



HUMAN RESOURCES COMMITTEE

'Putting People First'

H R Committee Business Development Plan 2009/10

January 2009

"Employees are an asset not a cost"

Kent Police Authority Functions

The Kent Police Authority (KPA) exists to ensure there is sufficient and effective policing in Kent and Medway. Its responsibilities include appointing the Chief Constable and agreeing with him an annual Policing Plan and setting out priorities and objectives for the year ahead. In order to discharge its responsibilities effectively, the KPA operates a system of committees responsible for functional areas of policing business:

Human Resources
Audit and Finance
Policing Performance
Professional Standards

Human Resources Committee

Terms of Reference:

1. To oversee and scrutinise the performance of the Force in developing and managing all Force officers and employees.
2. To keep under review the human resources provisions of the Policing Strategy and Plan and approve or endorse the Force Human Resources, Training and any allied plans, policies and strategies.
3. To monitor the numbers, composition and recruitment of police officers and staff and advise the Chief Constable or Authority as appropriate.
4. To consider any issues requiring a decision by or in consultation with the Authority on police officer or police staff terms and conditions
5. To determine any appeal or other issue affecting individual police officers or Police staff requiring a decision by the Authority and not delegated to the Chief Constable or Chief Executive (Note: determination of these rare cases will be undertaken by the Chief Officer Conduct and Complaints sub committee¹, using Members who have had no previous involvement with the case).
6. To ensure that the KPA contributes to the national police workforce reform debate.
7. To monitor government, APA and other external agency proposals, advice and actions related to the above terms of reference and respond or advise the Authority or Chief Constable as appropriate.

¹ This committee comprises of members from the Human Resources Committee and the Professional Standards Committee , chaired by the Chair of the Professional Standards Committee.

8. To maintain an oversight of Force performance and Authority activity on health and safety and diversity issues.
9. To consider reports of internal reviews in accordance with the programme determined by the Audit and Finance Committee.
10. To consider risks and risk management in relation to any matter within its terms of reference.

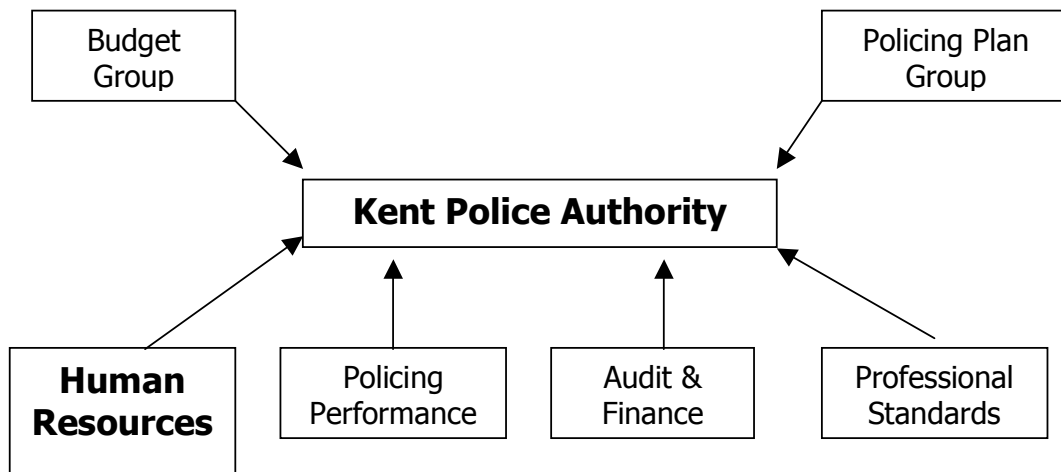
Members of the HR Committee

Elaine Bolton
 Ray Parker
 Bill Hayton
 Steve Salt
 Paul Godwin
 Geoff Rowe
 Brian Sangha

Ann Barnes, JP, Chair)
 Ex-officio Members
 Michael Hill, OBE, Vice-Chair)

Support from KPA Chief Executive and staff
 Lead officer(s) from Kent Police e.g. ACC (OS)

Who does the Committee report to?



The remit of human resources is widely defined within the Force and as such, the KPA's HR Committee has links and involvement with the HR Users Board, Staff Associations and HR Heads of Function. Outside of the Force there are also strong links with the Independent Advisory Group and the APA's National and Regional Policy Groups.

