



Human Resources Strategy

Aim

This strategy aims to ensure that Kent police and the Authority have human resources, representative of the communities they serve, with the appropriate skills knowledge and abilities to achieve the Authority's 3 year ambitions in respect of building public confidence, effectively tackling crime and anti-social behaviour, protecting the public and making the best use of resources. It aims to use the organisational drivers set out in the policing plan to ensure that human resources achieve the Authority's vision of high quality and efficient policing for all communities in Kent and Medway.

Context

The strategy is aligned with the 3 year vision set out in the policing plan. It will be delivered in an environment where finance will be tight, community expectations are rising and natural wastage is likely to be lower than historic levels. The annual HR Policing and performance StepChange plan will take this context into account.

Strands

The Strategy has 4 strands: -

1. Resourcing

- 1.1 The Authority believes that a healthy organisation is recruits some new staff fairly frequently. It will look to the Chief Constable, within the constraints of finance, Regulations and employment law, to ensure that recruitment occurs regularly. It is the Authority's view that flexible deployment, without artificial barriers between roles and types of resources, delivers best value for money and rising productivity and it therefore expects the Chief Constable to work towards a fully integrated workforce.
- 1.2 The Authority wishes to have a workforce that is reflective of the communities it serves and will, through its regional and national connections and the knowledge of its members, identify innovative and successful means of recruiting, developing and retaining individuals from diverse communities. It will encourage the Force to adopt these methods.
- 1.3 The Authority, in communicating with the community, will promote Kent Police and Kent Police Authority as worthwhile and rewarding places to work. The Authority will, through its community engagement, encourage individuals to consider working for the Force.
- 1.4 The Authority believes that communities in Kent and Medway want services provided by familiar and experienced staff and it expects the Chief Constable to adopt deployment policies that meet this need. It also believes that continuous improvement and high value for money requires the Force to balance experience

with the provision of opportunities for fresh ideas and new approaches at all levels of the Force.

2. Reward, recognition and standards

- 2.1 The Authority will ensure that provisions in Regulations and Police Negotiating Board Circulars which recognise and reward officers are fully, fairly and consistently applied. The Authority will ensure that discretionary payments to police officers give high value for money and provide incentives to high performance.
- 2.2 The Authority will reward police staff and PCSO's in a manner that is affordable, gives value for money, encourages high performance and is fair. It will also provide the Chief Constable with the flexibility to recognise and encourage achievement by police staff and PCSO's in a manner that is perceived to be fair and consistent. The Authority will develop a reward framework that maximises the opportunity for collaboration in reward administration.
- 2.3 The Authority will establish and maintain schemes to celebrate achievement. The Authority will also expect the Chief Constable to adopt procedures and schemes to identify and recognise achievement.
- 2.4 In order to demonstrate its commitment to the Nolan principles and its own values the Authority will publish its decisions in respect of reward to Chief Officers. It will be rigorous in its application of sanctions to those who fall below the required standards and will require the Chief Constable to be similarly rigorous.

3. Development

- 3.1 It is the Authority's strategic intention that officers and staff who have the desire and potential to develop (both laterally and upward) be given the opportunity to do so, provided that this supports the corporate ambitions. The Authority will look to the Chief Constable to develop potential by promoting and encouraging participation in national development schemes. The Authority will look to the Chief Constable to provide a range of value for money development opportunities for officers and staff, directly and through collaboration, to include both formal development schemes and less formal development opportunities such as secondments. The Authority expects that all managers and supervisors will provide support to staff to develop.
- 3.2 Continuous performance improvement, which the Authority seeks, is more likely to occur where there is both a certain amount of turnover and a succession of competent people into roles. The Authority will require the Chief Constable to collect data on likely turnover at all ranks and grades and within key specialisms and to identify areas where shortages or restricted development opportunities appear likely. The Authority will include in the policing plan specific measures to

build capacity where this appears necessary and will consider collaboration to assist in meeting skills gaps.

- 3.3 The Authority prefers, where possible and having regard to the need to build a more diverse workforce, to invest in developing existing staff rather than in recruiting externally so the Authority will approve a learning and development plan that focuses on maintaining essential skills and knowledge, developing talented people and building capacity. To ensure value for money the Authority will require evidence through evaluation that delivery of the plan has improved individual and Force performance. The Authority will expect the Chief Constable to provide learning support to officers and staff to enable them to make lateral moves successfully.
- 3.4 The Authority will include positive action learning and development in the policing plan where the profile of the workforce indicates under-representation. It will encourage the force to investigate and understand barriers to progression and develop ways to support officers and staff to achieve their potential.
- 3.5 The Authority expects its members to acquire, maintain and develop the necessary knowledge and skills to enable them to challenge effectively and to ensure delivery of high quality policing to the communities of Medway and Kent. It will adopt a member development plan and will review the performance and development of each member individually. It will also develop its own staff to enable them to support members effectively.

4. Well-being and engagement

- 4.1 The Authority believes that successful engagement and change management depends upon open, honest and direct communication with officers and staff. To this end it will engage in regular dialogue with trade union and staff association representatives and will participate actively in formal consultation and negotiating processes to ensure constructive communication and full understanding. The Authority will ensure that the policing plan includes clear arrangements for upward and downward communication within the Force and Authority. The Authority expects the Chief Constable to undertake regular staff surveys and to include communication plans in all change management programmes. The Authority will consider the results of surveys and ensure that views are listened to constructively.
- 4.2 The Authority will demonstrate strong and transparent leadership in the way that it operates and will look for leadership qualities as a key requirement in the appointment of Chief Officers. Its assessment of Chief Officer performance will focus heavily on successful leadership.
- 4.3 The policing plan will include a clear requirement for a regular and rigorous programme of risk assessment in the workplace and the Authority will require regular reports on health and safety.

- 4.4 The Authority believes that personal well-being contributes significantly to sound performance, employee engagement and regular attendance and good value for money so it will encourage the Chief Constable to promote health and well-being and take a pro-active approach to managing staff with health problems.