways.
- ♦ Manage and implement changes to pay and conditions for police officers and police staff.

STRATEGIC OBJECTIVE

TRAINING AND DEVELOPMENT

This strategic area comprises:

- ♦ Induction
- ♦ Assessment
- ♦ Training and development
- ♦ Setting standard
- ♦ Succession/career planning

Northumbria Police aims to ensure that the organisation has a well trained workforce that is flexible and responsive to change. We also promote the continuous personal and professional development of all staff. Our training is designed to increase the professionalism of staff in delivering all services. This is reinforced by our commitment to the following objective:

To train and develop our people so that we have a skilled, dynamic, effective and highly motivated workforce.

What we achieved in 2003/2004

Last year we continued to make significant progress towards achieving our objective. For example, we developed phase 1 of a programme of transformational leadership training, reflecting the recommendations of the Best Value Review of Training and the National Strategy to Promote Learning in the Police Service. We are implementing the recommendations of the National Best Value Review of Training and it is anticipated that all training will be centralised and costed, according to the National Costing Model, by March 2005. Our training is now more effective and efficient.

All individual training needs are identified and collated using the training needs process, which provides relevant information to the Training Priorities Group. Integral to this is the Performance Development Review system, which assists managers and supervisors to identify training needs.

Where do we want to be?

The following is a description of what we want the training and development function to look like in the future:

- Supervisors and managers will ensure that new members of staff are welcomed into the organisation with a comprehensive induction programme assisting them to be an effective and well motivated member of the team.
- ♦ We will ensure that the organisation has a well trained workforce, which is flexible and responds positively to change. We want all of our staff to be trained and developed in order that they fulfil their full potential.
- ♦ We will ensure that the organisation is recognised as providing excellent training for staff within a well developed accreditation and assessment framework.
- ♦ We will be recognised as valuing people in the organisation through the award of Investors in People (IIP) status.
- ♦ We will have in place a Personal Development Review System, which is supported by supervisors and managers and effectively identifies development needs.

What we intend to deliver during 2004/2005

Five key strategic actions will be progressed during the year in support of the longer term vision:

- ♦ Implement the Training Strategy and Costed Training and Delivery Plans for all training
- ♦ Map our training and learning provision against the Integrated Competency Framework for the purpose of ensuring that training and learning makes a direct contribution to competence.
- ♦ Continue to develop a programme of management and leadership training for all appropriate staff, reflecting the recommendations of the National Best Value Review of Training and the National Strategy to Promote Learning in the Police Service.
- ♦ Develop an integrated strategy for the career development and training of police staff, reflecting the recommendations for the Best Value Review of Training.
- ♦ Commence the implementation of a new PDR system, which carefully reflects the Integrated Competency Framework. The ICF will be aligned to the HR Strategy and the use of computerised programmes will ensure that the systems operate efficiently and accurately. The start date for the IT programme of the new PDR will be April 1st 2005.

STRATEGIC OBJECTIVE HEALTH, SAFETY AND WELFARE

This strategic area comprises :

- employers responsibility to staff and their welfare
- managing risks in the workplace
- issues concerning work related injuries and accidents at work
- sickness and absence management

Northumbria Police will continue to promote a culture, which incorporates Health, Safety and Welfare into all aspects of force activity. Managers will retain responsibility for their staff's health, safety and welfare issues with the appropriate support and guidance from Personnel Services, Occupational Health Unit and Health and Safety specialists. We will also ensure that the welfare needs of all staff are addressed. This is reinforced by our commitment to the following strategic objective:

To provide both a proactive and supportive approach to a safe and healthy working environment and the well-being of the force.

What we achieved in 2003/2004

We have continued to reduce police officer absence levels and medical retirements. Significant issues within the Occupational Health Unit Review have been addressed, resulting in the appointment of an Occupational Health Manager, an additional Safety Officer, and the change in roles of Welfare Officers to Occupational Health Counsellors. The aim of the latter is to proactively improve the health of the workforce and reduce sickness absence.

The introduction of Safety Officers and the monitoring role carried out by the Police Authority ensures up-to-date Health and Safety advice. We have reviewed the National Strategy for a Healthy Police Service to ensure that we comply with the recommendations.

A programme to risk assess and, if necessary, vaccinate, all new entrants against Hepatitis B has been implemented.

We have contracted out the physiotherapy service to provide a response within two working days. The Force Medical Advisers and selected Medical Practitioners have also been contracted out on a temporary basis and we are finalising permanent arrangements for this aspect of the service through a competitive tendering process.

We have developed a programme of actions for the next five years with the overarching aim of becoming the best performing force in the country with regards to attendance of Police Officers and Police Staff.

Where do we want to be?

The following is a description of what we want the health, safety and welfare function to look like in the future:

Supervisors and managers at all levels in the organisation will:

- ♦ Recognise their responsibilities to staff and their welfare needs
- ♦ Assess and minimise risks in the workplace
- ♦ Investigate and respond to work-related injuries
- ♦ Actively seek to promote an attendance culture
- ♦ Implement good practice relating to the health of staff
- ♦ Provide appropriate welfare support

We will have in place a clear and effective plan for carrying out Health and Safety audits. Issues arising from these will be assessed and responded to. There will be a climate of safety awareness within the organisation.