HR Committee, Review of 2007/8

Learning and Development

Opportunities for Members were arranged prior to each committee meeting, to which all Members of the Authority were invited. These events often used external speakers from both inside and outside the Police Service, to offer different perspectives on HR issues and provide members with an opportunity to improve their knowledge and understanding of current 'good practice' in other organisations.

Performance Development Reviews (PDRs)

The objective was to drive the implementation of PDRs in the Force, increasing completion rates without sacrificing quality. This has been achieved with a rising completion rates and continued emphasis on maintaining quality.

The work programme for the HR Committee Meetings, as detailed in the previous development plan, has been completed. Where appropriate more detailed examination of work areas has been scheduled into the 2009/10 Development Plan.

Purpose of Committee's Business Development Plan

The purpose of the HR Committee Business Development Plan is to:

- Set out its work programme for 2009/10 in supporting the delivery of Kent Police Authority/Kent Police vision for policing in Kent
- Outline the Committee's contribution to improving performance and efficiency through the effective use of human resources, including opportunities through collaboration.
- Review and report on HR performance against objectives and commitments.
- Assist the Kent Police Authority in developing, jointly with Kent Police, strategies for addressing challenges in the medium and long term.
- Provide a framework to guide the work of the Committee in order to make optimum use of Members' knowledge of their local and diverse communities.
- Provide visible commitment to making Kent a safer place to live and work without the fear of crime

Key Priorities for 2009/10

The work of the HR Committee will focus in 2008/9 and 2009/10 on supporting Kent Police to develop new ways of working. This will be done through adopting five key priorities.

- Our organisation and partners
- Maximising the potential contribution of all staff
- Learning and sharing 'best practice'
- Open and honest communications
- Improve performance and ensure continuous improvement

Some Challenges and Opportunities

Reports to HR Committee will focus on the above themes and illustrate the contribution that is being made to achieving corporate objectives of the KPA and Kent Police.

Challenges	Opportunities
❖ Ever reducing financial resources coupled with increasing community demands for local accountability	❖ Workforce modernisation and improved use of flexible working arrangements
❖ Changes in central government legislation in response to the threat of terrorism	❖ Effective participation in partnership working with statutory and voluntary organisations
❖ Increase in anti-social behaviour, criminal damage which affects the vast majority of people and leads to a lower quality of life.	❖ Greater local flexibility in determining pay and conditions for employees.
❖ Ability to be able to introduce and influence neighbourhood policing, whilst having the capacity to tackle major crime in Kent.	❖ Strengthening training and development programmes in leadership and management development.
❖ Recruiting and retaining employees in light of employment opportunities in adjoining forces and other organisations.	❖ Identifying opportunities for collaborative working in Kent and with adjoining Forces/Authorities/organisations.
❖ Maintaining high performance levels through developing and	❖ Implementing improvements arising from the national workforce

supporting employees.	modernisation pilot schemes.
❖ Retention and progression of female and black and ethnic minority staff and officers.	❖ Apply lessons learnt from the first Police Authority Inspections.
❖ Succession planning for long-term requirements	
❖ Evaluating learning and development activities	
❖ Improving the quality of PDRs and embedding a culture that values PDRs (e.g. performance management, training needs analysis and succession planning)	

