

**DRAFT 20/01/03**

**HR BUSINESS AND  
PERFORMANCE  
PLAN**

**2003 to 2004**

**Section 4: Human Resources Objectives to Support Priorities for Excellence**

<b>Policing Plan Priority for Excellence 1: To expand our approach to include all aspects of diversity</b>			
<b>HR objective</b>	To achieve an increased representation of all the diverse groups of London within the extended police family of the MPS, i.e. police officers, civil staff, Community Police Support Officers (PCSOs), Traffic Wardens, and the Metropolitan Police Special Constabulary.		
<b>Measures and targets</b>	i) Minority ethnic officers as a percentage of total police strength ii) Minority ethnic PCSOs as a percentage of total PCSO strength iii) Minority ethnic civil staff as a percentage of total civil staff strength iv) Women officers as a percentage of total police strength v) Women PCSOs as a percentage of the total PCSO strength	i) 6.6% ii) 25% iii) 21% iv) 19.5% v) 26%	
<b>MB lead:</b> AC 'HR'		<b>Timeframe</b> 1, 2, 3 years	<b>Business Group lead</b>
<b>Key activities</b>	Maximise the recruitment of women and individuals from minority ethnic groups to increase their representation in the workforce against targets, including local Borough targets. (APA, People Strategy)	3 years	HR Selection
	Build on the work of the Positive Action (Central and Local) Team and the joint MPA/MPS Recruitment Task Force by developing internal and external partnerships to support women and individuals from ethnic and other minority groups who wish to join the MPS.	3 years	HR Selection
	Enhance the processes for monitoring gender and ethnicity issues within the workforce with a view to identifying areas for action under the Race Relations Amendment Act, e.g. recruitment, selection, training, and distribution. (APA)	1 year	HR Selection
	Explore the opportunities for developing a corporate process for the local recruitment of Police Community Support Officers in conjunction with community partnerships, to increase recruitment from the various minority groups and to deploy recruits to serve the communities from which they are drawn. (APA, People Strategy)	1 year	HR Selection

	Introduce a Career Development Unit for managers and staff to encourage best practice in career development and progression and support the DOIT in addressing the particular needs of women and individuals from minority ethnic groups. This will include supporting the Gender Agenda and the High Potential Development Scheme. (APA, Gender Agenda, People Strategy)	1 year	HR Selection
	Maximise the retention of experienced members of staff by actively promoting the benefits of working for the MPS, including flexible working and work/life balance, and in partnership with the DOIT focusing on the particular needs of women and individuals from minority groups. (Gender Agenda, APA, People Strategy.)	3 years	HR Selection
	Ensure that the policies and processes we develop are inclusive and meet the needs of all minority groups within the workforce, including gender, ethnicity, sexual orientation, disability, and religious issues, in partnership with the Development and Organisation Development Team (DOIT). (APA)	3 years	HR Services
	In partnership with DOIT, promote the principles of fair treatment in the workplace for all employees, through the work of the new Fairness at Work Co-ordinator and implementation of the new grievance procedure. (People Strategy)	1 year	HR Services

<b>Policing Plan Priority for Excellence 3: To make best use of our staff and resources</b>			
<b>HR objective</b>	To develop a professional and effective workforce with the appropriate numbers and skills to deliver the operational priorities of the MPS.		
<b>Measures and targets</b>	i) Police strength ii) Police Community Support Officer (PCSO) strength ** Subject to confirmation		i) 30,058** ii) Awaits
<b>MB lead:</b> AC 'HR'		<b>Timeframe</b> <b>1, 2, 3 yrs</b>	<b>Business Group lead</b>
<b>Key activities</b>	Expand the strength of the workforce to the levels for which the MPS is funded. (People Strategy)	1 year	HR Selection
	Implement revised National Recruitment Standards to ensure the suitability of police recruits against standards that are common to all police forces. (APA)	1 year	HR Selection
	Ensure the full and effective use of civil staff to maximise the deployment of police officers in operational roles by driving a process of civilianisation.	3 years	HR Selection
	In collaboration with other Business Groups, develop a Skills Management and Deployment Policy to maximise the return on training investment ensuring that best value is obtained from the key skills that police officers acquire, balancing operational requirements with individual developmental needs.	1 year	HR Selection
	Develop a process that links all the components of detective selection from the identification of the vacancy to the completion of the formal development programme, to ensure that the appropriate number of trained and effective detective officers of all ranks are available to meet the operational needs of the MPS	1 year	HR Selection
	Enhance the interface between the Directorate of Training and Development with its customers to identify and deliver the training required to help the MPS deliver the Priorities for Londoners and the National Intelligence Model. This approach will focus on key skills, e.g. investigative, driving, IT, and PCSOs.	1 year	DTD
	Create a Civil Staff Development Unit to deliver training and developmental opportunities for civil staff, particularly in the areas of management and leadership. (APA)	1year	DTD