The Force Health Management Group will monitor absence statistics and develop strategic interventions to reduce absence levels. Staff not fully fit for operational duties will return to work in recuperative and restricted roles where possible.

We will have the lowest rates of sickness absence of any Police Force in the UK for both police officers and police staff.

What we intend to deliver during 2004/2005

Two key strategic actions will be progressed during the year in support of the longer term vision:

- ♦ Implement the relevant actions within the five year occupational health programme, which initially is primarily concerned with ensuring all response functions and processes are maximised and fit for purpose.
- ♦ Create a climate of safety awareness by ensuring people at all levels receive appropriate training interventions to fulfil their responsibilities with regards to Health and Safety in the workplace and respond appropriately to trend information.

STRATEGIC OBJECTIVE DIVERSITY

This strategic objective impacts on all activities within the force dealing with diversity issues in the widest context.

Northumbria Police actively promotes the values of equality of opportunity and diversity in all aspects of the organisation. This approach underpins and supports our Diversity Strategy and Race Equality Scheme. Policies, practices and procedures are regularly monitored within the working environment to ensure compliance. We will continue to meet this commitment through the following strategic objective.

To treat all our people with dignity and respect in order to release the full potential of a diverse workforce.

What we achieved in 2003/2004

Our commitment to creating a diverse workforce and equality of opportunity is reflected in the progress made last year. A number of familiarisation events have been held for prospective recruits from minority ethnic backgrounds and for women. In addition to this a mentoring scheme has been implemented for new recruits from minority ethnic groups. Attendance at recruitment events now includes police staff as well as police officers. Work is undertaken at the Newcastle Mela and Gay Pride week to encourage applications from all sections of the community for all roles within the organisation.

We are disappointed that a number of minority ethnic officers have left the organisation during the previous twelve months. Although two new officers have joined the organisation and a further two are awaiting start dates, the losses mean that we were unable to meet our target. Four minority ethnic police staff have been recruited. Research is ongoing with regards to recruitment, retention and progression of minority ethnic staff.

Training in diversity has continued with 96% of staff now up to date with relevant issues and an evaluation of this training is underway.

The Race Equality Scheme has been reviewed and improved to take into account specific duties in relation to employment and training.

A range of new and revised diversity policies and guidance have been introduced including: maternity, paternity and adoption leave, flexible working arrangements, improvements to the career breaks, sexual orientation and reduced hours working.

The exit interview procedure has been reviewed so that we can effectively monitor the reasons why staff leave the organisation and this information is to be used to make improvements.

A force-wide disability survey was undertaken and work is now ongoing to progress issues raised.

Following the adverse publicity generated by the ' Secret Policeman ' television programme, forces have been paired up to conduct reciprocal diversity inspections. Cleveland Constabulary inspected Northumbria Police and produced a report together with recommendations in March 2004.

We have created a small Diversity Issues Unit, which is developing a comprehensive action plan to address identified gaps.

Through the creation of a Diversity Strategy Group we are able to develop and implement diversity initiatives.

Where do we want to be?

The following is a description of what we want the diversity function to look like in the future:

- ♦ We will increase applications for employment with Northumbria Police from the diverse population of the region and beyond. This will enhance our reputation in all communities as an employer of choice
- ♦ Staff will be fully aware of diversity issues and will utilise their knowledge in delivering people orientated services with tact, sensitivity and fairness.
- ♦ Through our appointments procedure we will ensure that our workforce is representative of the community we serve, at all levels.
- ♦ We will ensure that all employment policies and functions are non-discriminatory and promote equality.
- ♦ Through supportive management we will respond to disability, medical condition, work/life balance or any other factor that may require individual changes to work patterns or the working environment. We will explore any reasonable adjustments that can be made.
- ♦ Staff representative bodies will play a significant part in assisting the Force to deliver its diversity agenda.

What we intend to deliver during 2004/2005

Four key strategic actions will be progressed during the year in support of the longer term vision:

- ♦ Continue to develop and implement diversity initiatives through the newly formed Diversity Strategy Group.
- ♦ Create an Independent Advisory Group comprising of members from the community which will provide guidance on the development of policies and the formulation and evaluation of training.

- ◆ Consider the recommendations contained in the Diversity Inspection Report produced by Cleveland Constabulary and develop and implement an action plan.
- ◆ Assist in the local development of the Black Police Association, Gay Police Association, the Women's Issues Group and the Disability Forum.

Appendix 1

TRAINING STRATEGY

This strategy supports the Human Resource Strategy and Costed Plan and has been developed following consultation with the relevant stakeholders. It also takes account of national developments within police training.

Statement of Values

Northumbria Police is committed to achieving excellence and to improving operational performance through the provision of learning and development opportunities for all our staff. By 2007 we aim to have a workforce equipped with the required level of skills and competence to enable us to be flexible and respond positively to change. Working towards the external standards of Investors In People and Centrex Quality Assurance demonstrates our commitment to achieving this goal.

Strategic Objectives

This strategy aims to deliver national objectives set out by Ministers and local objectives agreed by the Police Authority, which are included in the Annual Training Plan.