Human Resources Committee Development Plan 2009

KPA Business Plan Ambition	Themes	Committee items	Target committee date
<p>Strengthening Local Accountability To ensure we have robust governance and stewardship structures to allow the KPA to hold the Force to account and to put Kent Police in the top two of the MSG group.</p>	<p>Risk</p> <ul style="list-style-type: none"> To identify risks to the Human Resources Committee and the KPA and manage those risks. 	<ul style="list-style-type: none"> Performance update report highlights performance risk Specific risks brought to committee as identified from KPA or Force risk register 	Every committee
	<p>Core Business</p> <ul style="list-style-type: none"> Reviewing and strengthening processes for recruitment and retention, building organisational capacity and flexibility and reducing absenteeism. 	<ul style="list-style-type: none"> Pre-meeting presentations, gaining external knowledge and benchmarking Health services items Health advisory board 	Updates to every committee
	<p>Police Authority Inspection</p> <ul style="list-style-type: none"> Prepare for inspection to ensure all aspects of committee's work is fully demonstrated and evidenced Pick up on any learning and development points from the inspection and implement 	<ul style="list-style-type: none"> Review all documentation and I & d self assessment guide Post inspection debrief and action plan to address areas for development 	As soon as possible after inspection
	<p>Training</p> <ul style="list-style-type: none"> To implement the Member Development Training Programme 	<ul style="list-style-type: none"> Annual review at Dec 09 committee 	As required
<p>Supporting Performance Improvement To support and encourage Kent to be a top performing, efficient and effective Force that provides a full breadth of policing activity to meet</p>	<p>Performance / Resources</p> <ul style="list-style-type: none"> Maximising the extent of the HR contribution to operational service delivery Embracing innovation and enthusiasm at both Member and officer level for using people effectively. Review the PDRs and develop a culture where PDRs are valued and seen as an integral part of performance management, TNA and succession planning Monitor, review and evaluate the Training Plan and Leadership programme Monitor, review and evaluate succession planning 	<ul style="list-style-type: none"> Area lead members review at BCU level Lead member for L & D reviews quarterly with Head of L & D Monitoring of HR policing plan 	Every committee

strategic force and strategic authority criteria	Self Assessment <ul style="list-style-type: none"> To undertake learning and development self-assessment process; develop an action plan and implement. 	Ongoing	Reviewed annually
	Inspection and Review <ul style="list-style-type: none"> To monitor HMIC and other inspection reports and Force action plans to address identified areas for improvement/ recommendations. 	<ul style="list-style-type: none"> HMIC Schedule (when known) and inspection reports when available 	As required
	Ambition <ul style="list-style-type: none"> To consider Force proposals (Force Performance/ Delivery Plans) to achieve HR Policing Plan Strategic Ambitions and monitor the progress of agreed actions. To scrutinise progress against Operation Blueprint work streams and Step Change. 	<ul style="list-style-type: none"> April update on performance plan targets July update on blueprint targets 	Every 6 months (to be reviewed) Review as required
	Green Paper <ul style="list-style-type: none"> To monitor the Force responses to the emerging HR issues from the green paper, in particular Chapter 3, roles and leadership in the police service and Chapter 4, development of staff. 	Ongoing	
Developing Effective Partnerships To improve partnership working, both internally and externally, to generate sustainable performance improvements	Partnerships <ul style="list-style-type: none"> Improving performance through challenging working practices and identifying opportunities for change and partnership working. Work with other Forces in the South East Region on measures to retain employees, including the use of retention allowances and SPP payments. 	Ongoing	As relevant
		Ongoing	As available
Consult and engage widely with the public, local communities and stakeholders	Consultation and Engagement <ul style="list-style-type: none"> Continuously developing a flexible and responsive organisation 	<ul style="list-style-type: none"> Shared service centre update and progress report. 	Every committee
	Communication <ul style="list-style-type: none"> Ensure that we communicate HR performance effectively. To communicate to the labour market that we are an employer of choice, developing the Kent Police Brand. 	Use of internal media, Relay, website and public documentation	Updates to every committee

<p>Delivering Value for Money</p> <ul style="list-style-type: none"> • To be a 'high value' Police Authority: • Representing value for money in policing. • Clearly demonstrating the 'value added' by the Police Authority. 	<p>Value for Money</p> <ul style="list-style-type: none"> • Reviewing and strengthening processes for recruitment and retention. building organisational capacity and flexibility and reducing absenteeism. • Working towards a fully integrated (officers, PSE, PCSO) workforce. 	<ul style="list-style-type: none"> • July 09, item on restricted duties and health delivery • October 09 paper on full review of SPPs, 	<p>As relevant</p>
<p>Promote fairness, diversity, respect for human rights and Every Child Matters policy</p>	<ul style="list-style-type: none"> • Ensure that the KPA statutory duty to promote fairness, diversity, respect for human rights and Every Child Matters informs the committee's work. • Emphasising the importance of diversity and seeking to create a workforce that reflects the community of Kent and maximises the contribution potential of all staff. • Monitoring the Policing Plan objectives around gender and ethnicity 	<ul style="list-style-type: none"> • Monitor all work of HR committee with diversity and fairness. • October 09, progress review on employment targets, in particular for retention and progression • October 09, findings of pay audit 	<p>Ongoing</p>