	Explore alternative methods of training delivery through external partnerships and service providers for the development of key skills, where appropriate.	1 year	DTD
	Develop the application of MetPeople competencies across the range of HR activities, e.g. recruitment, selection and progression, training and development, threshold and special priority payments. (APA, People Strategy)	2 years	HR Services

**Section 5: Human Resources Directorate Priorities and Objectives to Support Operational Policing**

<b>Human Resources Directorate Priority 1: To develop a safe and healthy working environment</b>			
<b>HR objective</b>	To support all members of staff in making an effective contribution to the objectives of the MPS by attending to their well being and promoting safe and healthy practices in the working environment. The MPS recognises its responsibilities for ensuring the safety of both employees and members of the public in conducting policing operations. (People Strategy)		
<b>Measures and targets</b>	AWAITS		
<b>MB lead:</b> AC 'HR'		<b>Timeframe</b> 1, 2, 3 years	<b>Business Group lead</b>
<b>Key activities</b>	Develop a rolling plan for the MPS based on the National Strategy for a Healthy Police Service and prepare a costed business case for Home Office funding in 2003-04.	1 year	HR Services
	Promote a dynamic approach to good health and safety practices to support operational performance through improved techniques and an enhanced advisory service, utilising various channels of communication.	1 year	HR Services
	Focus on core occupational health services agreed with customers and support local management in maximising staff attendance levels and managing sickness absence more effectively. Continue to provide professional support through the sickness 'hot-spotting' process.	1 year	HR Services
	Identify the principal causes of musculoskeletal injuries and develop initiatives to reduce incidents and consequent absence from work.	1 year	HR Services
	Extend the 'Spend to Save' scheme into areas where early interventions will be most effective in assisting individuals suffering ill health or injury back to work, with additional support provided by a flexible approach to recuperative duties and making adjustments for disabilities.	3 years	HR Services
	Enhancing the skills of occupational health practitioners for maximising the impact of interventions with managers and clients.	1 year	HR Services

	Implement the new Stress Management Strategy.	1 year	HR Services
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<b>Human Resources Directorate Priority 2: To develop the HR infrastructure</b>			
<b>HR objective</b>	To develop an appropriate HR infrastructure to enable the function to provide high quality policies, processes, and services to support the workforce in delivering the operational priorities of the MPS.		
<b>Measures and targets</b>	AWAITS		
<b>MB lead:</b> AC 'HR'		<b>Timeframe</b> <b>1, 2, 3</b> <b>years</b>	<b>Business Group lead</b>
<b>Key activities</b>	Maximise the effective use of information technology by utilising MetHR as a strategic tool to support business processes at all levels, including organisational structure, recruitment, selection, promotion, and workforce deployment. MetHR will inform the selection, deployment, and posting processes.	2 years	HR Strategy
	Develop and implement a costed plan to ensure that the HR Directorate is able to comply with Freedom of Information requirements, including the publication of policies and provision of information to applicants via information technology.	3 years	HR Strategy
	The Business Support function for HR Directorate will enhance the services it provides and ensure that they focus on the needs of its customers, i.e. the four HR directorates. This will include training and development, health and safety, security, and attendance management.	1 year	HR Strategy
	Examine the opportunities for outsourcing the various elements of police and civil staff recruiting, where this would improve effectiveness and best value.	1 year	HR Selection
	Prepare and implement a three-year plan to develop the training estate to enhance accessibility and the capacity to respond promptly and flexibly to operational training needs, in the context of a substantially larger and less experienced workforce.	3 years	DTD



	<p>Assess the resources required and develop and implement a delivery plan to ensure the provision of effective occupational health services in response to the changing profile of a substantially larger workforce, including funding, accommodation, professional skills, and business support.</p>	<p>1 year</p>	<p>HR Services</p>
	<p>Building on the HR Policy Review, provide a framework of 'enabling' HR policies and guidance that empower managers to apply flexibility and good practice in managing people to achieve operational service delivery. (HR Review; People Strategy.)</p>	<p>1 year</p>	<p>HR Services</p>