Race, Diversity and Equality

Northumbria Police believes that the diversity of the population it serves enriches the quality of life of all those who live in and visit the North East. Northumbria Police will ensure that appropriate training meets both the needs of the communities and the learning requirements of staff within the force through an appropriate and inclusive consultation process. Any such training will be monitored through the client/contractor relationship and is subject to review on a quarterly basis through Training Priorities Group.

Training Unit will work with the Community Safety Department to ensure that the Independent Advisory Group (to be established for the force) are involved in advising the Training Unit on the development and delivery of all courses and at all stages in the training cycle.

Training relating to the Race Equality Scheme is a current commitment and will underpin all future aspects of diversity training.

Race and diversity issues will be a major consideration at all stages of the training cycle including delivery.

Management Responsibilities

Chief Constable and Command Team

To ensure all appropriate systems and resources are made available and that all staff are adequately trained to be effective in their role. This is monitored by ACC (Management Services) on a quarterly basis through the Training Priorities Group.

Chief Superintendent, Personnel Services

To introduce a more effective training needs process which will provide an integrated and cohesive approach to staff development ensuring that training is prioritised and provided to individuals, thereby contributing towards the achievement of force objectives and improved organisational performance. This process will be monitored through both the local and strategic Training Priorities Groups.

Head of Training

To provide the best quality training and development opportunities, as identified by the client and subject to approval and prioritisation by the Training Priorities Group, which meet both force and individual training needs.

Area Commanders and Heads of Department

To introduce an effective local Training Priorities Group, which correctly identifies and prioritises the needs of their staff utilising the training needs process. All requests will be monitored by the Performance Development Unit as part of the strategic training needs process.

Line Managers

To ensure that all training is identified through the PDR process and is either role related or an appropriate development need. All requests for training will be submitted to the local Training Priorities Group for approval.

Individuals

To make individuals responsible for their own continuous professional development through the PDR process thereby effectively creating a culture of life long learning.

Police Authority

The Police Authority will satisfy itself that there are adequate systems in place to ensure that all staff are properly equipped and trained to do their job. This will be monitored through progress updates against the Best Value Review of Training.

Standards of Performance

The integrated Competency Framework will be used in recruitment and selection, training and development, PDR, promotion and leadership development, inefficiency procedures and workforce planning.

Training Unit will map new training provision against role profiles and National Occupational Standards.

By April 2005 all Northumbria's trainers will be trained and qualified to an appropriate professional standard. Further opportunities for development will take place through coaching by a qualified Trainer Development Officer (TDO).

Assessment, Training Needs and Prioritisation

The assessment and prioritisation of training needs will be carried out through a comprehensive training needs process which identifies all the formal training needs of both the organisation, team and the individual. It ensures that both internally and externally delivered training needs are subject to a series of filters, properly determined, prioritised and that the most appropriate form of delivery is utilised. The Performance Development Unit has responsibility for monitoring this process through the quarterly strategic Training Priorities Group.

♦ Delivery of Training

The Training Unit is responsible for providing the highest quality training and development based on identified needs. To ensure efficient and effective working, a client and contractor relationship exists between Personnel Services and Training Unit. Training Unit's function as the contractor is to provide training which meets the force and individual training needs as identified by the client. We will ensure that there is a system in place to validate training as fit for purpose and evaluate the provision of such training to ensure it meets the identified needs of the organisation, team and individual and improves organisational performance.

♦ Regional Collaboration

A regional tactical and strategic policy has been adopted to provide a cohesive approach to following a collaborative training cycle on a regional basis.

Evaluation

♦ Evaluation of effectiveness of training

All training will be evaluated to levels 1 and 2 using the Kirkpatrick model. Level 3 and 4 evaluations will be conducted as directed and prioritised by the Training Priorities Group. The force training evaluations will be responsible for this process.

- ♦ **Evaluation of Strategies**

The Training Priorities Group will determine how this strategy will be evaluated in consultation with the client/contractor process to ensure quality and demand of training is being achieved

- ♦ **Review of Strategy**

The strategy will be reviewed quarterly at the Training Priorities Group chaired by Assistant Chief Constable (Management Services). The reviews will include progress made in the preceding quarter and a reconsideration of priorities in the light of emerging and new training requirements.

TRAINING PLAN

The Best Value Review of Training identified differences in quality and effectiveness of training interventions delivered by the force Training Unit and other internal providers.

As a consequence of the Review management control of all training delivery in the force is to be centralised. This includes training currently provided within Firearms, Dog Section, and Marine Section which currently form part of Operational Support department together with local training currently delivered by Area Training Officers and Department Training Co-ordinators.

There is a three year implementation plan to address the recommendations of the Best Value Review including the Foundations for Change.

Introduction to Training Plan

The delivery of timely and effective training and development of staff within Northumbria Police is fundamental in meeting the goals of its Human Resource Strategy which in turn is aimed at achieving national and force objectives both now and in the future.

The Training Plan links directly to the Training Strategy and Human Resource Strategy.

The priority areas for training delivery will enable the force to meet operational objectives. In addition to delivering staff training this plan demonstrates commitment to responding to the increasingly diverse demands made for training and development across the force and within the wider community. Applying a best value approach to everything we do ensures that training resources are used to maximum effect in supporting visible and effective policing in Northumbria.

The budgetary requirement to support this Plan is £4.2 million. In addition £0.35 million supports external training providers.

The Training Delivery Plan which will flow from this Plan will be fully costed in accordance with the National Costing Model.

Standards

We have drawn upon ongoing work with the key players and the national drivers for change, led by ACPO/APA Best Value Review and the development of the Police Skills and Standards Organisation (PSSO) to ensure that all our working practices that impact on learning delivery reflect current good practice and legislative requirements.

We will implement the national needs analysis, design and evaluation models.

The Training Unit is working towards the Investors In People Standard, which ties training needs to the long term aims of the organisation, giving investment in people a greater purpose. It is anticipated that the Training Unit will achieve this by 2006.

Annual Training Requirement

During 2004/5 a range of significant training and development initiatives will be introduced to meet specific needs identified by:

- Operational imperatives
- Legislative or procedural change
- Key objectives - Policing Plan & local priorities
- Role requirement
- Identified development needs
- Customer consultation

Training Plan Delivery Specification

It is recognised that changes take place during the year that could affect the delivery of the plan. This is particularly true of operational imperatives. Role requirements and key objectives are also subject to change throughout the year. Overall the Plan reflects the following priority needs:

- New recruits 40% of the training provision.
- Role requirements and operational effectiveness amount to 40% of the programme.
- Legislative, procedural and technological change and operational imperatives are evidenced in 10% of the Plan.
- Personal performance and development needs highlighted through PDU occupy 10%.

Consultation

Feedback on the Training Plan will be sought through the existing committees structure and relevant working groups.

Flexibility

The Training Plan will be subject to ongoing review responding to client needs and changing circumstances. It will be reviewed on a quarterly basis by the Training Priorities Group. Training requirements forecast, but not yet determined for the year 2004/2005 include detention officers, investigating officers, mentoring, leadership and IT courses.

Measurable Outcomes

At this time we do not have any measurable performance indicators. It had been hoped to develop these during 2003/04 in line with national development. However, there has been considerable slippage but draft performance indicators are in the final stages of development. Once agreed these will be adopted by the Force.

TRAINING DELIVERY PLAN

Training Unit Aim

- To provide responsive solutions to agreed training and development needs, and to ensure that the Training Unit has an accountable performance management framework which informs strategic decisions and contributes to the attainment of best value.
- To support the strategic objective contained in the Training Strategy.

National Training Strategy Priority Areas

The delivery plan is in accord with the priority areas of the National training Strategy set out in the Police Training and Development Board's Annual Plan 2004/2005.

Delivery Framework

This Delivery Plan details how the Training Unit is going to meet the identified training and development needs of the force. It schedules only those courses specifically delivered by the Northumbria Police Training Unit and has been prepared to address performance issues determined by the client linked to the achievement of force objectives. Other specialised training delivery plans will be developed, for example Firearms, Marine and the Dog Section, as these functions are centralised.

The Delivery Plan is costed in accordance with the current National Costing Model. Proposed additional requirements coupled with the introduction of Activity Based Costing will necessitate a future revision of this model. Other costings for training delivery, for example that provided by Area Training Officers, cannot be costed accurately at this time.

The Costed Delivery Plan sets out the training projected to be delivered between April 2004 and March 2005. There is additional capacity in the time table and it is flexible enough to meet identified needs agreed by the Training Priorities Group.

Each section within the Training Unit compiles training event programmes showing course duration, time scales and delivery dates. All courses are based on learning aims and objectives designed to support force objectives.