<b>Human Resources Directorate Priority 3: To develop a dynamic HR Function</b>			
<b>HR objective</b>	To develop a dynamic HR function that supports the delivery of the policing priorities of the MPS.		
<b>Measures and targets</b>	AWAITS		
<b>MB lead:</b> AC 'HR'		<b>Timeframe</b> <b>1, 2, 3</b> <b>years</b>	<b>Business Group lead</b>
<b>Key activities</b>	Evaluate the application of key HR policies and activities to identify good practice and areas for improvement in performance, with the aim of ensuring that they support policing service delivery throughout the MPS.	1 year	HR Strategy
	Continue to strengthen customer focus within the HR Directorate to ensure that it is effective in responding to the operational needs of the MPS, by enhancing the mechanisms for two-way communication, feedback, and HR intelligence gathering, e.g., HR Live Forum, Account Managers, customer surveys, and interaction with local managers.	1 year	HR Strategy
	Develop a proactive environmental scanning capability and explore opportunities to establish partnerships, both internally and externally, to ensure that the HR function is alive to the wider employment and business environment, and forthcoming legislative changes that will impact on the MPS.	1 year	HR Strategy
	Re-launch the HR Directorate's Intranet site to ensure that it is attractive, interactive, informative, and promotes good practice in managing people. It will include news, current projects, future developments, and links to other useful sites.	1 year	HR Strategy
	Develop a comprehensive predictive model for forecasting human resources and succession planning requirements, including the management profile and vacancies at all levels, to facilitate effective recruitment, selection, deployment, and training delivery, in order to help the MPS to meet its operational priorities.	1 year	Selection

	Review the processes for the deployment and posting of officers to support the introduction of devolved budgets, to ensure that HR can respond flexibly and effectively to the requirements of Boroughs wishing to vary the composition of their workforce, i.e. 'mix and match' ranks/grades.	1 year	HR Selection
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**APA framework for HR plans**

**- Summary of key data: a model template**

<b>1 Staffing</b>		<u>2001/02 actual</u>		<u>2002/03 actual</u>		<u>2003/04 planned</u>	
<u>Detail</u>		No.	£	No.	£	No.	£
Police officers	Constables						
	Sergeants						
	Inspectors						
	Chief inspectors						
	Superintendents						
	Chief officers						
	<b>All officers (total)</b>						
Support staff	Administrative/clerical						
	Managerial/professional						
	Direct public facing						
	<b>All support staff (total)</b>						
Special constables	Special constables		n/a		n/a		n/a

<b>2 Additional staff costs</b>		<u>2001/02 actual</u>		<u>2002/03 actual</u>		<u>2003/04 planned</u>	
<u>Detail</u>		Hours	£	Hours	£	Hours	£
Temporary staff	Employed and agency						
Consultants	Consultants						

	<u>2001/02 actual</u>		<u>2002/03 actual</u>		<u>2003/04 planned</u>			<u>2004/05 planned</u>			<u>2005/06 planned</u>		
	Hours	£	Hours	£	Hours	£	%reduction	Hours	£	%reduction	Hours	£	%reduction
Police													
Other													

	<u>In post during 2001/02</u>						<u>In post during 2002/03</u>						<u>Recruitment target 2003/04</u>	
	Minority ethnic		White		TOTAL		Minority ethnic		White		TOTAL		Minority	ethnic
	M	F	M	F	M	F	M	F	M	F	M	F		
Constables														
													Total	

<b>5 Training</b>			
	<u>2001/02</u>	<u>2002/03</u>	<u>2003/04</u>
Total budget	£	£	£
Actual spend	£	£	n/a
Number of training events offered			n/a
Number of training events planned	n/a	n/a	

<b>6 Ill health retirements</b>			
	<u>2001/02</u>	<u>2002/03</u>	<u>2003/04 (budget)</u>
Police officers			
Support staff			

<b>7 Absence</b>						
Number of equivalent days lost and average cost						
	<u>Detail</u>	<u>2001/02</u>		<u>2002/03</u>		2003/04 target for reduction
		No.	£	No.	£	
Police officers	Constables					Police _____
	Sergeants					
	Inspectors					
	Chief inspectors					
	Superintendents					
	Chief officers					
Support staff	Administrative/clerical					Support staff _____
	Managerial/professional					
	Direct public facing					
	<b>Total</b>					

<b>8 Number of staff in the HR department involved in ...</b>						
	<u>2001/02</u>		<u>2002/03</u>		<u>2003/04</u>	
	Central HR department	BCU/OCU HR functions	Central HR department	BCU/OCU HR functions	Central HR department	BCU/OCU HR functions
Recruiting police						
Recruiting support staff						
Occupational health, safety and welfare						
Employee resourcing						
Employee relations						
Corporate support and planning						
Training and development						
Other						
<b>Total</b>						