Costed Training Delivery Plan 2004 / 2005

Course	A No. of Courses	B Duration in Weeks	C Training Days	D Total Training Hours	E Net Delivery Cost	F Course Cost	G Cost per Student
Public Order & First Aid							
FIRST AID MODULE 4	12	12	4	576	31,133.14	2,594.43	216.20
FIRST AID MODULE 2/3	132	10	2	14640	164,947.75	1,249.60	124.86
FIRST AID MODULE 3 REFRESHER	55	10	1	550	34,364.11	624.80	62.48
FIRST AID MODULE 4 REFRESHER	12	12	2	144	15,586.57	1,297.21	108.10
TACTICAL LEVEL 1	30	30	1	900	73,333.58	2,444.45	81.48
TACTICAL LEVEL 2	60	60	1	3600	168,081.82	2,801.53	46.69
MEDICS INITIAL	2	10	15	300	25,852.86	12,926.43	1,292.64
EVIDENCE GATHERERS	1	6	10	60	8,141.52	8,141.52	1,356.92
EVIDENCE GATHERERS REFRESHER	2	6	5	60	8,141.52	4,070.76	678.45
SEARCH AWARENESS	14	12	2	336	29,759.72	2,125.69	177.14
MEDICS REFRESHER	4	10	5	200	17,235.24	4,308.81	430.88
Sub Total	324	178	48	21366	576,587.82	42,585.24	4,575.86
Probationer							
STAGE ONE	10	25	10	2500	133,871.31	13,387.13	535.49
STAGE THREE	10	25	10	2500	95,472.96	9,547.30	381.89
D COURSE	10	15	5	750	38,529.33	3,852.93	256.86
C COURSE	10	15	5	750	38,529.33	3,852.93	256.86
B COURSE	10	15	5	750	38,529.33	3,852.93	256.86
STAGE 5 (A COURSE)	10	15	5	750	49,209.83	4,920.98	328.07
Sub Total	60	110	40	8000	394,142.08	39,414.21	2,016.03
Investigative Skills							
ACHEIVING BEST EVIDENCE	6	12	10	720	62,703.30	10,450.55	870.88
CID FOUNDATION	5	15	15	1125	94,790.59	18,958.12	1,253.87
INITIAL CRIME INVESTIGATIONS DEVELOPMENT PROGRAM	6	18	30	2880	258,955.15	43,159.19	2,697.45
SEXUAL OFFENCES LIAISON OFFICER	3	12	3	108	9,908.34	3,302.78	275.23
FAMILY LIAISON OFFICERS	2	12	6	144	11,901.36	5,950.68	495.89
TUTOR DETECTIVE CONSTABLES	3	15	3	135	9,886.99	3,295.66	219.71
COVERT OBSERVATION	18	16	2	512	47,688.63	2,980.41	186.28
TIGER KIDNAP	2	28	4	224	26,270.54	13,135.27	469.12
SURVEILLANCE LEVEL 3	2	10	7	140	21,759.47	10,879.73	1,087.97
SURVEILLANCE LEVEL 1	3	10	20	600	137,603.40	45,867.80	4,586.78
Sub Total	48	146	100	6588	681,465.79	157,980.21	12,133.18
Driving							
ADVANCED AUTOCRIME	5	8	5	200	16,516.93	3,303.39	412.92
ADVANCED DRIVING - REFRESHER	8	2	10	160	53,195.37	6,649.42	3,324.71
ADVANCED DRIVING	22	2	20	880	282,200.51	13,281.84	6,840.92
CAMC	30	6	0.25	45	5,210.84	173.70	28.95
VAN DRIVING / MINIBUS	33	2	5	530	143,140.30	2,700.78	1,350.38
STANDARD DRIVING	102	2	20	400	1,175,584.82	11,525.34	5,762.67
ADVANCED MOTORCYCLE	6	2	15	180	60,509.89	10,084.98	5,042.49
STANDARD DRIVING REFRESHER	20	2	5	200	58,185.21	2,909.26	1,454.63
TACTICAL PURSUIT & CONTAINMENT	8	6	5	240	85,897.28	10,712.16	1,785.36
TRAFFIC PATROL OFFICERS	2	8	15	240	19,223.25	9,611.63	1,201.45
VEHICLE EXAMINERS	5	8	5	100	16,516.93	3,303.39	412.92
Sub Total	291	48	105.25	3175	1,925,861.42	74,255.88	27,417.41
Comms & I.T.							
PNC ENQUIRY	8	9	4	288	25,542.71	3,192.84	354.76
COMMUNICATIONS INDUCTION	3	12	3	108	8,139.75	2,713.25	226.10
COMMUNICATIONS RADIO	2	12	15	360	31,831.71	15,915.86	1,326.32
COMMUNICATIONS CALL TAKING	4	12	10	480	44,934.28	11,233.57	936.13
Sub Total	17	45	32	1236	118,448.45	33,055.52	2,843.32
Sgts Leadership Team							
DETENTION OFFICERS	3	12	15	540	110,500.61	36,833.54	3,069.46
INSPECTORS LEADERSHIP DEVELOPMENT	4	12	10	480	130,109.88	32,527.47	2,710.62
CUSTODY INVESTIGATION OFFICERS	3	12	30	1080	233,046.43	77,682.14	6,473.51
CUSTODY OFFICERS	3	12	3.5	126	9,479.10	3,158.70	263.31
SERGEANTS LEADERSHIP	4	12	10	480	33,643.24	8,410.81	700.90
Sub Total	17	60	88.5	2706	516,779.26	158,613.66	13,217.80
Miscellaneous							
HEALTH AND SAFETY LEVEL 2	2	15	5	150	10,749.13	5,374.58	358.30
Sub Total	2	15	5	150	10,749.13	5,374.58	358.30
Grand Total					4,216,133.74		

Appendix 2

Performance and Development Review Plan

The ultimate aim of PDR (Performance Development Review) is to contribute to the improvements in the quality of service provided by the force through improving performance and developing the skills of individuals, as embodied within the Force Strategic Plan. It does this by ensuring that individuals are performing their duties, with integrity to the highest standards. Furthermore, it provides a clear understanding of what is required of them and how their performance links with local priorities.

Simplicity, Acceptability and Fairness are three of the main principles upon which PDR has been built and every member of staff can expect to:

- ♦ be given a clear idea of what is required of them at work
- ♦ have their performance reviewed to identify strengths and weaknesses
- ♦ receive assessment based on actual performance and not opinion
- ♦ be provided with regular feedback from their managers
- ♦ be assisted with their development

To achieve this, a simple three part process has been introduced and consists of:

- ♦ Part 1- The beginning of the process where staff look forward to the year ahead
- ♦ Part 2- The continuous performance log
- ♦ Part 3- Looking back and assessing performance against a series of competencies. Staff will be graded within each applicable competency area on a 1 to 4 grading system. A grade 2 or above in all competencies will be an acceptable standard to access selection process.

The current annual PDR cycle will commence and conclude on the anniversary of an individual's:

- ♦ date of appointment to the force, or if appropriate
- ♦ date of their most recent promotion

PDR applies to all personnel, whether employed full-time, reduced hours or in job share situations and includes Police Officers, Police Staff and members of the Special Constabulary. Probationary constables will be incorporated into the PDR scheme once their appointment has been confirmed. Other arrangements apply to staff who are on temporary contracts.

Where a dispute occurs between an individual and their line manager concerning PDR issues, which can be resolved informally, a specific disagreement resolution procedure may be followed.

PDR portfolios are owned by Northumbria Police and must be available at all times when the individual is on duty and at any time when access is required by a manager. Whilst PDR is about an individual's performance and development, it is also subject to data Protection legislation. Individuals have responsibility to maintain the security and confidentiality of their own portfolio throughout the PDR year. At the end of each individual's PDR year, all of the completed PDR documents will be submitted to the Performance Development Unit for storage. One of the fundamental outcomes of the PDR process will be the ongoing collation and analysis of all training needs and career development information by the Performance Development Unit, in order to ensure that the force releases the potential of its personnel.

The implementation of the Integrated Competency Framework by April 2005 will alter the format and grading criteria for all employees PDRs. The system will be fully computerised and linked to all other HR systems to provide an efficient, accurate record of individual career and employment progression.

Appendix 3

HR BEST VALUE PERFORMANCE INDICATORS AND TARGETS - 2004/07

Indicator Number	Indicator	Actual Performance 2002/03	Actual Performance 2003-04	Target 2003/04	Target 2004/05	Target 2005/06	Target 2006/07
LRU 1	Percentage of new appointments in the police strength which is female	28.20%	28.92%	28.20%	28.80%	29.50%	29.80%
LRU 2	Percentage of police officers in operational support posts	7.82%	7.30%	7.70%	7.70%	7.70%	7.70%
LRU 3	Percentage of police officers in organisational support posts	1.12%	1.11%	1.10%	1.10%	1.10%	1.10%
PBV 13 (BV 28)	Percentage of police officers in specialist posts	80.88%	81.58%	81.20%	81.80%	81.80%	81.88%
PBV 14 (BV 26)	(a) Percentage of minority ethnic police officers in the force	1.28%	1.19%	1.48%	1.50%	1.63%	1.76%
	(b) % of minority ethnic population of working age	2.00%	N/A	N/A	N/A	N/A	N/A
PBV 15 (BV 28)	a) Number of working hours lost through sickness by police officers	51.0	48.4	60.0	58.80	51.4	45.7
	b) Number of working hours lost through sickness by police staff	87.7	88.4	51.8	51.80	47.8	42.3
PBV 16 (BV 28)	a) Number of medical retirements of police officers per 1,000 officers	5.23	2.22	7.00	2.93	2.70	2.70
	b) Number of medical retirements of police staff per 1,000 employees	2.64	2.30	4.0	3.14	3.14	3.14

APPENDIX 4

Staff costs by HR function 2004/2005

	NORTHUMBRIA POLICE			
	HR staff FTE		Expenses	
	Central	BCU/depts	Combined	£000
HR Policy	1.9	-	1.9	107
HR Management and Admin	24.68	-	24.68	608
Recruitment - police officers	7.05	-	7.05	193
Recruitment - support staff	3.2	-	3.2	57
Employee Relations	0.1	-	0.1	9
Occupational Health	6.65	-	6.65	141
Health and Safety	2	-	2	55
Welfare	3.96	-	3.96	132
Payroll	-	-	-	-
Selection	-	-	-	-
Career development	1.3	-	1.3	87
Equal opportunities	1.3	-	1.3	42
Workforce planning	3.15	-	3.15	118
Other	10.45	-	10.45	335
Total	65.74	-	65.74	1,884
	Central	BCU/depts		
HR Staff Cost £'000	1,884	-	1,884	1,884
Total HR Cost				1,884
Cost per FTE	£28,658	-	£28,658	

Staff Representatives

Police	4.0	0.7	0.7
Police staff	1.0	0.2	0.3
Total	5.0	0.9	1.0
Size of Force	FTE		
Police Officers	4,145		
Specials	169		
Police Staff	1,743		
Total	6,057		

Note: Cost based on staffing at 31.03.2004

APPENDIX 5

HR KEY DATA

1. STAFFING

		2002 / 2003		2003 / 2004		2004 / 2005	
	Detail	FTE	£000s	FTE	£000s	FTE	£000s
Police Officers	Constables	3,209.95	121,961	3,223.34	130,536	3,223.34	133,645
	Sergeants	543.03	24,743	551.01	27,383	551.01	28,035
	Inspectors	181.80	10,301	174.00	11,028	174.00	11,291
	Chief Inspectors	53.00	3,242	53.00	3,597	53.00	3,683
	Superintendents	34.00	2,649	33.00	3,167	33.00	3,241
	Chief Superintendents & Chief Officers	11.00	1,346	15.00	1,485	19.00	1,927
Total	All Officers	4,032.78	164,242	4,049.35	177,196	4,053.35	181,822
Police Staff	Operational	1,514.88	32,656	1,579.66	35,170	1,779.00	40,243
	Operational Support						
	Organisational Support						
Total	All Police Staff		32,656		35,170		40,243
Special Constables	Special Constables	228.00	0	210.00	0	210.00	0

2. ADDITIONAL STAFF COSTS

	Detail	2002/03 actual £'000	2003/04 estimated £'000	2004/05 planned £0
Temporary staff	Employed and agency	688	741	734
Consultants	Consultants	N/A	N/A	N/A

3. OVERTIME

	2002/03 actual £'000	2003/04 estimated reduction £0	% reduction %	2004/05 planned reduction £'000	% planned reduction %	2005/06 planned reduction £'000	% planned reduction %
Police	6,526	-156	3.33	-322	6.67	-497	10

Notes

Table 2. Definitional problems prevent accurate figures being provided for consultancy.

Table 3. No information available for Police Staff overtime.

4. ILL-HEALTH RETIREMENTS

	2002/2003		2003/2004	
	No	£	No	£
Police Officers	24	1,435,000	7	424,000
Police Staff	3	N/A	4	N/A

5. ABSENCE

Number of equivalent days lost and average cost		2002/2003		2003/2004	
	Detail	No	£000	No	£000
Police Officers	Constables	31,518	4,386	30,972	4,310
	Sergeants	2,865	489	2,815	480
	Inspectors	1,074	233	1,055	229
	Chief Inspectors	200	46	190	44
	Superintendents	149	49	158	52
	ACPO	10	3	6	2
	Total	35,816	5,206	35,196	5117
Police Staff	Total	19,616	1,680	17,968	1538

Notes

Table 4. Target based on BVPI of 0.7% of total police officer numbers (4093)

6. RECRUITMENT - 2003 / 2004

POLICE OFFICERS RECRUITED (INCLUDING CFF RECRUITMENT)

	Total	Male	% of Total	Female	% of Total	Minority Ethnic	% of Total
New Recruits	199	135	67.84	62	31.15	2	1.01
Transfers	22	20	90.91	2	9.09	-	0.00
Re-joins	6	3	50.00	3	50.00	-	0.00
Total Recruitment	227	158	69.60	67	29.52	2	0.88

POLICE STAFF RECRUITED

	Total	Male	% of Total	Female	% of Total	Minority Ethnic	% of Total
	156	48	30.77	104	66.67	4	2.56

7. LEAVERS - 2003 / 2004

LEAVERS - POLICE OFFICERS

	Total	% of Total Leavers	Male	% of Male Leavers	Female	% of Female Leavers	Minority Ethnic	% of EM Leavers
Resignation	28	15	20	13	6	26	2	40
Medical Retirement	7	4	6	4	1	4	-	-
Injury Retirement	2	1	2	1	-	-	-	-
Age Retirement	10	5	10	6	-	-	-	-
Service Retirement	79	43	76	48	2	9	1	20
Early Retirement	-	-	-	-	-	-	-	-
Transfer	20	11	13	8	5	22	2	40
Dismissal	-	-	-	-	-	-	-	-
Death	3	2	3	2	-	-	-	-
Career Break	26	14	20	13	6	26	-	-
Requested to Resign	4	2	4	3	-	-	-	-
Other	3	2	-	0	3	13	-	-
TOTAL	182	100	164	100	23	100	5	100

LEAVERS - POLICE STAFF

	Total	% of Total Leavers	Male	% of Male Leavers	Female	% of Female Leavers	Minority Ethnic	% of EM Leavers
Unsatisfactory Probation	-	-	-	-	-	-	-	-
Resignation	59	53	23	49	36	56	-	-
Ill-Health Retirement	4	4	2	4	2	3	-	-
Injury Retirement	-	-	-	-	-	-	-	-
Retirement - Normal	13	12	6	13	7	11	-	-
Retirement - Early	6	5	4	9	2	3	-	-
Dismissal	4	4	2	4	2	3	-	-
Death	2	2	2	4	-	-	-	-
Career Break	9	8	2	4	7	11	-	-
Required to Resign	-	-	-	-	-	-	-	-
Joined Force as Officer	9	8	4	9	5	8	-	-
Other	5	5	2	4	3	5	-	-
TOTAL	111	100	47	100	64	100	-	-

8. GENDER DATA

GENDER BY RANK AT 31ST MARCH 2004

Police Officer by Headcount

	Male	Female	Total	Female % of Rank
Chief Officers	5	-	5	0.0
Chief Superintendent	13	1	14	7.1
Superintendent	26	5	31	16.1
Chief Inspector	48	4	52	7.7
Inspector	159	14	173	8.1
Sergeant	491	58	549	10.6
Constable	2569	700	3269	21.4
Total	3311	782	4093	19.1

GENDER BY GRADE AT 31ST MARCH 2004

Police Staff by Headcount

	Male	Female	Total	Female % of Rank
Grade A - B / A - C	1	4	5	80
Grade A - D	1	-	1	-
Grade A - E	-	-	-	-
Grade B - E	61	90	151	59.6
Grade C - E	20	6	26	23.1
Grade B - F	-	-	-	-
Grade C - F	-	2	2	100.0
Grade B - G	4	10	14	71.4
Grade F - G	13	15	28	53.6
Grade D - G / D - H	1	1	2	50.0
Grade G - H	-	1	1	100.0
Grade A - G/I	10	9	19	47.4
Grade A	72	32	104	30.8
Grade B	207	566	773	73.2
Grade C	56	109	165	66.1
Grade D	61	45	106	42.5
Grade E	22	34	56	60.7
Grade F	31	32	63	50.8
Grade G	17	11	28	39.3
Grade H	10	13	23	56.5
Grade I	22	11	33	33.3
Grade I - J / J	18	14	32	43.8
Grade K	5	1	6	16.7
Band 1	-	1	1	100.0
Band 2	2	-	2	-
Band 3	1	-	1	-
Band 4	1	1	2	50.0
Band 5	1	-	1	-
BMA/OP	-	-	-	-
Total	637	1008	1645	61.3

9. ETHNICITY DATA - 2003/2004

STRENGTH BY ETHNIC GROUP AT 31ST MARCH 2004

Police Officer

	Male	Female	Total	Minority Ethnic strength as % of total
B1 - Black Caribbean	1	1	2	4.17
B2 - Black African	-	-	-	-
B3 - Any Other Black Background	3	-	3	6.25
M1 - White & Black Caribbean	2	-	2	4.17
M2 - White & Black African	4	-	4	8.33
M3 - White & Asian	6	3	9	18.75
M9 - Any Other Mixed Background	2	3	5	10.42
A1 - Asian Indian	5	-	5	10.42
A2 - Asian Pakistani	5	-	5	10.42
A3 - Asian Bangladeshi	-	-	-	-
A9 - Any Other Asian Background	1	-	1	2.08
O1 - Chinese	1	-	1	2.08
O9 - Any Other Ethnic Group	10	1	11	22.92
Total	40	8	48	100

Police Staff

	Male	Female	Total	Minority Ethnic strength as % of total
B1 - Black Caribbean	-	-	-	-
B2 - Black African	-	-	-	-
B3 - Any Other Black Background	-	1	1	9.09
M1 - White & Black Caribbean	-	-	-	-
M2 - White & Black African	-	1	1	9.09
M3 - White & Asian	-	1	1	9.09
M9 - Any Other Mixed Background	-	-	-	-
A1 - Asian Indian	-	5	5	45.45
A2 - Asian Pakistani	1	1	2	18.18
A3 - Asian Bangladeshi	1	-	1	9.09
A9 - Any Other Asian Background	-	-	-	-
O1 - Chinese	-	-	-	-
O9 - Any Other Ethnic Group	-	-	-	-
Total	2	9	11	100

10. ETHNICITY DATA - 2003/2004

MINORITY ETHNIC STRENGTH BY RANK AT 31ST MARCH 2004

Police Officers

	Male	Female	Total	Minority Ethnic strength as % of rank total
Chief Officers	-	-	0	-
Chief Superintendent	-	-	0	-
Superintendent	1	-	1	3.23
Chief Inspector	-	-	0	-
Inspector	-	-	0	-
Sergeant	5	-	5	0.91
Constable	34	8	42	1.28
Total	40	8	48	1.18

MINORITY ETHNIC STRENGTH BY GRADE AT 31ST MARCH 2004

Police Staff

	Male	Female	Total	Minority Ethnic strength as % of grade total
Grade A - B / A - C	-	-	-	-
Grade A - D	-	-	-	-
Grade A - E	-	-	-	-
Grade B - E	1	-	1	0.66
Grade C - E	-	-	-	-
Grade B - F	-	-	-	-
Grade C - F	-	-	-	-
Grade B - G	-	-	-	-
Grade F - G	-	-	-	-
Grade D - G / D - H	-	-	-	-
Grade G - H	-	-	-	-
Grade A - G/I	-	1	1	5.26
Grade A	1	-	1	0.96
Grade B	-	7	7	0.91
Grade C	-	-	-	-
Grade D	-	-	-	-
Grade E	-	-	-	-
Grade F	-	-	-	-
Grade G	-	1	1	3.57
Grade H	-	-	-	-
Grade I	-	-	-	-
Grade I - J / J	-	-	-	-
Grade K	-	-	-	-
Band 1	-	-	-	-
Band 2	-	-	-	-
Band 3	-	-	-	-
Band 4	-	-	-	-
Band 5	-	-	-	-
BMA/OP	-	-	-	-
Total	2	9	11	0.67

11. SPECIAL CONSTABULARY DATA - 2003/2004

STRENGTH AT 31ST MARCH 2004

Gender

Total	Male	% of total strength	Female	%of total strength
169	128	75.7	37	21.9

Minority Ethnic

Male	Female	Total	% of total strength
4	0	4	2.38

12. NUMBER OF STAFF IN PERSONNEL SERVICES

	2002/2003		2003/2004		2004/2005	
	Central HR departments	BCU/ department HR functions	Central HR departments	BCU/ department HR functions	Central HR departments	BCU/ department HR functions
Recruitment and strategic resourcing	9.6	-	7.5	-	9.5	-
Establishment Review	-	-	7	-	6	-
Health Safety and Welfare	13.2	-	14.2	-	13.2	-
Personnel Teams & PDU	31.4	-	35.5	-	37	5.8
Total	54.2	-	64.2	-	65.7	5.8